



To: **Members of the Cabinet**

Notice of a Meeting of the Cabinet

Tuesday, 29 January 2013 at 2.00 pm

County Hall, Oxford, OX1 1ND

Joanna Simons

Joanna Simons
Chief Executive

January 2013

Contact Officer: Sue Whitehead
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<i>Councillors</i>	Membership
Ian Hudspeth	- <i>Leader of the Council</i>
Rodney Rose	- <i>Deputy Leader of the Council</i>
Arash Fatemian	- <i>Cabinet Member for Adult Services</i>
Nick Carter	- <i>Cabinet Member for Business & Communications</i>
Louise Chapman	- <i>Cabinet Member for Children & the Voluntary Sector</i>
Melinda Tilley	- <i>Cabinet Member for Education</i>
Hilary Hibbert-Biles	- <i>Cabinet Member for Growth & Infrastructure</i>
Mrs J. Heathcoat	- <i>Cabinet Member for Safer & Stronger Communities</i>
Kieron Mallon	- <i>Cabinet Member for Police & Policies</i>

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on Wednesday 6 February 2013 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: 26 February 2013

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 Rachel Dunn on (01865) 815279 or rachel.dunn@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 18 December 2012 (**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. Oxfordshire County Council Corporate Plan 2013/14 - 2017/18 (Pages 1 - 38)

Cabinet Member: Leader

Forward Plan Ref: 2012/120

Contact: John Courouble, Corporate Policy Manager Tel: (01865) 896163

Report by Assistant Chief Executive & Chief Finance Officer (**CA6**).

This report and Annex provides Cabinet with a draft of the Corporate Plan for 2013/4-

2017/18. The Plan is due to publish in March 2013 and Cabinet's approval of it is needed to do this. The report provides the detail of what changes have been made to the Plan in this edition.

The Cabinet is RECOMMENDED to approve the draft Corporate Plan going before Council on 19 February 2013.

7. Business Strategy and Service & Resource Planning Report for 2013/14 - 2017/18 - January 2013 (Pages 39 - 224)

Cabinet Member: Leader

Forward Plan Ref: 2012/119

Contact: Lorna Baxter, Deputy Chief Finance Officer Tel: (01865) 323971

Report of The Leader of the Council (**CA7Leader**)

Report by Assistant Chief Executive & Chief Finance Officer (**CA7**).

This report is the final report to Cabinet in the series on the service & resource planning process for 2013/14 to 2016/17, providing councillors with information on budget issues for 2013/14 and the medium term. Information outstanding at the time of the Cabinet meeting will be reported to Council when it considers the budget on 19 February 2013.

The report sets out the latest information on the Council's financial position, including the treasury management strategy for 2013/14 and an updated capital programme.

The Leader of the Council has prepared a separate report, circulated alongside this report, which sets out the basis for the Cabinet's proposals. The proposals take into account comments to date from the public consultation on the budget (which closes on 1 February 2013) as well as the latest information on the Council's financial position outlined in this report, and also comments on the draft budget proposals from the individual Scrutiny Committees on 10 January 2013.

The Cabinet is RECOMMENDED to:

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

- (1) a budget for 2013/14 and a medium term plan to 2016/17, based on the proposals set out by the Leader of the Council;***
- (2) a council tax requirement (precept) for 2013/14;***
- (3) a council tax for band D equivalent properties;***
- (4) virement arrangements to operate within the approved budget;***

(b) (in respect of treasury management) RECOMMEND Council to approve:

- (1) the Treasury Management Strategy Statement ;***
- (2) that any further changes required to the 2013/14 strategy be delegated to the Chief Finance Officer in consultation with the Leader of the Council.***

(c) RECOMMEND Council to approve the Prudential Indicators as set out in Appendix A of Annex 7.

(d) RECOMMEND Council to approve the Minimum Revenue Provision

Methodology Statement as set out in Appendix B of Annex 7.

(e) (in respect of capital) RECOMMEND Council to approve:

- (1) the updated Capital Strategy, Corporate Asset Management Plan and Transport Asset Management Plan;**
- (2) a Capital Programme for 2012/13 to 2016/17;**

(f) delegate authority to the Leader of the Council, following consultation with the Chief Finance Officer, to make appropriate changes to the proposed budget.

8. Future Devolved Governance: Local Transport Board (Pages 225 - 236)

Cabinet Member: Deputy Leader

Forward Plan Ref: 2012/153

Contact: Tom Flanagan, Service Manager – Planning & Transport Policy Tel: (01865) 815691

Report by Director for Environment & Economy (**CA8**).

The purpose of this paper is to provide CCMT/Cabinet with the details of the proposals from the Department of Transport to devolve local major scheme funding to functional economic areas and the requirement to establish a Local Transport Board with a detailed Assurance Framework, that sets out the governance and working arrangements, to manage the capital grant that will be received should the County Council opt to become the accountable body.

The Cabinet is RECOMMENDED to approve the following:

- (a) that the County Council supports the proposal to devolve the funding of local major schemes and facilitates the creation of a Local Transport Board under the auspices of the SPIP Board.**
- (b) the County Council seeks views on the Assurance Framework set out in the Annex from District Councils, the Oxfordshire Local Enterprise Partnership, the SEMLEP, Network Rail, Highways Agency and the public transport operators;**
- (c) that the Director of Environment & Economy, in consultation with the Deputy Leader, be authorised to develop the Scheme Prioritisation Process and progress the Assurance Framework to completion for submission to the Department of Transport in accordance with their timetable in consultation with the Section 151 and Monitoring Officer.**

9. South West Bicester New Primary School - Funding Agreement (Pages 237 - 242)

Cabinet Member: Growth & Infrastructure

Forward Plan Ref: 2012/149

Contact: Tom Flanagan, Service Manager – Planning & Transport Policy Tel: (01865) 815691

Report by Director for Environment & Economy (**CA9**).

The report seeks approval to authorise officers to enter into a funding agreement with the Diocese of Oxford for their direct delivery of the school construction project and enables transfer in stages of a maximum capital grant of £6.664m from S106 resources forward funded from the Council's capital programme reserve, having deducted any direct costs incurred by the County Council in supporting delivery of the project.

This is due to increasing pupil place pressures which lead to demand for places in advance of delivery timescales for the new primary school which would otherwise be possible if the Council awaits funding through the Section 106 agreement.

The Cabinet is RECOMMENDED to:

- (a) ***authorise the Director of Environment & Economy to enter into a funding agreement with the Diocese of Oxford which enables transfer in stages of a maximum capital grant of £6.664m; and***
- (b) ***transfer (in accordance with such funding agreement) funds from developer contributions forward funded from the Capital Programme reserve, having deducted any direct costs incurred by the County Council in supporting delivery of the project.***

10. Care Homes Fees (Pages 243 - 258)

Cabinet Member: Adult Services

Forward Plan Ref: 2012/116

Contact: Andrew Colling, Quality & Contracts Manager Tel: (01865) 323682

Report by Director for Social & Community Services (**CA10**).

The Council has a statutory duty to make arrangements for persons aged 18 or over who it assesses are in need of care and attention which is not otherwise available to them.

Consequently the Council pays for approximately 1,700 older people in care homes for older people at any one time, at a cost of circa £48m per annum.

Each year we set a rate for care home fees – in Oxfordshire we have bandings representing different payments for different levels of client need.

Recently Care Home providers have mounted successful and unsuccessful challenges to the way their local authority set the fee rate. Judgements were made on:

- the consultation process;
- the Service and Community Impact Assessment;
- the assessment of the cost of care.

As a result there has been debate nationally about the 'usual cost of care' and the

extent to which local authorities can take account of both their own resources and of market factors, such as the number of private payers (who generally pay more), when setting the rates.

There is no nationally agreed methodology for calculating the cost of care but the Association of Directors of Adult Services is developing its own model.

This paper proposes that the Banding System in Oxfordshire be simplified.

It proposes that we should

- a. Confirm the interim payment 3% already paid to care homes in 2012/13 and
- b. increase the payments for residential homes and for the lower band for nursing homes from 1st April 2013.

The cost of the proposed increases in 2013 /14 is £405,000 which will increase the pressures on the Older People pooled budget next year.

We are not offering a general inflation increase for 2013/14 in the light of the 3% increase earlier this year (cost to the council was £900k).

Our new rates are within the range of neighbouring authorities, but remain considerably below what we routinely pay for care in Oxfordshire today.

We will be carrying out further consultation with our providers on these proposals.

The Cabinet is RECOMMENDED that:

(a) for 2012/13 and for Care Home Placements in Oxfordshire to:

- 1. Confirm the 3% uplift agreed as an interim payment for all existing placements in care homes from April 2012.***
- 2. Confirm the 3% uplift agreed as an interim payment for all new placements in care homes from April 2012.***

(b) for 2013/14 to:

- ***Revise our Target banding Rates from April 2013 and***
 - (i). Delete the Residential-Substantial Target Banding Rate***
 - (ii). Increase the Target Banding rate for the Residential-Extensive Specialist Category to £452 per week for new placements.***
 - (iii). Increase all existing weekly Residential payment rates that are currently paid below £452 per week to £452 per week***
 - (iv). Delete the Nursing - Substantial Target Banding Rate***
 - (v). Increase the Nursing-Extensive Target Banding Rate to £560 per week***
 - (vi). Increase all existing weekly Nursing Extensive and Substantial rates that are currently below £560 per week to £560 per week.***
 - (vii). Retain the Nursing-Specialist Target Banding Rate at £630 per week***
 - (viii). Continue to use these rates as a guide to secure a care home placement at a funding level as close to the Target Banding Rate as***

possible.

(ix). The above to apply from April 2013 and for care home placements in Oxfordshire.

(c) to consult the care home providers in Oxfordshire on the above points (b) (i)-(ix); and

(d) to review the Equality Impact Assessment once the outcome of the consultation is known. Fee setting is a function to which section 149 of the Equality Act 2010 applies, and the Equality Impact Assessment is the method by which the Council will have due regard to the needs set out in section 149.

11. Day Opportunities and Transport Charging Model (Pages 259 - 272)

Cabinet Member: Adult Services

Forward Plan Ref: 2012/126

Contact: Alan Sinclair, Lead Commissioner – Older People Joint Commissioning Tel: (01865) 323665

Report by Deputy Director, Adult Social Care (**CA11**).

Public consultation took place from 1st June to 31st October 2012 in Tier 2 and Tier 3 services providing day opportunities for older people and people with a physical disability.

In Tier 2 services, which are provided by small and medium sized voluntary sector organisations in small local venues such as village halls or community centres, the proposal is to introduce daily transport charges of £5 for a return journey.

In Tier 3 services, which are the 8 larger resource centres providing support to people with higher needs (7 of which are run by the County Council internal service and 1 by Leonard Cheshire in Witney), the proposals are:

1. To increase the attendance charge (from £4.18 per day to £15.00 per day) for a 5 hour day (10am-3pm).
2. To introduce the option of a 3 hour day for £9, (11am to 2pm)
3. To increase the transport charge from 82p to £5 for a daily return journey
4. An offer of additional subsidised services to support health & wellbeing such as basic foot care, massage and seated exercise classes.

The report provides details of the consultation that took place, who took part, stakeholder feedback, comments and suggestions .

The report gives a financial summary of the implications of the proposals.

The report sets out recommendations for consideration and approval with regards to the proposed increases of charges.

The Cabinet is RECOMMENDED to approve the proposals set out in paragraphs 53 and 54.

12. Equality Policy 2012-17: Annual Update (Pages 273 - 306)

Cabinet Member: Police & Policies

Forward Plan Ref: 2012/144

Contact: Lisa Philip Alderton, Analyst Tel: (01865) 816394

Report by Research & Major Programmes, Unit Manager (**CA12**).

This report sets out the Council's progress in the first year of the 'Equality Policy 2012-2017'. The Council is required to set specific, measurable equality objectives, and report at least annually on its progress towards its objectives. It must also regularly provide information about actual and potential service users. The equality objectives themselves must be revised at least every four years.

In the Equality Policy, the Council set out four objectives, and for each one set out priority actions for the year intended to meet them. The objectives are:

Objective 1: Understanding the needs of individuals and communities

Objective 2: Providing accessible, local and personalised services

Objective 3: Supporting thriving and cohesive communities

Objective 4: Promoting a culture of fairness in employment and service delivery.

The 'Equality Policy' set out 27 priority actions across the four objectives. This is first annual update on the Council's progress towards its goals.

There is also a legal obligation to regularly provide information about actual or potential users. The attached update includes an appendix detailing new information about the people of Oxfordshire from the 2011 Census.

The Cabinet is RECOMMENDED to

(a) Accept the first update on the 'Equality Policy 2012-2017'

(b) Agree to the adjustment of the reporting timetable for future updates on the 'Equality Policy 2012-2017'

13. Forward Plan and Future Business (Pages 307 - 310)

Cabinet Member: All

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

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include "updating of the Forward Plan and proposals for business to be conducted at the following meeting". Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA13**. 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.

14. Delegated Powers of the Chief Executive - January 2013

Cabinet Member: Leader

Forward Plan Ref: 2012/122

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

To report on a quarterly basis any executive decision taken by the Chief Executive under the specific powers and functions delegated to her under the terms of Part 7.4 of the Council's Constitution - Paragraph 1(A)(c)(i). It is not for scrutiny call in.

<i>Date</i>	<i>Subject</i>	<i>Decision</i>	<i>Reasons for Urgency</i>
<i>21 December 2012</i>	<i>Request for Exemption from Contract procedure rules – provision of a Crisis Response Service</i>	<i>Approved an exemption from the full tendering requirements of the Council's Contract Procedure Rules</i>	The original procurement process for the service was concluded in December 2011 resulting in a contract which finished on 31 December 2012. This is not a favourable time to potentially move to a new provider, due to bank holidays and winter pressures on health and social care services. The 3 month contract to 31 March 2013 ensures continuity of provision during retendering.
<i>17 January 2013</i>	<i>Request for Exemption from Contract procedure rules- Extension of a contract for supported services for adults with learning</i>	<i>Approved an exemption from the full tendering requirements of the Council's Contract Procedure Rules</i>	The 3 month contract to 31 March 2013 maintains continuity of service during transition to a new provider.

	<i>difficulties</i>	
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EXEMPT ITEM

Item 15

It is **RECOMMENDED** that the public be excluded for the duration of item 15 in the Agenda since it is likely that if they were present during those items there would be disclosure of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972 (as amended) and specified in relation to the respective items in the Agenda and since it is considered that, in all the circumstances of each case, the public interest in exemption outweighs the public interest in disclosing the information.

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

THIS IS FOR REASONS OF COMMERCIAL SENSITIVITY AND THE FINANCIAL RISK TO THE COUNCIL IF THE CONTENTS ARE DISCLOSED.

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

15. Developing the Project Agreement with the Oxfordshire Care Partnership (Pages 311 - 336)

Cabinet Member: Adult Services

Forward Plan Ref: 2013/001

Contact: Simon Kearey, Programme Manager Tel: (01865) 323571

Report by Director for Social & Community Services, Director for Environment & Economy and Assistant Chief Executive & Chief Finance Officer (**CA15**).

The information contained in the report and annexes is exempt in that it falls within the following prescribed category:

3 – information relating to the financial or business affairs of any particular person (including the authority holding that information)

It is considered that in this case the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that such disclosure would distort the proper process of free negotiations between the authority with another party for the purposes described and would prejudice the position of the authority in those negotiations and other negotiations of a similar nature in future.

This report sets out proposals for developments in the relationship that the Council has with the Oxfordshire Care Partnership for the provision of services for the care and support of older people in Oxfordshire.

The contract with the Oxfordshire Care Partnership, known as the Project Agreement, was signed in December 2001 (see Background Paper 1). Since then there have been significant changes in the needs of older people, important developments in the services and facilities that older people can choose and in the aspirations and choices that older people make for their care. There have also been significant changes in the financial circumstances facing the public sector.

It is important that the Council and the Oxfordshire Care Partnership respond to these changes and continue to meet the needs of older people to the same high standards under the Project Agreement as effectively as they have since the Project Agreement was signed. Therefore, a number of service developments are required to meet the range of needs with which increasing numbers of older people need help, to give older people and their families' real choice about how their care needs are met and to meet the financial challenges facing the Council.

Meeting these challenges will require some revision of the Project Agreement, whilst ensuring that the Oxfordshire Care Partnership continues to have a secure basis from which to operate therefore ensuring the contract remains viable. This report summarises the proposed revisions to the Agreement and the service developments that will be supported by these changes.

Division(s):NA

CABINET – 29 JANUARY 2013

Oxfordshire County Council Corporate Plan 2013/14-2017/18

Report by Assistant Chief Executive & Chief Finance Officer

Introduction

1. This report and Annex provides Cabinet with a draft of the Corporate Plan for 2013/4-2017/18.

Key Issues

2. As part of a range of documents which set out objectives and activities ahead, Oxfordshire County Council produces a Corporate Plan, covering a four-year period, and refreshed on an annual basis. It is a useful tool for highlighting key current priorities and direction of travel.
3. The new edition of the plan represents a factual update, a refreshed statement of the Leader and council's priorities and good practice case studies showcasing recent successes.
4. Work continues on gathering data for section 10 (Finance). This information will be included in the Plan when it is considered by the Council in February.
5. The Strategy and Partnerships Committee discussed the plan on 17 January 2013 – comments from the Committee will be provided to Cabinet in a verbal update.
6. The Plan will be published on the Oxfordshire County Council website and on the intranet once it has been approved by Council.
7. At that stage around 250 copies of the Plan will be printed and sent to a list of key stakeholders and interested parties. The distribution of the plan will have to be completed before the pre-election 'restricted period' (i.e. by 25 March).

RECOMMENDATION

8. **The Cabinet is RECOMMENDED to approve the draft Corporate Plan going before Council on 19 February 2013.**

SUE SCANE
Assistant Chief Executive & Chief Finance Officer

Contact Officer: John Courouble, Corporate Policy Manager Tel 01865 816163
January 2013

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Annex 1

**Corporate Plan 2013/14 – 2017/18
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About Oxfordshire

Oxfordshire is home to a diverse population of over 653,000 people¹.

As South East England's most rural county, Oxfordshire is an area of outstanding natural beauty. Its growing population is drawn not only to its beautiful scenery but also to a modern Oxfordshire which is a thriving place to both live and work.

The county is conveniently located in the heart of England: close to London, Bristol and Birmingham with excellent transport links connecting Oxfordshire to the rest of the UK, Europe and other global destinations.

Oxfordshire's rich historical and cultural environment is complemented by a prospering knowledge-based economy, world-renowned universities and industries, and the largest concentration of research and development activity in Western Europe.

These benefits have helped contribute to Oxfordshire being recently rated the UK's top destination for economic success and well-being². In total our economic success contributes £15.4 billion to the national economy.

Oxfordshire is able to support both a diverse range of industries and communities. We are home to globally recognised brands like BMW Mini, Oxfam and Oxford University Press. The county is a key location for 8,400 military personnel and is home to RAF Brize Norton, the military's single air movement base in the UK. This year 11,500 students came from around the world to study at our world-famous Universities.

This strength is underpinned by a highly-skilled work force (over 40% are educated to above A-Level standard) and low unemployment (fewer than 2% of residents claim job seekers allowance).

Our strong knowledge economy is internationally recognised for its expertise in advanced engineering, cryogenics, motorsports, space innovation and life sciences. That economic potential is being boosted by the recent addition of our enterprise zone at Science Vale.

From Bicester Village to Blenheim Palace, around 25 million³ visitors come to Oxfordshire each year to enjoy the attractions, retail, museums, market towns and festivals.

As well as turning world changing ideas into world changing businesses, Oxfordshire's strong civic society underpins communities within the county with over 3,800 individual volunteer and community organisations giving their time to good causes in the county.

More key facts about Oxfordshire are available on the Oxfordshire Insight website: insight.oxfordshire.gov.uk/cms/

¹ Oxfordshire's population is 653,798, ONS estimates and projections, Census 2011

² PwC & Demos, good growth report 2012

³ Economic Impact Report, Visit Oxfordshire, 2010

1. Leader's foreword

This is the county council's first corporate plan since I became Leader in April 2012. These are not easy years for local government but having talked with frontline council staff it is clear that, from top to bottom, we are working as one council to meet these challenges head on for people across Oxfordshire.

I want to start by thanking everyone who has worked and contributed to our continuing achievements this year. I want us to build on those achievements.

The challenges we face are not small: the UK is still recovering from past economic mismanagement and Oxfordshire is still adapting to the continuing need for austerity in public spending. With changing demographics and shifting public expectations, the county council's place in Oxfordshire life needs to evolve to remain relevant.

Ensuring a thriving Oxfordshire remains our overriding ambition: a place where people can achieve a decent life for themselves and their families through hard work; a place alive with vibrant, active communities; where people can enjoy the rewards of a growing economy and where sustainable public services help people improve their lives.

This is where we recognise the importance of our relationships, with our partners in local government and across the wider county, and how they enable us to deliver for all those who live and work here. We are lucky to have a strong network of partners who share our vision and ambition, including some 3,800 voluntary organisations that undertake and support vital work in the county, contributing to our vibrant communities.

A thriving Oxfordshire economy is crucial to a thriving UK. As the home of two world-class universities, world-leading companies and as a hub for cutting-edge innovation, enterprise and the knowledge economy, our success helps us support a successful UK. Encouraging both domestic and international investment in our growing economy is critical to realising a prosperous Oxfordshire for everyone.

Our county has so much potential - I want to ensure that our communities benefit from all the opportunities Oxfordshire has to offer. For the council too, from public health, which is returning to local government, through to broadband investment, I want us to grab every opportunity.

Nowhere is that more important than with Oxfordshire's children. Improving education in Oxfordshire is critical and we have put together a strong strategy to achieve that. Our future depends on raising our children's attainment, helping them fulfil their potential, working to protect them from harm and ensuring they are able to grab all the opportunities our county has to offer. That is why thriving families are central to our thriving Oxfordshire vision. I am proud of the work our Thriving Families Programme has started and of the progress our Reading Campaign is making.

Our ambition for Oxfordshire is matched only by our determination to deliver quality and value for the people who pay for, and rely on, the work we do.

DRAFT

2. Executive Summary

At Oxfordshire County Council we are ambitious about what we do as a council, and what we enable individuals, families, communities and businesses in Oxfordshire to do for themselves.

This remains the case even as the financial challenge we face continues to become more acute. We have been highly effective at delivering significant savings over recent years while doing our very best to protect the services people need, and care about, the most.

This situation is not about to get any easier, and although we have already saved £127 million from 2010 to the end of 2012/13, cuts in the grant we receive from Government mean we know savings will have to continue up to 2017 at the very least.

We are focused on helping Oxfordshire continue to lead the way to national economic recovery, and on being at the forefront of public sector efficiency, ensuring the best use of our shrinking budget.

Over the last year we have successfully:

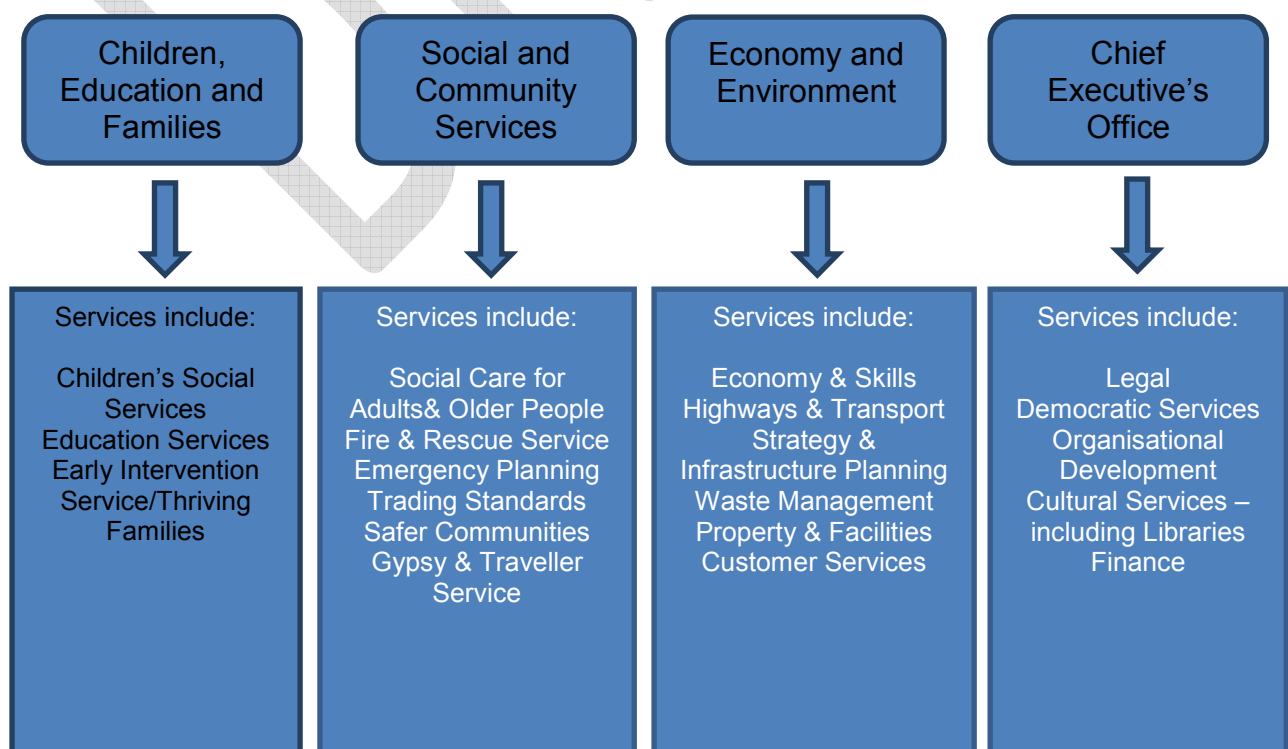
- Delivered further significant savings: in total, we have made savings of £127 million from 2010 to the end of 2012/13
- Reduced the number of staff we employ while integrating staff from partner organisations.
- Worked with the new Local Enterprise Partnership and other partners to support growth via measures such as bringing forward improvement to our road and rail infrastructure, and backing Oxford's successful bid to be a Superconnected City with ultrafast broadband and public wifi.
- Supported schools and parents to deliver a significant improvement in primary school results
- Completed the process of delivering Early Intervention Hubs to support children and families
- Targeted extra resources from the NHS, by working with the Oxfordshire Clinical Commissioning Group, which have contributed to an increase in the level of adult social care services.
- Worked closely with the Oxfordshire Clinical Commissioning Group and other partners to prepare for the return of Public Health to local government in April 2013.
- Responded to widespread flooding across the county, minimising risks to life and damage to property.
- Supported the new Police and Crime Commissioner for the Thames Valley, setting out the county's key priorities to tackle crime, help victims, and reduce anti-social behaviour.
- Got bus services back up and running after private firms delivering services have found themselves in financial difficulties.

Over the next twelve months we have a range of ambitions - among these we plan to:

- Continue to deliver savings while protecting frontline services as far as possible
- Play a leading role in enabling economic growth, including - continued backing for new rail lines and improved services at Oxfordshire stations; working on delivering fast broadband across the county (including superfast broadband at key locations); and seeking Government approval for the Deal for local growth
- Focus on protection, prevention, and aspiration, keeping young people safe through promoting and coordinating seamless cooperation between agencies
- Support older people living independently for as long as possible, and provide social care service users with more control over their daily lives
- Fully introduce the Public Health Directorate to the county council's structure and integrate it as a core component of our work and priorities.
- Support schools to become Academies and continue to champion further improvements in educational attainment, making sure our schoolchildren have high aspirations, and the best possible chance of achieving them.
- Increase the capacity of the Thornhill Park and Ride site and work to ensure best value for money from transport services we fund, in particular buses.
- Continue to increase our energy efficiency and innovative sources of power, in order to reduce waste and minimise our energy bills.
- Consult on a Local Flood Risk Management Strategy which will give us a clear vision for how flood risk will be dealt with in Oxfordshire.

In this plan you can read about our strategic objectives for the county in more detail, as well find out how we plan to deliver against them, and how we will measure our success.

What we do



3. A Thriving Oxfordshire

Our overall ambition is to deliver "A Thriving Oxfordshire". By this we mean a county where:

- businesses have the opportunity to start up, to succeed, and to expand
- where people are able to access the opportunities they need in education, employment, and leisure to lead happy and fulfilled lives and achieve their ambitions
- communities are healthy, vibrant and active.

We want Oxfordshire to continue to be recognised as a great place to live, and as a county which combines the best of the past with a clear vision for the future. We aim to deliver the best outcomes for today, and for tomorrow. In working towards our overall ambition, we will deliver efficient and reliable services, and help people to help themselves.

We have identified three strategic objectives which make up what we want to deliver.

- Building a world class economy
- Supporting healthy and thriving communities
- Enhancing the environment

Figure x.x (Golden Thread) shows how this Plan fits within the other documents which set out what we hope to deliver, and how we intend to deliver it. The long-term plan for the county is set out in Oxfordshire 2030, which was developed in 2008 with a range of partners including the NHS, police, district and local councils, the Universities, charities, local businesses and others [name if relevant, church groups, race equality council, RCC, MoD, environment agency, Oxford United].

Since this Corporate Plan was initially developed in 2011 things have changed. In particular, the public sector is going to have a great deal less money to spend on directly providing services than many assumed at the time. Despite this, we are ready to take on the challenge - we believe that our overall ambitions remain the right ones for the county, and that close working with partners is the right way to deliver those ambitions.

[Insert Figure x.x Golden Thread]

4. Championing a World Class Economy

Oxfordshire forms the hub of Britain's knowledge economy with the largest concentration of research and development activity in Western Europe, driven by Science Vale UK, two universities and their many spin-off research centres and start-up businesses.

We continue to have one of the strongest economies in the South East. The key strength of the Oxfordshire economy is its diversity. From space technology to arts and music festivals and from bioscience to banking, Oxfordshire has a rich mix of business sectors, spread across the county, which are helping to drive the UK economy forward.

The on-going success of our economy is fundamental to achieving the county council's broader ambitions for Oxfordshire. Without economic success we will lack the ability to compete in the global market and generate the wealth that will in turn enable investment to be made more widely in society.

Economic Development

Economic growth has to be delivered by business, but the county council has a vital role to play in providing strategic leadership and facilitating an environment that enables business to flourish. We are key partners in the Oxfordshire Local Enterprise Partnership and are supporting the delivery of an Enterprise Zone at Science Vale UK.

With the Oxfordshire Local Enterprise Partnership, we are working actively to deliver programmes and proposals within the 'Oxfordshire Growth Arc' – this comprises three priority areas of economic growth, enterprise and housing development in Oxfordshire over the next twenty years. The three areas are Oxford City, Science Vale UK (which includes the Enterprise Zone) and Bicester (see the 'Place-Focused Growth' section for more on this.)

Infrastructure

The county council has a key role to play in the leadership of strategic planning and infrastructure provision across Oxfordshire. We want to ensure that infrastructure enables economic growth, and supports residents who live and work in the county. The Oxfordshire Local Investment Plan (LIP) -created in partnership with Oxfordshire's district councils and central Government agencies - sets out a shared vision and priorities for delivering housing growth, economic development, regeneration, and infrastructure, in other words "sustainable place

making". Taken together, the schemes within the LIP could deliver 28,550 new homes across Oxfordshire, including 11,500 affordable homes. It could also facilitate the delivery of up to 44,500 new jobs.

It is expected that funding for infrastructure will remain tight. In this context we will continue to work closely with district council colleagues, through the Spatial Planning and Infrastructure Partnership, to identify sources of funding and to maximise and align national and local funding to a common agenda.

Place-Focused Growth

We are working closely with our district council colleagues and other partners to deliver growth in the priority locations of Oxford City, Bicester, and Science Vale.

In Oxford, the aim is to maintain the city's prominence as a first-class regional destination for retail, tourism and leisure as well as business. Priorities to deliver this include: updating the Oxford Transport Strategy to set out a new vision and focus for access and movement over the next twenty years – particularly in light of the development opportunities in the West End of Oxford; and ensuring the investment in the local rail network and Oxford Rail Station acts a catalyst for providing a gateway that befits Oxford's status.

At Science Vale UK, the aim is to build upon its recognised status as a centre for science, innovation and enterprise, establishing a sustainable economic hub. Priorities to deliver this include creating an additional 12,000 jobs, with significant longer term potential for additional jobs on land currently home to Didcot A power station, and providing 14,000 new homes. This growth will be supported by improved access to the national transport network (both the A34 and rail network) as well as within the Science Vale area.

At Bicester, the aim is to build on the town's strengths which include a retail outlet village with in excess of 5.5 million visitors a year, a dynamic further education college, good links to the M40, and rail links to Birmingham and London. Priorities to deliver this include: creating 15-20,000 new jobs on land allocated for economic growth; providing 10,000 new homes at a number of strategic housing sites; and improving the transport network.

Transport

Enabling ease of transport movement remains a key objective. Oxford already has some of the highest use of public transport in the country

and we will continue to work closely with local bus companies to build upon this. Parking capacity at the Thornhill Park and Ride will be increased from spring 2013 to meet rising demand for access to Oxford by bus.

Significant improvements are planned for the local rail network, including the opening of a second mainline route between Oxford and London via Bicester with a new station at Water Eaton by 2015. The Government has also given approval for a new East-West rail line linking Reading, Oxford and Aylesbury with Milton Keynes and Bedford. This will put Oxford at the heart of the national rail “electric spine” by 2017.

Further work is also underway with Government agencies to deliver improved road links at pinch points across the County, to support growth. This includes Junction 9 of the M40 at Bicester and improvements to the network around the Science Vale area.

Broadband

Although some areas in Oxfordshire are already taking advantage of high speed broadband, other parts of the county, in particular rural areas, lack access to a basic level of service.

Faster and more reliable broadband is critical for many reasons: it supports economic growth and the business community; enables new ways of learning within our schools, colleges and universities; and facilitates the delivery of public services in new and diverse ways.

The council is working closely with public and private sector organisations and with individual communities to develop the right solutions so that Oxfordshire can reap the many benefits of being better connected.

Skills and educational attainment

Despite the many positives outlined above the county does face a number of challenges, in particular the need to address a skills gap.

A significant factor is Oxfordshire’s relatively weak educational attainment performance. The county council has launched an education strategy ‘A Strategy for Change - Improving Educational Outcomes in Oxfordshire’ designed to help improve our position. It sets out a clear vision for Oxfordshire to be ‘a dynamic and forward looking place for education and learning, providing the best quality experiences for children and young people to grow up, learn, develop and achieve’.

Results in 2012 saw steps in the right direction at Early Years Foundation Stage and at Key Stage 2. However there is still considerable progress to be made to reach the aspirations the council, pupils, parents and schools hold.

The council also facilitates the Oxfordshire Skills Board and works with them to produce an annual Skills Needs Analysis, which helps us to understand the difference between the number of courses taken up by learners and the number of jobs in each sector. There is evidence that local training providers are adapting their courses in response to this analysis.

We are also extensively involved in Oxfordshire Apprenticeships, which has held “Tell not Sell” events since April 2012 which over 100 employers have attended. Since 2011, the number of all age apprenticeship starts has increased significantly and is now improving at a faster rate than other areas in the South East.

Our Priorities for Action

- Oxfordshire Local Enterprise Partnership (LEP) – we will continue to support the partnership and help deliver its priorities. We will work through the LEP with the private and academic sectors to create the conditions to realise Oxfordshire’s economic potential.
- Infrastructure – we will work across the public sector locally and with central government agencies to deliver the priorities identified in Oxfordshire's Local Investment Plan. We will work with the district and city councils to support the introduction of the Community Infrastructure Levy and look to develop our innovative approach to funding
- Transport – we will work closely with our partners to ensure that our transport strategy supports the needs of the local economy and realises the opportunity to develop a truly integrated transport system. We will seek to maintain and where possible improve the condition of our roads and to work with communities to focus highway maintenance activity where it is most needed.
- Broadband – we are working with business network providers to develop and implement a broadband solution for Oxfordshire which will improve broadband speeds and reliability by 2015. It will benefit those residents and businesses that would have otherwise been excluded from private sector broadband plans.
- Skills and educational attainment - We will continue to support the Oxfordshire Skills Board and continue to work to increase

the availability of apprenticeship training. Through the implementation of the county's Education Strategy we will play a key role in driving forward improvements in attainment.

Measuring Progress

Future Indicators of Success

Increased employment opportunities, measured by increased business start-ups, the number of jobs created and the number of jobs safeguarded

Road repairs made in accordance with set targets

Broadband rolled out to priority areas

More primary and secondary schools graded good or outstanding by Ofsted

Improved educational attainment at Key Stages 1, 2 & 4

More 'all age' Apprenticeship starts

A reduced percentage of Young People Not in Education Employment or Training ('NEET')

Success Story

Keeping the buses running for Oxfordshire residents

In October 2012 one of the county's bus operators, responsible for 14 bus routes and 30 school bus routes across the county, suddenly went into administration.

With the weekend nearing, council leaders were clear that urgent action was necessary. The potential for serious disruption to bus users, school children and residents was high and unacceptable.

Using the county council's close relationship with bus providers across the county, council leaders were able to act quickly and secure the situation, ensuring:

- Delivery of free bus services over that initial weekend across all the affected routes to ensure that bus users did not experience any disruption
- Contracts were renegotiated with alternative bus providers for all the affected routes to ensure they could take over after the weekend and provide a service with no changes to the timetable

That quick action secured bus services along those affected routes providing stability and allowing a proper re-tendering of the contracts for those routes to be planned. The county council ensured that bus users were able to plan their journeys and take the bus without any disruption.

Oxfordshire Stats

- 36 per cent of Oxfordshire residents have a level 4, or higher, qualification (level 4 qualifications include undergraduate degrees)
- 10 per cent are self-employed
- 43 per cent are in full-time employment – higher than the regional and national averages
- There are over 29,000 active businesses in our county

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5. Supporting Healthy and Thriving Communities

According to most of our residents, Oxfordshire is a good place to live. People are generally affluent and healthy, the sense of community is strong and people feel safe in their local areas. However we do have pockets of disadvantage within the county, while demands on both our adult and children's social care services continue to increase. As a council we are determined to face these challenges by supporting the most vulnerable of Oxfordshire's residents and by enabling all residents to thrive through making informed decisions about how they live.

Health

The county's Public Health team joins the council in April 2013 to work across the organization, and with partners, to improve health outcomes. In particular public health has a role in: ensuring access to a range of health improvement services for the whole population; addressing the needs of more vulnerable and disadvantaged groups; preventing long-term illness or the risk of early death; promoting mental wellbeing; promoting healthy lifestyles; tackling obesity and reducing alcohol-related harm; fighting killer diseases; tackling emergencies; and offering public health expertise back to the NHS.

We have a well-established Health and Wellbeing Board in Oxfordshire, and will ensure that new commissioning arrangements are effective in improving health and wellbeing, addressing health inequalities and meeting local need.

Breaking the cycle of deprivation

Overall Oxfordshire is an affluent county and levels of disadvantage are low, but some areas in Oxford City and Banbury fall within the 20 per cent most deprived areas in the country. We will continue to work closely with our partners in these communities to focus on improving health, raising skill levels, ensuring safer communities and reducing unemployment, as dealing with these issues can lead to better outcomes across the board.

Thriving families

The Thriving Families Programme is in place to offer intensive, family-based interventions to 810 families who face multiple and significant difficulties, which persist through the generations. These are some of our most vulnerable and resource intensive families who are a significant cost to the tax payer.

This work forms part of the government's three year 'Troubled Families' programme which aims to turn people's lives around through ensuring:

children are in school, adults are in work and crime and anti-social behaviour is reduced. At the county council we are also working with families where parental mental ill health and drugs and substance misuse are impacting their lives and adversely affecting the children.

Our approach is to provide intensive support to the whole family, coordinated by a key worker but delivered through multi-agency teams. In addition, Oxfordshire is taking an innovative approach in developing focused pockets of work in communities where families with significant challenges are clustered and where there are widespread concerns about particular issues, such as non-school attendance and anti-social behaviour.

We are determined to embed this seamless, multi-agency, approach throughout our early intervention and prevention work so that the benefits of this work are felt in the long-term.

Demographic change

The proportion of older people in the population is increasing rapidly, particularly in rural areas. The number of younger adults with disabilities is also growing. These changes present opportunities, as older people are more likely to be actively involved in their communities, carrying with them a wealth of knowledge and experience. However demand for social and health care services is also increasing. Another contributing factor to the increase in demand is the growing number of older people with dementia who require access to new emerging treatments. We will continue to work closely across the public sector and in our commissioning practices to meet these needs effectively.

Supporting and safeguarding the vulnerable

The council will continue to focus relentlessly on supporting and protecting our most vulnerable residents by effectively targeting resources to those most in need, including children, young people and their families, older people and those with disabilities. We will do everything within our power to keep our most vulnerable children and adult residents safe, and work in partnership with others to identify and mitigate risks.

- **Children and young people**

Children's social care will continue to focus on protecting children at risk of harm or neglect and tackling, as well as preventing, cases of child sexual exploitation. We have made considerable investments in frontline children's social care services to ensure we have sufficient capacity to maintain high standards and ensure children and young people are appropriately safeguarded. A new joint resource (the Kingfisher team) established specifically to focus on child sexual exploitation is a demonstration of our

commitment. Working with the police and health – as well as other key partners such as Oxfordshire’s district councils and its voluntary sector - to embed the team and continue to strengthen joint working is a key priority during 2013/14.

Engagement and involvement are key principles which underpin the work to support vulnerable children and their families. Our Children in Care Council has been rated as ‘outstanding’ by Ofsted in two separate inspections in 2011/12. The views and experiences of children, young people, parents and carers fundamentally shape and influence service improvement and delivery.

- **Adults**

We will continue to provide information and support to individuals and their carers to ensure people can live a life free from abuse and the fear of abuse and can have care and support which meets their needs. We will treat people as individuals and with dignity and respect. We will invest in reablement – this means helping people to maintain or regain their independence by learning or re-learning the skills necessary for daily living. Community development, including working in localities with districts and the NHS to support local decision-making about how best to support older people in their community, also remains key.

Prevention

We will, as far as possible, continue to invest in prevention as a cost effective approach leading to better outcomes for people of all ages. For example, giving children a good start in life and promoting healthy lifestyles throughout adulthood is key to public health. This will result in healthier old age, reducing demand on more expensive and specialist service delivery.

- **Children and young people**

Giving children a good start in life will prevent many problems from ever occurring. Where issues do occur we are committed to providing early help in order to avoid problems escalating and family needs becoming more complex. Our early intervention service, provided through hubs and children’s centres across the county, is pivotal to our targeted prevention approach. The service brings together previously separate teams to give co-ordinated support to children and young people who are at risk of not having good outcomes. A wide range of partner organisations refer individuals to the service and support its provision of ‘whole family’, integrated services. Early intervention is closely linked to supporting better educational outcomes and ensuring a good start in life, particularly through targeted work with young and vulnerable parents.

- **Adults**

Prevention is also key to our approach in adult services. We want to keep

people well and help them to live at home and remain active in their local communities for as long as possible, and avoid, reduce and delay the need for more complex care or admission to a care home. We will continue to enable people to live at home for longer through investing in equipment and assistive technology. We are working with our district council colleagues, through our Spatial Planning and Infrastructure Partnership, to increase Extra Care Housing, which enables people to live independently with varying levels of care and support on site. Alongside this, our approach towards creating a safer Oxfordshire will be to continue working with vulnerable people, especially around crime, and helping them to live independently at home and feel safe.

This approach is enhanced further by the Fire and Rescue Service being an integrated service within the council and working with adult services, so that key professionals can highlight the safety needs of vulnerable people to each other in a timely and effective manner. Our Fire and Rescue Service continues to be on target, through the '365 Alive' campaign, to save lives, protect property and support the local economy.

From April 2012 all adults eligible for social care support from the council have had their own personal budgets to use to make their own choices and have greater control over the way they live their lives.

Empowering Oxfordshire

The localism agenda aligns well with the importance that the county council places on encouraging volunteering and enabling residents and communities to address for themselves the issues that matter locally. The county has a strong voluntary sector with over 3,800 community and voluntary groups, an above average number of regular volunteers and an increasing number of communities preparing neighbourhood plans.

Our Big Society Fund proved popular as it tapped into this wealth of active communities and supported them in taking the lead with services that mattered to them. Looking to build on that success, the Big Society Fund became 'Councillor Community Budgets' in 2012 which allow even greater local say over how money is spent. Under the revised system each county councillor has a £10,000 budget to support the projects that matter most to their local community. It is up to councillors to decide how to spend their budgets; reflecting the principle that councillors are best placed to recognise and meet the needs of their local communities.

Our work recognizes the role that county councillors have as community leaders and social entrepreneurs. They will continue to work with support

organisations and community groups to develop and promote community-led models of service delivery wherever they are viable.

Military community

There is a significant military presence in Oxfordshire with over 11,000 personnel based at six locations across the county including RAF Brize Norton, the UK's repatriation centre. Oxfordshire County Council was the first local authority in the country to pledge support to the Armed Forces Community Covenant and we are fully committed to supporting local military residents and their families. Oxfordshire has had a strong Civilian Military Partnership for a number of years and military partnership working is embedded throughout the organisation. Through productive partnership working there have been real improvements in the lives of military personnel and their families; including improved access to health services and school places, as well as employment opportunities for service leavers. This political commitment was re-affirmed with the appointment of five councillors as military champions which strengthen our relationships with the bases.

Oxfordshire has a genuine desire to help our local armed forces, which is what makes the partnership so dynamic and robust. To date we have secured over £300,000 of funding from the Ministry of Defence Covenant Grant Scheme for projects including Armed Forces Playdays and an RAF themed playground in Carterton.

Our Priorities for Action

- Public Health – the Public Health, Social and Community Services and Children, Education and Families Directorates will work with the Oxfordshire Clinical Commissioning Group and other partners to ensure effective commissioning arrangements are in place to improve health and social care outcomes by addressing health inequalities and prioritizing areas of local need.
- Breaking the Cycle of Deprivation – we will continue to work to improve the quality of life in the most deprived areas of the county by: promoting better engagement in education, employment and training; supporting the vulnerable and those with multiple and enduring problems; promoting healthy lifestyles and reducing health inequalities; reducing and mitigating the effects of child poverty.
- Thriving Families - we will work with 365 families in the first year of the three year Thriving Families programme
- Supporting and safeguarding – we will continue to work in close partnership with the police, schools, health service and others to ensure that everyone is treated with dignity and respect, should not have to worry about becoming vulnerable, and can live a life free from

both abuse and the fear of abuse.

- Prevention – we will maintain our focus on primary prevention of ill health as well as preventing the need for more specialist services through the targeted early identification of problems and early intervention in adult and children’s services. We will also help reduce the number of fires, those killed and seriously injured on our roads and help prevent crime.
- Empowering Oxfordshire – we will work with elected members, local communities and voluntary organisations to empower communities to take more responsibility for the issues that matter to them.

Measuring Progress

Indicators of Success
<p>Overall improvement of public health outcomes as defined in the Director of Public Health annual report and the Joint Health and Wellbeing Board Strategy</p> <p>An increased proportion of people who use social care services who report they feel safe each year</p> <p>An increased proportion of people who use services having personal control over their daily life</p> <p>Improved overall satisfaction of people who use services with their care and support</p> <p>Improved overall performance in relation to adult safeguarding</p> <p>Improved overall performance in relation to the safeguarding of children</p> <p>Delayed and reduced need for care and support from adult social care services</p> <p>Overall improvement in outcomes for families using Early Intervention Services</p> <p>An increased proportion of attendances at emergencies by a fire engine sent from the nearest fire station made within target response times</p> <p>365 more people alive because of a reduction in deaths caused by accidental dwelling fires and road traffic collisions</p>

Success Story

Finding new ways to work with young people

Oxfordshire's Phoenix Project is a joint initiative between Oxfordshire Fire and Rescue and the Early Intervention Service, engaging young people at risk of becoming excluded from school.

This innovative project, unique to Oxfordshire, gives young people the opportunity to learn practical fire fighting skills combined with classroom-based teaching. The aim is to improve behaviour and engage young people in learning. On completion of the course participants take part in a ceremony marking their achievements. Families are also invited to the ceremony to share in the success, giving all involved a real sense of pride.

As part of Oxfordshire's thriving communities agenda, the project has achieved positive results - increasing self-esteem amongst children taking part and changing the behaviour of many young people no longer considered at risk of exclusion.

One participant, aged 14, said "It was a great experience and I'm so glad I completed it and got my certificate. It taught me to calm down and be politer to people and follow instructions. At first I wanted to give up as it was hard work, but I was determined to get my certificate and prove wrong the people who said I couldn't do it."

Oxfordshire Stats

- 16 per cent of Oxfordshire residents are over 65 years old
- 19 per cent are under 16 years old
- 9 per cent are from a non-white ethnic group
- 10 per cent provide unpaid care to another person

6. Enhancing the Environment

Oxfordshire is the most rural county in the South East of England - almost half of the county's population lives in one of 302 rural parishes.

Oxfordshire's rural communities are very active, between them running nearly 300 village halls and around 70 community transport schemes.

However pockets of rural deprivation also exist, with fuel poverty and access to services being key problems for many.

As well as having intrinsic value, the natural environment contributes both to the economy and to the health and wellbeing of residents. For example, the county's 1,658 farms generate an estimated £128million of food every year, and support 4,000 jobs. Meanwhile, the county's rights of way and natural environment assets are estimated to be worth £34.7 million through tourism and recreation spend.

As a council we need to manage the tension between our desire for economic growth and the need to enhance and protect our environment. Our plans, therefore, aim for a 'resilient' Oxfordshire, protecting the environment while enabling business to thrive and grow.

Historic and Natural Environment

A county Green Infrastructure Strategy is due in 2014 to help protect our valuable assets and meet the needs of existing and new communities. External funding has also been gained to help us better understand our Historic Landscape. We will continue to deliver on-the ground environmental benefits with communities via our Hosted Projects – where we support community projects on the environment - and with our responsibilities around Areas of Outstanding Natural Beauty (AONBs). We will focus on improving the delivery capacity of key partnerships as a means of managing the continued pressure on funding throughout the sector.

Countryside Access

We want our residents to get the most value from all accessible countryside and public rights of way in the county. We will work towards: ensuring the rights of way network is usable and accessible to all; helping people to understand and enjoy the network; increasing public and community engagement; meeting community needs by securing resources and funding from developments and grants.

Flooding

With around 12 per cent of the county lying within the floodplain there will always be a significant risk of flooding in Oxfordshire, as we unfortunately witnessed in November 2012. Since 2010 we have been required to lead the coordination of flood risk management for surface water, groundwater and smaller watercourses in their area. We are in the process of producing a Local Flood Risk Management Strategy, and will be consulting on the document in 2013. A final document needs to be published in 2014 and will give a clear vision for how flood risk will be dealt with in Oxfordshire.

Our responses to flooding have been honed since our experience of July 2007's floods, with the fire service, customer service, social care and highways teams working together to deal with the flood water, and to assist and inform residents, particularly the most vulnerable.

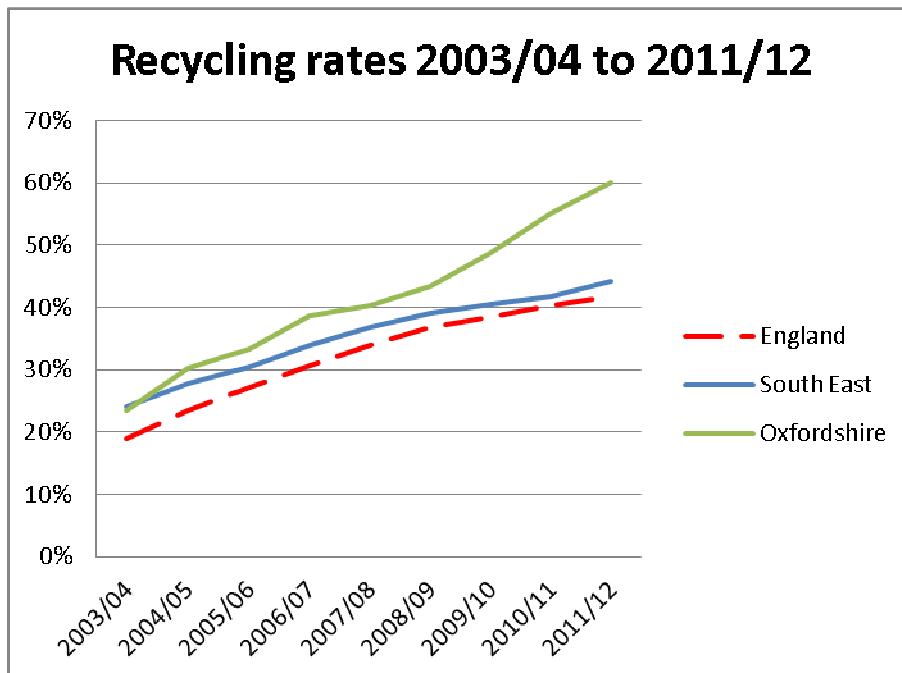
Energy

Energy costs are high and forecast to continue to rise rapidly. In order to achieve financial savings we will continue to invest in energy efficiency measures in our buildings, including schools, and reduce our demand for energy. Through the Oxfordshire Environment Partnership, we are working with all councils across the county to promote the Green Deal – which helps people make energy saving home improvements. As part of this we will also support the development of local supply chains, where tradesmen gain accreditation under the scheme, meaning employment benefits can stay within the county. Through Oxfordshire Total Retrofit – a partnership with Oxford City Council - we are exploring innovative forms of funding for local energy infrastructure.

Waste Management

On-going investment in our services has resulted in very high levels of waste recycling, with over 60 per cent of household waste now recycled or composted county wide. This is the best rate achieved by a county council in 2011/12. We will continue working with partners to build on this progress, further reducing the amount sent to landfill and minimising our costs. We have increased the types of material we can recycle at our Household Waste Recycling Centres (HWRCs), including mattresses and soft furnishings, and in the future, as well as increasing recycling and composting, we are looking to promote 'reuse' activity, to decrease waste overall.

In 2014/15 our Energy from Waste facility will open, diverting all of Oxfordshire's residual municipal waste from landfill and generating enough electricity to power around 38,000 homes, reducing greenhouse gas emissions by approximately 56,800 tonnes of carbon dioxide per year.



Our Priorities for Action

- Historic and natural environment – we will develop a Green Infrastructure Strategy for a ‘resilient’ Oxfordshire where the county’s resources are used as effectively as possible and the impact of economic growth on our environment is minimised
- Access - We will work with partner organisations, volunteers, community groups and local communities to protect the natural environment, and maintain the rights of way network as an important part of the rural economy.
- Flooding – we will consult on a Local Flood Risk Management Strategy which will give us a clear vision for how flood risk will be dealt with in Oxfordshire.
- Energy –We will collaborate with our partners and with community groups to promote energy saving and renewable energy through programmes such as the Green Deal and Oxfordshire Total Retrofit.
- Waste management – We will continue to work with partners to help reduce the amount of waste residents produce, and to increase reuse. We are working with partners and contractors to ensure the opening of the Energy from Waste facility in 2014/15.

Measuring Progress

Future Indicators of Success

A reduction in the amount of waste, per head of population

More household waste reused, recycled and composted

An increased quantity of renewable energy supply secured

Less energy consumed corporately, and by schools

More volunteer days given by council staff to support the rights of way network

Oxfordshire Stats

- Almost 25 per cent of land in Oxfordshire is part of an Area of Outstanding Natural Beauty (AONB)
- On average, each Oxfordshire resident produces 7.4 tonnes of carbon dioxide emissions per year - the national average is 6.6 tonnes
- A third of Oxfordshire's carbon emissions come from domestic sources
- Over 60 per cent of our household waste is recycled or composted

7. Delivering Efficient Public Services

The Council has an excellent track record of delivering value for money and we were 'ahead of the game' in preparing for the difficult times in which we now find ourselves. We delivered £127 million of savings from 2010 to the end of 2012/13.

This plan covers the period from 2013/14 to 2017/18. However local government faces a very significant change in how funding is allocated from 2013/14, and we expect that there will be further reductions in national government budgets in the next Spending Review period, which will inevitably have a knock on effect locally.

In addition there are county council elections in May 2013, meaning that there will be different elected councillors sitting on the Council from this point, and they may wish to take different decisions for future years.

This combination of factors means that financial plans beyond 2013/14 can be indicative only and will need further refinement once there is greater clarity from government and elected councillors in Oxfordshire about the new arrangements and their preferred approach.

Delivering our Business Strategy

Although the recent financial situation has presented many challenges and the need for some very tough decisions, it has also provided an opportunity to radically rethink the way we do business and to look again at how we provide value for money for local people.

In 2010/11 we developed Business Strategies, aligned with the Corporate Plan, to outline the changes that were required to achieve our savings. Three years on we find ourselves in a significantly different place; we are a much leaner and more efficient organisation, focused on delivering core services to support the public, particularly those vulnerable residents with the greatest need. We have undergone significant restructuring, reduced the number of senior managers and stripped out management layers throughout the organisation.

We now have very strong foundations to build upon. Our focus for the coming period will be to achieve a new way of working that will:

- Maximise the benefits of new technology – we are already using new technology to help us to work more efficiently and improve the way we provide information, support and access to services. We also have plans in place to further streamline the way we work, so that our staff will be able to spend more time with customers, clients, providers and partners. As this progresses we will be able to free up and reduce office space – helping us to save money.

Our next phase of development for Customer Services is focused on improving direct citizen access to council services by offering opportunities for on-line self-service and streamlining existing processes wherever possible. We also want to ensure that we can provide support when people need and want it – not simply a 9 – 5 experience.

We will place greater focus on our initial contact with customers whether that is face to face, by phone or via the web. Many of our contacts are requests for information, others are requests to access, book or buy a particular service. We know from our customer feedback that getting the right information or help at first contact can make the difference between a good experience and a poor experience of the council. Staff training and our system development will be geared to this.

- Rationalise our assets – the Council owns over 800 buildings, including nearly 300 schools. We know that there is scope to significantly reduce the number of non-school buildings and we will focus particularly on working closely with other public sector organisations to jointly consider our presence in key locations throughout the county. This should improve joined up service delivery across organisations and improve access for customers.

Equalities

As our *Equality Policy 2012-17* sets out, we are committed to making Oxfordshire a fair and equal place in which to live, work and visit. We have identified four key issues that will guide our approach:

- understanding the needs of our customers
- providing accessible, local and personalised services
- supporting thriving and cohesive communities
- promoting a culture of fairness

We are committed to assessing the impact of any service changes on our residents in order to promote fairness, and will be using both our own data as well as the latest census figures to inform such work.

Public engagement

As well as having a say through elections we will ensure that when the council plans to make changes to a service we will continue to involve and consult relevant people (residents, service users, providers and partners), and will endeavor to undertake service and community impact assessments to ensure that the vulnerable and other sections of our communities are not unfairly disadvantaged by any changes.

Our Priorities for Action

- Delivering our savings target – delivering our challenging but achievable programme to meet our savings target of £77 million from 2013 to 2017
- Business Strategy – we will continue to deliver our business strategies. In particular, we will:
 - Improve our use of technology to both streamline staff work practices and improve citizen access
 - Rationalise our property and encourage the co-location of public sector services across the county
- Engagement – we will ensure robust involvement and consultation processes and assess the impact of any changes wherever possible

Measuring Progress

Future Indicators of Success
Budget savings agreed by Council achieved
Costs of the property portfolio reduced, according to targets set in the Medium Term Financial Plan
An increased percentage of customers that are satisfied or very satisfied with overall service for the customer services centre

Success Story

Securing value for money for residents

In 2012 Oxfordshire County Council decided to look at a range of contracts it had with suppliers delivering a variety of facilities and property management services - everything from capital works to catering for Oxfordshire schools.

We identified an opportunity to achieve a better integrated service and, through that, significant savings for the county council. Through an innovative approach we designed a tender which would bring together the services under one contract.

Following a competitive process the county awarded the 10-year partnership to Carillion; the first contract of its kind to be awarded by a local authority.

As well as achieving revenue savings of £550,000 per year for the council, the partnership has committed to improve quality to all service users by developing the skills of the people at the frontline of service delivery and by transforming the structures of service delivery. Our ambition is that this will develop resilience within council services, protecting against future risks and providing the flexibility to take new opportunities as they arise.

The partnership also allows other participating bodies including health and other public sector organisations, the district councils, schools and further education colleges across Oxfordshire to benefit from similar services without having to undertake further procurement or costs.

The innovative and co-ordinated approach to procurement has ensured that across the whole county we gain from better services and greater savings.

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8. Providing Leadership and Enabling Partnership Working

We are all operating in a rapidly shifting world: the changes in funding and the government's broad policy agenda make smarter joint working and effective collaboration between local partners increasingly essential if we are to achieve our aims.

The county council acts as the strategic leader for Oxfordshire and has an important agenda setting role. We have a legacy of successful partnership working in Oxfordshire and excellent joint work is already in place across much of what we do.

This section of the Corporate Plan provides just a few examples of our partnerships, and outlines their priorities over the coming months and years.

We will continue to build on this success and join up our services wherever it means that we achieve better outcomes and value for money for Oxfordshire's residents.

Championing a World Class Economy: Bicester Vision

Bicester Vision is a public/private sector partnership set up in the town to bring together the two sectors to deliver economic growth and promote Bicester as a place to do business.

The partnership is made up of representatives from all three-tiers of local government as well as a number of employers from the town. As Bicester is one of the Oxfordshire Local Enterprise Partnership's (LEP) strategic priority locations for growth, a representative from Bicester Vision sits on the LEP's Board.

Priorities

An action plan has been produced to define the priorities for Bicester Vision to enable its three strategic objectives to be met. The objectives are:

- Assisting established businesses and attracting new businesses to the area
- Promoting Bicester as a destination to live, work and do business.
- Influencing government and decision makers

Raising Attainment for Children and Young People: The Oxfordshire Education Transformation Board

The Oxfordshire Education Transformation Board is the body that oversees the delivery of the county council's education strategy 'A Strategy for Change' which was published in 2012. It has 20 members including representatives from primary, secondary and special schools, Oxford Brookes University and the teaching unions and it meets six times a year. As the number of Academies grows, the council will have an increasingly facilitative role in education and we will focus on enabling school-to-school support and working in partnership with schools to safeguard the needs of the most vulnerable learners. The Oxfordshire Education Transformation Board is an important forum where these relationships are managed.

Priorities

- Reviewing progress and actions needed to meet ambitious county-wide targets
- Keeping an overview of quality assurance of the county council's services supporting school improvement
- Being outward looking to find best practice from which Oxfordshire children and young people could benefit

Safeguarding Communities (1): The Oxfordshire Safeguarding Children Board

The Oxfordshire Safeguarding Children Board's membership includes representatives from Oxfordshire's district councils, Thames Valley Police, Thames Valley Probation Service, the county council's Children Education and Families Directorate, county councillors and the NHS. It quality assures what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in Oxfordshire.

Priorities

- Responding to, and learning from, the cases of child sexual exploitation in Oxfordshire
- Keeping all children and young people safer
- Ensuring links with groups such as the Children and Young People's Board, the Oxfordshire Children's Domestic Violence Steering Group, the Drug and Alcohol Action Team and the private and voluntary sector

Safeguarding Communities (2): Oxfordshire Safer Communities Partnership (OSCP)

OSCP includes representatives from Oxfordshire's district councils, Thames Valley Police, Thames Valley Probation Service, the county's Safer Communities Unit, the Fire and Rescue Service, local Community Safety

Partnerships (CSPs), service providers, and the voluntary sector. The partnership provides proactive leadership, including the commissioning of services, in the drive to improve community safety across Oxfordshire.

Priorities

- Monitoring the delivery of the Oxfordshire Safer Communities Partnership (OSCP) five year Business Plan 2012 – 2017
- Working with the new Police and Crime Commissioner to ensure they recognise and support the community safety and crime reduction priorities identified in Oxfordshire.

Improving Health and Wellbeing: The Health and Wellbeing Board

Responsibility for public health will transfer to the county council from April 2013, and through the Health and Wellbeing Board the county council has worked with the Clinical Commissioning Group, district councils and the voluntary sector to identify key priorities and shared commitment to improving the health and wellbeing of local people.

Priorities

- Facilitating a seamless transition of public health responsibilities to the council,
- Delivering Oxfordshire's Joint Health and Wellbeing Strategy 2012-2016.
- Ensuring better integration of commissioning and service delivery with the NHS, in the context of significant organisational and structural changes in the NHS

Enhancing the Environment: Oxfordshire Waste Partnership

Oxfordshire County Council and all the district councils work through the Oxfordshire Waste Partnership (OWP) to continuously improve the waste management services within the county. The OWP's achievements to date include rolling out a new collection system across the whole county and the successful procurement of new waste treatment facilities, including energy from waste and food waste treatment plants. As a result, Oxfordshire is the best county council in the country at recycling and composting, with performance of over 60%, and we achieved the lowest residual waste per household of any county council for 2011/12.

Priorities

- Improving on our current recycling and composting rates, looking for new material-types to recycle, and encouraging residents to recycle while 'on the go' as well as at home

- Increasing the reuse provision in the county, continuing our campaigns to help residents reduce the amount of waste that they produce

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9. Delivering this Plan

Our key challenge remains the delivery of better outcomes for local people in the context of significantly reduced resources available to provide or commission services.

This challenge also presents a real opportunity for us to think radically about how we deliver our services across the council, getting the best value out of the resources which remain available to us.

PRINCIPLES

In delivering the priorities set out in this plan the Council is committed to the following principles:

- **A County that Helps You Help Yourself** - we will provide residents with the choices, information and support they need to live well. Sometimes this will be through services we provide or commission, but more and more often it will be helping them make independent decisions and to find their own solutions.
- **A County of Ambition and Success** - we will help Oxfordshire become a place where whatever your background, whatever your circumstances, and wherever you live there are opportunities to create a better life for you and your family.
- **A County of Collaboration and Dialogue** - the county council will take the lead in bringing together public, private, and voluntary sector partners, with the wider community, to plan ahead and work in an integrated and efficient fashion to deliver the best outcomes for Oxfordshire's residents and businesses.

VALUES

Our staff work with six principles in mind when putting the actions required to deliver this plan into practice.

- **Customer focus** – putting the needs of our customers at the heart of everything we do and improving opportunities for local people to have their say and get involved with council decision-making.
- **Honesty** – being open and transparent about how we operate, prepared to admit where we need to do better and communicating the reasons if we are not able to meet the needs of local communities.
- **One team** – working collectively as a council and valuing

and developing our staff to perform to the best of their abilities.

- **Innovation** – challenging the way that things have always been done, encouraging and embracing new approaches to meeting the needs of customers, making the delivery of services more efficient and effective.
- **Can-do** – seeing problems and issues as opportunities and looking for solutions, rather than viewing difficulties as obstacles to what we want to achieve.
- **Efficient and effective** – making the best use of our reduced financial resources by harnessing the skills and experience of our staff to help individuals and communities access or arrange the services they need, learning from our successes and constantly challenging ourselves to do better.

MEASURING PROGRESS

This plan sets out a selection of the range of measures of success we will use to work out how well we are doing. Where possible, these have been included at the end of each thematic section.

Measures against success are regularly reported to the council's Cabinet and Council meetings. If you would like more detail on what we measure and what progress is being made, see the Further Information section of this Plan for links to the relevant reports.

10. Finance [Figures to follow in line with budget process]

Like many local businesses and families, the County Council has faced, and continues to face, a challenging financial situation. This is partly because the income we receive from central Government is falling, but also because demand for our services is increasing, particularly those which provide for the growing population of older people, and services to protect vulnerable children and help younger people thrive.

We have worked hard to face that financial challenge head on, reducing layers of management, holding down costs, and delivering services in new ways. This has allowed us to meet the twin challenges of falling income and rising demand.

Our spending plans

Our Medium Term Financial Plan 2013/14 to 2017/18 is available online at www.oxfordshire.gov.uk/mtfpsummary and sets out how resources are allocated in accordance with the Council's priorities.

Our financial planning reflects:

- the allocation of sufficient funding to resource our key strategic priorities
- the need for adequate funding of our core service requirements
- the reducing level of financial support from national Government
- our commitment to council tax payers, and
- our on-going commitment to achieve efficiency savings to ensure improved value for money and service provision.

We plan to spend £x million in 2012/13 on the services set out below.

How we Spend your Money

[Chart to be updated - data below from 2012/3]

Environment & Economy £102.6

Social & Community Services £258.3

Chief Executive's Office £10.2

Costs of Financing Capital & Movements in Reserves £49.6

Children, Education & Families £561.8 (including £412m that goes directly to schools)

Our funding

To deliver our spending plans, we receive money from a number of sources as shown in the graph on [page number].

Funding from the Government totals 60%; other income from fees, charges and interest earned accounts for 10%. The amount to be raised through Council Tax in

2013/14 equates to **30%** of our total funding. This means that a 1% increase in the total budget would require a council tax increase of just over 3%, all else being equal.

Where the Money Comes From

[Chart to be updated - data below from 2012/3]

Council Tax £284.5
 Income from Government Grants £476.9
 Council Tax Surpluses £4.0
 Other Income and Interest Earned £101.8
 Non Domestic Rates £113.1
 Revenue Support Grant £2.2

Capital

The Council's Capital Strategy sets out the County Council's capital investment plans and explains how the Council intends to make the most of its limited capital resources to support the achievement of a Thriving Oxfordshire and the priorities set out in this plan.

This Capital Strategy, despite the challenging economic and financial environment, emphasises the significant contribution that the capital programme can make in delivering this plan, and improving Oxfordshire for local residents and businesses. It seeks to ensure that resources are used in the most efficient way and that they support the Council's objectives most effectively. It sets out a robust, relevant and sustainable financial policy and strategy that aims to get the most out of scarce capital resources over the next five to ten years.

The Capital Strategy can be found here: www.oxfordshire.gov.uk/capitalstrategy

The council intends to spend **£x** on capital investments in Oxfordshire between 2013/14 and 2017/18. The projects included in the capital programme are wide-ranging, covering all areas of the council's activity (for example on roads, libraries, fire stations), and all areas of the county.

11. Further Information (to follow)

CABINET - 29 JANUARY 2013
SERVICE & RESOURCE PLANNING - 2013/14 to 2016/17
Report by Leader of the Council

Introduction

- 1 This report should be read in conjunction with the report from the Assistant Chief Executive & Chief Finance Officer and takes account of the latest financial information. Together, the two reports set out the details of the Cabinet's proposals for the 2013/14 budget and the Medium Term Financial Plan (MTFP) for 2013/14 to 2016/17. The Business Strategies will continue to deliver the changes planned taking on board the medium term objectives of the Council, details of which can be found in the Council Plan which is also on the agenda for this Cabinet Meeting for recommendation to the February 2013 County Council.
- 2 This, my first budget since becoming Leader and Cabinet Member for Finance, is not only at a time of reducing funding levels but also at a time of significant changes in the way local authorities are funded. Other major changes run alongside this with the localisation of council tax support, the impact of changes in funding for schools, with funding for central education services transferring out of formula grant; also the transfer back to local authorities of public health services.
- 3 Our prudent financial planning over the medium term will enable us to manage these changes and do our bit to pay off the budget deficit inherited from the last government. Whilst we are in a strong position to manage the future known reduction in local government funding, the significant amount of savings that have been achieved over the last few years make the position going forward more difficult. Between 2011/12 and 2013/14 our government revenue funding has reduced by £53.8 million or 25.8%. On top of this we have had to manage significant pressures particularly in adult social care and children's' social care.
- 4 The Council has been at the forefront of making efficiencies for years.
 - We embarked on a savings programme in 2006 with the establishment of shared services, one of the first in the country, reinvesting savings of £28 million of back office functions in frontline services.
 - Our pooled budgets with health for older people and people with learning disabilities, established in 2002 and 2006 respectively, some of the largest in the country, enable efficiencies through joint working.
 - Our Better Offices programme completed in 2010 reduced office space, introduced video conferencing reducing the need for travel and through the introduction of a hot desk system ensured better use of the remaining accommodation.
 - We stopped providing bottled water for our Committee Meetings in 2010 and have also frozen councillor allowances for three years from 2010.

- We are also reducing the costs of elected councillors by over £100,000 by reducing the number of councillors.
- We are working with other councils providing ICT to the City and working with Hampshire; the fire service is working with Berkshire & Buckinghamshire and our Internal Audit service is working with both Buckinghamshire and Thames Valley Police.

However, whilst we will always endeavour to make more efficiencies, make more savings in back offices and deliver services in a different way to protect our frontline services and services that are popular or people really appreciate, you can only go so far.

- 5 In the year 2010/11 before the coalition government took control we saved £35 million. We then embarked on a 4 year programme to save £119 million. This included reducing the cost of directors by 40%, a greater saving than achieved by sharing with other councils. The staff costs have been reduced by 20% with the workforce reduced from approx. 5,500 to 4,500. But, with further funding reductions now identified for 2013/14 and the medium term along with some new pressures we have had to increase our savings plans. We now have to make an extra £46 million of savings bringing the total of savings to £200 million.
- 6 We are on course to have saved £127million by the end of 2012/13 with existing plans to deliver a further £27 million by 2014/15. We are now setting out how we will be able to deliver additional savings of £46 million whilst still ensuring that essential services are protected. Our focus remains on protecting as far as we can the most important services while providing value for money in tough times.
- 7 Some of the savings we have made have been used to re-invest in our priority areas. These have allowed us to manage some of the pressures which are continuing to arise, such as through the growing numbers of Older people, and the increased demands on our Children's care service. We are again continuing with this re-investment. We will be utilising £13.7m of our savings back into the most important areas of our services in 2013/14 which is on top of the £45.9m re-invested since 2011/12.
- 8 This Cabinet has considered the comments on the draft budget proposals from individual Scrutiny Committees held on 10 January 2013 as well as feedback from the public consultation through Oxfordshire Voice Panel in October/November 2012. The Council has also invited comments on its overall proposed budget; this consultation will close on 1 February 2013. Consideration of responses to this will be taken into account in the final budget proposals to Council on 19 February 2013.

Budget Proposals

- 9 Below are the major proposals the Cabinet are proposing. The Cabinet continues to protect front line children's safeguarding services along with the Fire & Rescue Service with savings in those areas to be achieved only through genuine efficiency of working. As set out above, we have proposed savings, but have also been able to provide some additional funding for key priorities.

Children, Education & Families

- 10 Children's social care has always been a service this council has protected from cuts. This area has seen a steep rise in referrals and care proceedings over recent years leading to unmanageable caseloads. To address this issue we will invest an additional £1.4m to recruit additional experienced professionals to help with the most difficult young people and reduce current caseloads to a more manageable level.
- 11 There are 44 Children's Centres across Oxfordshire. These have been funded through Early Intervention Grant, which is being reduced nationally. We are not proposing to close any of the centres, but will continue to review the management and support structures in the Directorate to make them more streamlined thus protecting the front line service delivery.
- 12 The change in the national schools funding formula from April 2013 will not provide Oxfordshire with any additional resources, despite being one of the lowest funded authorities in the country. The changes will result in sizeable turbulence in funding for some schools with winners and losers arising from the new simplified formula. Schools will however be protected from significant year on year losses through the minimum funding guarantee being fixed at a maximum of a -1.5% loss per year. Given the reduced numbers of schools which we will have responsibility for, it will be possible to reduce the resource managing their school improvement.
- 13 There are two savings within the service (relating to the Southwark Judgement and All Right Exhausted cases) which are areas which we have invested previously, but now find that the level of investment provided was more than was required. These are easy savings to take, as they will not reduce services.

Social & Community Services

- 14 Adult Social Care accounts for 40% of our spend. We recognise that there is an ageing population which will continue to grow, and pressures on this budget will continue to grow too. We are continuing to invest in this area, however, as such a large proportion of our spend we must do all we can to minimise the spiralling costs.
- 15 We are investing an additional £10.3m in 2013/14, although some of this will drop out in later years. This is in addition to the sums we have built in over previous years which will allow for the increases in demography. These investments are spread across the older people, physical disabilities and learning disabilities.
- 16 Some of the sums shown as savings are in fact additional income coming from the NHS, as the government have recognised that the NHS funding should be protected, but unless the whole health service, including Adult Social Care, are considered together, then real cost reductions cannot be made. Some of the other real savings proposed arise from our agreed strategy about trying to make sure that we limit people's need for care by intervening early and in the right way.
- 17 We are however, proposing that the older people's pooled budget manages its own pressures, which we recognise is a risk, so have set aside some corporate contingency and will monitor performance closely in the coming year.

- 18 For the other elements of the Directorate, which includes the Oxfordshire Fire and Rescue Service, Trading Standards and Community Safety, there are minor savings, offset by additional funding in 2014/15.

Environment & Economy (including Oxfordshire Customer Services)

- 19 Whilst work on the Highways represents another major budget area, we have done everything we can to reduce the impact on this area, as we recognise the importance it has to the economy to keep Oxfordshire moving. We are not making any savings in 2013/14 and are re-instating a previous reduction. Whilst there are some savings in future years we hope to be able to offset this if we are able to maintain the Area Stewardship fund through one off funding in the future. Our plan is to change the way the fund has operated, keeping the knowledge of local members, but restricting the use of the fund to maintenance areas.
- 20 We will need to continue to balance our Parking Account. To do this we are no longer going to be able to provide free parking at our Park and Ride sites. We recognise that the public will find this hard, although it will remove the confusion caused by the City Council already charging at their sites. We will consult over the level of increase in the Spring with a view to introducing the charges from the Autumn.
- 21 The other areas of savings we can achieve through our waste disposal responsibilities reflect a combination of sound procurement, and the phased removal of non-statutory incentives for waste targets which have now been achieved, through the excellent work of the Oxfordshire Waste Partnership.
- 22 We are keen to ensure that our Customer Services Centre is providing the best response to the public, and are therefore investing further in that area. We are also continuing to drive efficiencies out of our back office organisation, and are continuing with various projects to revise the way we deliver those services. Given the changes we are introducing in new technologies we feel confident that we can derive further savings from these areas. Given the changing relationship with schools though, we feel it is now the right time to phase out the subsidy we have been providing for their back office support.

Chief Executive's Office

- 23 The Change Fund was introduced in 2005/06 in order to ensure that funding was available to invest in projects which delivered efficiencies. We have since reduced the ongoing budget for this fund, but have increasingly used the efficiency reserve to deliver the same objective. We are therefore proposing to remove this fund.
- 24 The Big Society Fund was introduced in 2011/12, and changed into a Councillor Community Budget in 2012/13. Whilst it has been successful in delivering local projects, we do not feel we can continue to guarantee base budget funding for it. If one off funding becomes available before the budget is finalised, we will consider whether the scheme could be extended for another year.
- 25 The other savings are proposed through reductions in charges to the Council, or through further structural changes to be implemented in future years across the CEO office.

Public Health

- 26 We are pleased to see Public Health returning to Local Government. Included within this year's budget will be the funding, matched by a ringfenced government grant, which has been confirmed for 2013/14 and 2014/15 at £25.3m and £26.1m respectively. This is good news for the Council and it reflects our growing role in overseeing the health and wellbeing of the people of Oxfordshire. We are already well engaged with the county's public health priorities having appointed a Joint Director of Public Health 6 years ago. His annual reports have already been influential in shaping Council Policy. We now have the opportunity to shape public health services ourselves over the coming years – a challenge we relish greatly.

Council Tax

- 27 In 2011/12 and 2012/13, the Government provided the funding to achieve their pledge of freezing council tax if authorities held their levels of increase at 2.5%. As our MTFP had proposed increases of 2.5% for both years we were in a position to take up this grant and freeze council tax in both 2011/12 and 2012/13. However, as the grant for 2012/13 was only a one-off grant, to ensure that essential services are maintained the funding needed to be replaced in 2013/14. Consequently our proposed levels of increase in council tax for 2013/14 and beyond were set at 3.75%.
- 28 In October 2012, the government announced funding available to councils to freeze council tax for a third year if authorities held their increases to 1%. The grant will be provided for two years to 2014/15 and would mean a shortfall in funding from 2015/16 of £6.7 million. In addition, the government announced a maximum council tax increase of 2% for 2013/14, any increase above this triggering a referendum. As our MTFP had assumed an increase in Council Tax for 2013/14 of 3.75% we have to make savings of £9.8m to get to the 2% level in 2013/14 and to reduce the following year to 2.5%, as it is unlikely that a subsequent referendum level would allow a higher increase.
- 29 In total the cost of accepting the freeze grant for 2013/14 and reducing the ongoing levels of increase would have added another £14.2 million to the savings we need to make. We believe that this would mean we would have to make unacceptable savings which the public do not want to see.
- 30 In order to maintain essential services we are therefore proposing a Council Tax increase in 2013/14 of 1.99%. This is a £23.12 increase for the year, equivalent to 44p per week. We appreciate that our residents both families and pensioners are feeling the squeeze but we believe that 44p per week to ensure our services which protect the most vulnerable in our society are maintained can be justified.
- 31 For 2014/15 we have planned for an increase in council tax of 2.5% and for future years we have maintained increases at 3.75% in line with the current MTFP. As there are high levels of uncertainty about future funding and future levels of inflation we feel this is a reasonable position, but will review these increases each year as part of the budget setting process.

Capital Programme

- 32 In line with revenue, our capital programme to be approved by Council in February 2013 will only extend up to 2016/17. In 2011/12 we did a lot of work on bringing our capital programmes into a single pot and being clearer about the areas for prioritisation. We continue to use this methodology to prioritise areas of investment and are able to present a balanced programme with additional £22.9m of investment over the medium term to 2016/17.
- 33 At the time of writing we were still awaiting the announcement from the Department for Education on their funding allocations. Until we receive this figure we will not be able to access the requirement for funding school places, and any impacts this may have on other parts of the Capital Programme. It is proposed that allocations for schools structural maintenance and schools access initiative are reviewed in line with the grant once it is announced.
- 34 I am pleased to say that we are able to include in the programme all capital investment needs related to statutory requirements and maintenance of essential infrastructure and capital investment proposals supporting the delivery of updated business strategies. This will includes £3.6m for large highways structural maintenance schemes to be determined.

Conclusion

- 35 The council faces some real challenges in the future with increasing need for our most vulnerable at a time of reducing funding which now extends well beyond the medium term. By the end of 2016/17 we will have saved £200 million, but will have reinvested £59.6m back into our priority services. We continue to be committed to look for different ways of working, reducing our costs and accepting that some services will need to change. We are again able to put forward a set of proposals which will continue to ensure that our critical services are maintained and we continue to provide a level of service we can afford.
- 36 The recommendations are set out in full in the Assistant Chief Executive and Chief Finance Officers report.

Cllr Ian Hudspeth
Leader of the Council

Division(s):N/A

CABINET – 29 JANUARY 2013

SERVICE & RESOURCE PLANNING 2013/14 – 2016/17

Report by Assistant Chief Executive & Chief Finance Officer

Introduction

1. This report is the final report to Cabinet in the series on the service & resource planning process for 2013/14 to 2016/17, providing councillors with information on budget issues for 2013/14 and the medium term. Information outstanding at the time of the Cabinet meeting will be reported to Council when it considers the budget on 19 February 2013.
2. The report sets out the latest information on the Council's financial position, including the treasury management strategy for 2013/14 and an updated capital programme.
3. The Leader of the Council has prepared a separate report, circulated alongside this report, which sets out the basis for the Cabinet's proposals. The proposals take into account comments to date from the public consultation on the budget (which closes on 1 February 2013) as well as the latest information on the Council's financial position outlined in this report, and also comments on the draft budget proposals from the individual Scrutiny Committees on 10 January 2013.
4. The overall view on the Cabinet's budget proposals given by the Strategy and Partnerships Scrutiny Committee on 17 January 2013 will be provided as an addendum to this report. These comments, together with any further comments from the public consultation will be taken into consideration in the budget proposed to Council on 19 February 2013.
5. The following annexes are attached:

Annex 1:	Draft medium term financial plan (MTFP) 2013/14 – 2016/17
Annex 2:	Variations to the existing MTFP
Annex 3:	Local government finance settlement
Annex 4:	Council tax (draft)
Annex 5:	Updated financial strategy 2010/11 – 2014/15
Annex 6:	Reserves and balances
Annex 7:	Treasury management strategy statement and annual investment strategy for 2013/14 (including prudential indicators and minimum revenue provision policy statement)
Annex 8:	Draft revenue budget booklet 2013/14
Annex 9:	Virement rules for 2013/14
Annex 10a:	Corporate asset management plan
Annex 10b:	Transport asset management plan

Annex 11:	Capital strategy 2010/11 – 2014/15
Annex 12a:	Updated capital programme 2012/13 – 2016/17
Annex 12b:	Capital pressures
Annex 13:	Cross cutting service & community impact assessment

Information Outstanding

6. There are several areas where information is still provisional and on which assumptions are included in the budget for 2013/14:
 - Final local government finance settlement, including the revenue support grant and the business rates top-up
 - Returned amounts of centrally retained elements of government funding
 - Education service grant
 - Local business rates forecasts
 - Surpluses/shortfalls on collection fund
 - Education capital grant
7. Any changes once this information is finalised could have an impact on the budget. Any changes to the provisional assumptions will be reported to Council in February 2013 by the Chief Finance Officer. All Councillors will be notified of any updated information once it is received.
8. It is proposed that authority is delegated to the Leader of the Council, following consultation with the Chief Finance Officer, to make appropriate changes to the Cabinet's proposed budget ahead of the Council meeting on 19 February 2013.

Draft Medium Term Financial Plan 2013/14 to 2016/17

9. The MTFP covers the four-year period to 2016/17. Given the uncertainty over future levels of funding (a government spending review is due to take place in the first half of 2013) the MTFP has not been extended beyond the period of the existing plan. A draft MTFP for 2013/14 to 2016/17 is set out in Annex 1. This is based on the latest information on financing available to the Council plus the variations to the existing MTFP contained in the directorate business strategies (and set out in Annex 2) and as reflected in the report.

Cabinet's budget proposals

10. In the Leader of the Council's report which runs alongside this document, council tax increases of 1.99% in 2013/4 and 2.5% in 2014/15 are proposed. This compares with 3.75% increases for each of those two years in the existing MTFP. As reported to Cabinet in December 2012, the reduction in the council tax increase for 2013/14 results in an on-going pressure of £5.8m. In addition to this, the reduction in the council tax increase in 2014/15 results in an on-going pressure of £4.0m.

11. For 2015/16 and 2016/17 council tax increases of 3.75% are proposed in line with the existing MTFP.

Draft council tax requirement 2013/14

12. The table below sets out the draft council tax requirement for 2013/14 as per the existing MTFP and shows the latest position for expenditure and financing. Changes from the MTFP for both 2013/14 and over the medium term are explained in the ensuing paragraphs.

2013/14	MTFP £m	Draft Budget £m	Change £m
Budget			
Base (2012/13 budget)	403.9	403.9	0.0
Inflation	10.2	6.3	-3.9
Function & funding changes	0.7	30.3	29.6
Previously agreed budget changes and allowed variations	-6.5	-6.5	0.0
Variations to the existing MTFP		-6.3	-6.3
Total Net Spend	408.3	427.7	19.4
Funded by:			
<u>Government funding:</u>			
Formula grant	-110.1		110.1
Revenue support grant		-94.4	-94.4
Business rates top-up		-35.7	-35.7
<u>Business rates:</u>			
Local share of business rates		-27.2	-27.2
<u>Council tax:</u>			
Council tax surpluses/deficits	-0.8	-2.0	-1.2
Council tax requirement	-297.4	-268.4	29.0
Total Funding	-408.3	-427.7	-19.4

Inflation

13. As set out in the service & resource planning report to Cabinet in December 2012, it is proposed that the provision for pay inflation for 2013/14 and 2014/15 is reduced from 2.5% to 1.0% and that no provision is made for non-pay inflation (other than for contracts) in 2013/14 and 2014/15. Taken together these changes are expected to generate on-going savings of £3.9m in 2013/14 and a further £3.5m in 2014/15.

Function and Funding Changes

14. The introduction of the business rates retention scheme sees various grants transfer in/out of the Council's start-up funding assessment (broadly equivalent to formula grant). The two largest transfers of specific grants into the start-up position relate to early intervention grant (excluding an amount transferring into dedicated schools grant to fund free education for 2 year olds) and learning disability and health reform grant, resulting in an increase in start-up funding of £22.2m and £19.7m respectively and an equivalent decrease in specific grants. Local authority central services equivalent grant (LACSEG)¹ has been transferred out of the start-up position and replaced by a new education services specific grant, reducing the start-up funding by an estimated £9.1m. As part of the provisional local government finance settlement the government has retained some central funding for safety net payments and new homes bonus scheme. Any amounts not used for these purposes will be redistributed to councils in line with their start-up funding assessments. £1.3m is assumed to be returned to the Council, along with a further £1.2m of centrally retained early intervention grant².
15. The 2013/14 allocations for local authorities' new public health responsibilities were announced on 11 January 2013. Allocations are in the form of a ring-fenced specific grant. Oxfordshire's allocation for 2013/14 is £25.3m. This is sufficient to match planned expenditure for the year, giving a net nil impact on the budget. The allocation for 2014/15 has also been announced at £26.1m and this will also be matched with expenditure.
16. Other function changes from April 2013 include local welfare assistance, Healthwatch and NHS independent advocacy services, the majority of which are funded by un-ringfenced grants. It is estimated that these services will cost £1.4m to deliver.

Variations to the existing MTFP for 2013/14 – 2016/17

Directorate Business Strategies

17. The variations to the existing MTFP for additional funding to address service pressures and new savings proposals are set out in Annex 2. The proposals for adult social care have been updated since the report to Scrutiny Committees on

¹ The LACSEG adjustment represents an amount within formula grant for central services received by local authority maintained schools

² Estimated share of £150m national total

10 January 2013 in line with the recommendations in the report on care home fees elsewhere on this agenda. The figures for the phased withdrawal of the Oxfordshire Waste Partnership non-statutory waste incentives have also been updated. Details of corporate savings are provided in the ensuing paragraphs.

18. Of the £31.5m directorate savings set out in Annex 2, £27.2m relates to savings or additional income and £4.3m to additional funding for adult social care services.

Strategic Measures

19. Following the review of the treasury management strategy (detailed in paragraphs 53-57), changes are proposed to the strategic measures budget. Areas of the strategy which impact on the strategic measures budget include forecasts of the bank rate and expected returns from deposits, updated cash flow forecasts and long term borrowing requirements.
20. The existing MTFP assumed a bank rate of 0.5% for 2013/14 and over the medium term. The Council uses the services of Arlingclose Limited to provide investment advice to the Council, as part of this service they help the Council to formulate a view on interest rates. Arlingclose Limited's current view on interest rates is that the bank rate will remain at 0.5% for the duration of their medium term forecast to December 2015 with the possibility that the official Bank of England base rate may not rise until 2016. Taking this advice into account, the bank rate forecast for the medium term has been kept at 0.5% until 2016/17.
21. As the rates achieved on deposits in the past have been over and above that of the bank rate, a higher rate of return has been assumed for the MTFP. A return of 0.9% has been estimated for 2013/14, falling to 0.85% in 2014/15 and to 0.8% for the final two years of the MTFP. This is lower than in the existing MTFP, which assumed a return of 0.5% above the bank rate, however this is offset by average cash balances being higher than anticipated in the existing MTFP.
22. Alongside the review of the treasury management strategy other elements of the strategic measures budget have been reviewed, including amounts held in contingency and interest due on developer contributions. Taken together the impact on the strategic measures budget is a saving of £2.0m in 2013/14, a further £0.9m in 2014/15 and a further £0.3m in the final two years of the MTFP.
23. In October 2012 the government announced one-off transitional funding for the introduction of the council tax reduction scheme, subject to meeting the eligibility criteria. The County Council expects to receive £0.6m of this funding which will be used on a one-off basis in 2013/14.
24. The County Council receives new homes bonus as an incentive for housing growth. Additional funding of £1.1m in 2013/14 rising to £2.9m by 2016/17 is expected to be received over and above the £0.5m already being received for previous growth. It is proposed that the £0.5m already received continues to be placed in the capital rolling fund reserve for use within the capital programme and that the new additional funding is used to support the revenue budget.

25. As part of the existing MTFP, £1.3m is being set aside in the prudential borrowing reserve to fund future prudential borrowing costs. It is proposed to reduce the amount being placed in reserve by £0.3m, in line with the revised financing profile for prudential borrowing.

Formula Grant/Business Rates Retention Scheme

26. From April 2013 the formula grant system is being replaced by the business rate retention scheme. The table at paragraph 12 shows that formula grant is being replaced by three funding streams – revenue support grant, business rates top-up and a local share of business rates. Draft 2013/14 figures for revenue support grant and the business rates top-up were notified as part of the provisional local government finance settlement on 19 December 2012. The settlement data also included the Council's business rates baseline and together with the revenue support grant and business rates top-up these comprise the start-up funding assessment. The current estimate for the local share of business rates is based on the business rates baseline. The final business rates figure to be used in determining the council tax requirement will be based on locally determined forecasts. Each District Council must formally notify the County Council of its share of the forecast business rates by 31 January 2013. Any difference between the actual business rates collected and the forecasts for 2013/14 will be taken into account in 2014/15.
27. Details of the provisional local government finance settlement are given in annex 3. An explanation of the overall reduction in government funding is given in paragraphs 29 and 30 below.
28. In future years the business rates top-up will be uprated for inflation and revenue support grant will vary in line with the government's spending control totals. The Council's local share of business rates will vary in line with local economic conditions.

Total government funding

29. The table below shows the total government funding (excluding schools) for 2013/14 set out in the existing MTFP and compares it to the draft funding for 2013/14 under the new funding regime.

2013/14	MTFP £m	Draft Budget £m	Change £m
Start-up funding/formula grant	110.1	157.3	47.2
Specific grants (non-schools)	49.5	20.5	-29.0
Adjust for new council tax support funding	23.2		-23.2
Total government funding (non-schools)	182.8	177.8	-5.0

30. The existing MTFP already included £13m of funding reductions for non-school services (from 2012/13 levels to 2013/14). The latest position shows that funding has reduced by a further £5m compared to the MTFP. Overall government funding (excluding schools) for 2013/14 has reduced by £18m from 2012/13.

Council Tax Surpluses/Deficits

31. Latest information from several of the District Councils indicates that the County Council's share of income from collection fund surpluses and shortfalls will be at least £2.0m. The MTFP currently includes an assumption of surpluses annually of £0.8m. Since 2009/10 the County Council's share of surpluses has not been lower than £2m. The amount of surplus or deficit can vary considerably and is affected by assumptions on the percentage of council tax which will be collected and also by assumptions on the taxbase (such as the number of exemptions). Given the changes arising from the localisation of council tax support, along with changes to discounts and exemptions, one district has lowered their collection rate. On the basis of this, it would be reasonable to assume that a surplus on the collection fund will continue. It is proposed therefore that the annual budgeted surplus is increased to £2.0m.
32. Each District Council must formally notify the County Council of its share of any surpluses or shortfalls on the council tax collection funds within seven days of 15 January 2013. An update on the latest position will be provided at the meeting.

Council Tax Requirement

33. The existing MTFP assumes a taxbase of 246,757 for 2013/14. The report to Cabinet in December 2012 explained the reduction to the taxbase arising from the new localised council tax reduction scheme. The Council's start-up funding assessment includes £23.2m to help offset the loss of precept income due to the reduction in the taxbase, although this does not meet all of this budgetary pressure. The District Councils have amended discounts/exemptions on certain classes of properties to help mitigate the effects of the new scheme on the taxbase. The changes outlined above, alongside revisions to collection rates result in a revised taxbase significantly lower than in the existing MTFP. Based on the final figures notified by the District Councils, Oxfordshire's taxbase for 2013/14 is now 226,572.
34. The existing MTFP included growth in the taxbase beyond 2013/14 of 0.75% per year. This has been revised downwards to 0.6% for 2014/15, as house building is recovering more slowly than anticipated. In the longer term growth is expected to increase back up to the levels assumed in the existing MTFP.
35. Annex 4 provides a draft of the Band D council tax and council tax requirement for 2013/14. The existing MTFP includes a council tax increase of 3.75%. It is proposed to limit the increase to 1.99%, to just below the 2% threshold set by the government above which a binding referendum would be triggered.

Dedicated Schools Grant (DSG)

36. From April 2013 the Dedicated Schools Grant will be divided into three distinct blocks:
- Early Years Block (funding for education of 2, 3 and 4 year olds);
 - High Needs Block (funding for special educational needs which require provision costing more than £10k per annum); and
 - Schools Block (all other funding for primary and secondary schools).
37. New Schools and Early Years (England) Finance Regulations have been made which significantly change the arrangements for managing the DSG blocks. In essence all responsibility for managing the Schools block of DSG has been delegated to the Schools Forum by the Secretary of State, though the regulations protect some historic commitments such as the repayment of prudential borrowing. Conversely the role of the Schools Forum in management of the High Needs block is virtually eliminated thereby giving more control of this block to the local authority, though it remains a regulatory requirement that the High Needs block must be spent within the Schools Budget. Arrangements for the Early Years block remain similar to the previous arrangements whereby Schools Forum is a statutory consultee on any proposed changes to allocations, which are then decided by the local authority. It is anticipated that over time the arrangements for the Early Years block will move towards those for the Schools block. These changes are consistent with government policy to reduce the involvement of local authorities in universal provision but to increase their powers and responsibility for vulnerable pupils.
38. Within the Schools block all local authorities are required to implement a new school funding formula for primary and secondary schools. In Oxfordshire the funding for higher level special educational needs (SEN) in secondary schools will continue to be fully included in the school budget share through the Schools block, subject to some redistribution arising from the new formula. The main purpose of the new funding formula is to simplify school funding arrangements as a first step towards a more equitable system nationally. As this first step does not amend the distribution of resources between local authority areas, all that the simplification can do is to redistribute the existing resources differently amongst schools. One significant consequence of the amended funding formula is the removal of the specific funding allocations for Joint Use sports Agreements, which results in those resources being spread amongst all schools.
39. All Oxfordshire schools and academies were consulted on the proposed changes during October 2012. Based on responses to the consultation some minor changes were made to the proposed formula. In addition, the Oxfordshire Schools Forum also agreed some transitional protection arrangements which will provide time and resources to help schools adjust to the funding changes.
40. The minimum funding guarantee for schools will continue in 2013/14 and no school will see a reduction of more than 1.5% per pupil in their budget share compared with 2012/13. Whilst overall changes arising from the new formula will be as much as a gain or loss of 10% in the long term, the minimum funding guarantee helps ensure that changes in 2013/14 are much less turbulent, and for

the majority of schools the transitional protections agreed by Schools Forum eliminate funding reductions in 2013/14.

41. In addition the few remaining central budgets for primary and secondary schools must be delegated from April 2013 unless Schools Forum agrees that they can be retained centrally. The new delegations will provide extra resources for schools accompanied by extra responsibilities to provide or procure the services as necessary. Final allocations from the Schools block of DSG must be submitted to DfE by 22 January 2013. The central budgets retained from the Schools block will be finalised with Finance Committee of Schools Forum on 17 January.
42. Schools receive extra funding through the pupil premium for every child registered as eligible for free school meals at any point in the past six years and children in care who have been looked after for six months. Funding nationally for the pupil premium will increase to £1.875bn in 2013/14 from £1.25bn in 2012/13. The level of the per pupil premium is increasing by 45% from £623 in 2012/13 to £900 in 2013/14. Children with parents in the armed services will continue to be eligible for the service child premium. Eligibility for this premium has been extended to include children whose parents have died in service and are in receipt of pensions under the Armed Forces Compensation Scheme (AFCS) and the War Pensions Scheme (WPS). The service child premium will increase from £250 per pupil in 2012/13 to £300 per pupil in 2013/14. As with the current year, up to £50m of the available funding will be used to support a summer school programme to help the most disadvantaged pupils make the transition from primary to secondary school.
43. Additional resources are expected to be added to the High Needs block of DSG to meet the new responsibility for the local authority to support higher level SEN in FE colleges.
44. The Schools Forum will meet on 30 January 2013 to discuss the use of the Early Years and High Needs blocks of DSG for 2013/14. This will form part of the Cabinet's proposed budget to Council on 19 February 2013.

Financial Strategy

45. The financial strategy sets out how the Council intends to finance its services and the priorities and principles upon which the medium term financial plan and the capital programme are based. The financial strategy has been reviewed and updated and is included at Annex 5.

Balances and Reserves

Balances

46. The financial strategy states that balances should be maintained at a level commensurate with risk. An updated risk assessment has been completed which takes into account 2012/13 financial projections and the risks in the 2013/14

budget and the economy generally. The risk assessment confirms that the level of planned balances in the existing MTFP remains commensurate with risk. The projected level of balances over the medium term is set out in Annex 6.

47. Given the uncertainty over the County Council's local share of business rates under the new scheme from 2013/14, it is still considered reasonable that the planned level of balances increases from £15.7m in 2013/14 to £16.7m in 2014/15 and beyond.
48. The Financial Monitoring report to Cabinet on 18 December 2012 shows the position on balances at the end of October as £16.7m. The budgeted year-end balance is £14.7m based on the assumption that calls on balances would be £2.0m during 2012/13. Although there have been no calls on balances to date in 2012/13, calls are possible as a result of the recent flooding and if there are further inclement weather conditions in the next few months. Assuming an estimated £0.5m for potential calls on balances to the year-end, balances will be £1.5m higher than planned going into 2013/14. It is proposed therefore to transfer this excess sum to the efficiency reserve to manage the cash flow over the medium term.

Reserves

49. All the Council's reserves which are maintained for specific purposes have been reviewed as part of the service and resource planning process. The planned use of the reserves over the medium term is summarised in Annex 6.

Efficiency Reserve

50. The Efficiency Reserve was created in 2009/10 to allow for investment to deliver efficiencies, service redesign and to ensure that sufficient resources were available for redundancy costs.
51. The existing MTFP includes contributions from the reserve in 2013/14 and 2014/15 totalling £11.6m. The reserve will be used to manage the cash flow implications of the variations to the MTFP, the cumulative shortfall/surplus between new savings and new pressures as set out below.

	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m	Total £m
New pressures	25.7	10.4	13.3	5.3	54.7
New savings	-23.9	-13.0	-4.9	-4.7	-46.5
Shortfall(+)/surplus(-)	1.8	-2.6	8.4	0.6	8.2
Cumulative shortfall(+)/surplus(-)	1.8	-0.8	7.6	8.2	16.8

52. Use of one-off funding over the period to 2016/17 will utilise £16.8m of the reserve and give rise to a need to replace £8.2m with on-going funding from 2017/18.

Treasury Management Strategy

53. The treasury management strategy statement and the annual investment strategy for 2013/14 are set out in Annex 7. This document complies with the requirements of legislation, codes and government guidance, including the technical requirement of the CIPFA treasury management code of practice. It sets out, amongst other things the investment strategy for the Council's temporary cashflow surpluses.
54. The strategy for 2013/14 continues with the principle of prioritising the security and liquidity of principal over investment return. As government funding for capital is now by grant rather than approval to borrow, new borrowing for capital only applies to prudential schemes. The strategy for financing prudential borrowing during 2013/14 continues with the policy of using temporary internal balances. External debt will remain to be repaid upon maturity and will not be refinanced.
55. It is again proposed that any changes applied to the 2013/14 treasury management strategy can be delegated to the Chief Finance Officer in consultation with the Leader of the Council. This is included in the recommendations at the end of the report.
56. As part of the service & resource planning process for 2013/14 the Council is required to approve a set of prudential indicators which show that the Council's prudential borrowing is prudent, affordable and in line with the Council's treasury management strategy. Appendix A of Annex 7 sets out the draft prudential indicators.
57. Annex 7 also incorporates the minimum revenue provision policy statement for 2013/14 at Appendix B. Legislation requires Council to approve a statement of their policy annually before the commencement of the financial year.

Draft 2013/14 Budget for Directorates

58. Annex 8 sets out the draft detailed revenue budget for 2013/14 for directorates. The annex shows the movement in gross expenditure and income from 2012/13, showing inflation, function and funding changes, previously agreed funding and proposed virements. For illustrative purposes, the annex also includes the effects of the additional funding for pressures and proposed savings as set out in Annex 2. This is not an agreed plan but shows the impact on services if all the proposals are agreed. This will be updated for the Council meeting in February to reflect each proposal made.

Virement Scheme

59. When approving the budget each year the Council is required to agree the virement rules. The existing arrangements have been reviewed and updated and are set out for approval at Annex 9.

Capital Programme and Asset Management Plans

Asset management plans and the capital strategy: 2013/14 to 2016/17

60. The corporate asset management plan (AMP) has been updated and revised and is attached at Annex 10a. The purpose of the AMP is to:
- Give an overview of the Council's strategic direction and objectives and the implications this has for its property
 - Describe how property needs to change and can be used to help achieve those objectives
 - Describe the objectives for property that arise from this and the strategy for each service area
 - Set out the action to be taken, at a high level
 - Provide a clear statement of the Council's approach to its property
61. The Council's property is changing significantly in terms of its size, composition, use and cost so as to contribute positively to meeting the business strategy objectives. This year's review of the plan proposes a continued shift in priorities from holding property to deliver services, to using our property to help deliver the broader objectives of the Council.
62. The transport asset management plan (TAMP) has been revised, and is attached at Annex 10b. The TAMP is central to the identification of highway maintenance strategies. It contains both asset and financial data that enables more advanced forward planning, improved budget management and improved working practices. It provides a means of identifying where limited funding may be targeted to best effect through the implementation of the forward programme.
63. The updated capital strategy attached at Annex 11, sets out the Council's capital investment plans and explains how capital investment contributes to the Council's vision and priorities. It shows how the Council prioritises, targets and measures the performance of its limited capital resources. It also shows how the Council intends to maximise the value of its investment and sets out the framework for determining capital spending plans and the effective use of capital resources which are both robust and sustainable.

The Capital Programme: 2012/13 to 2016/17

64. The capital budget setting position reported to Scrutiny Committees on 10 January 2013 showed £22.4m of available flexible resources and £22.9m of pressures. The capital programme attached at annex 12a has been updated to reflect the latest position for expenditure and financing and to include the proposed pressures (listed separately in annex 12b). The movement from the previously reported position is as follows:

	£m
Available flexible resources	22.4
Pressures which require flexible funding	-22.9
Surplus(+)/shortfall(-) of resources	-0.5
<u>Changes:</u>	
Monitoring variations from review of existing programme	-0.5
Reduction in capital receipts	-0.1
Revised surplus(+)/shortfall(-) of resources	-1.1

65. To balance the capital programme £1.1m of additional flexible resources has been identified through a review of all funding sources in the programme and reserves.
66. The table below shows the change in the overall capital programme from the last programme approved by Cabinet in October 2012.

	October 2012 Programme £m	January 2013 Programme £m	Change £m
Children, Education & Families	139.3	166.6	27.3
Social & Community Services	22.9	25.0	2.1
Highways & Transport	91.5	88.6	-2.9
Environment & Economy – Other	30.0	28.8	-1.2
Chief Executive’s Office	2.8	2.8	0
Total	286.5	311.8	25.3
Schools Local Capital	14.1	14.2	0.1
Earmarked Reserves	65.1	69.1	4.0
Total Capital Programme	365.7	395.1	29.4

67. In addition to the inclusion of schemes that require flexible funding, the programme also includes new schemes that are funded by specific funding sources. In the Children, Education & Families programme, £18.4m of developer funding has been included to build new schools in large housing developments.
68. From the table above it would appear that the programme for Highways & Transport has been reduced. However, allocations have been moved to Earmarked Reserves for future highways major projects pending a detailed business case.
69. Capital grant allocations for the next two years for transport, social services and fire & rescue services were announced as part of the provisional local government finance settlement – details are provided in Annex 3.
70. The funding for social services and fire & rescue services is £2.2m more than anticipated in the capital programme. However, education capital grant has not yet been announced. The capital programme assumes £17.0m of education capital

grant for 2013/14, falling to £13.8m by 2016/17. These assumptions, together with the grants for other areas, have currently been left unchanged but will need to be updated before Council if the total grant notified varies from the assumed allocation.

71. In the Chancellor's Autumn Statement £3.6m extra funding over 2013/14 and 2014/15 for highways maintenance was announced. This is required to complement rather than replace existing planned expenditure.

Overview and advice from the Chief Finance Officer

72. Under Section 25 of the Local Government Act 2003, the Chief Finance Officer is required to report on the robustness of the estimates made in determining the council tax requirement and on the adequacy of the proposed financial reserves. This assessment will be included in the report to Council for the Cabinet and the Opposition and other groups' budget proposals in February 2013.

Financial and Legal Implications

73. This report is mostly concerned with finance and the implications are set out in the main body of the report.
74. The Local Government Finance Act 2012 which introduces the business rates retention scheme received Royal Assent on 1 November 2012. The government's consultation on the draft regulations that underpin the new scheme closed on 23 November 2012. At the time of writing this report the government are still in the process of analysing responses to the consultation, however it is expected that the regulations will be in place before the Council is required to set the council tax requirement in February 2013.

Equality and Inclusion Implications

75. The Equality Act 2010 imposes a duty on local authorities that when making decisions of a strategic nature, decision makers must exercise 'due regard to the need to eliminate unlawful discrimination... advance equality of opportunity... and foster good relations.' Oxfordshire's Equality Policy 2012-2017 sets out how the Council is approaching its responsibilities for ensuring that all residents in Oxfordshire have fair access to services and equal life chances.
76. As part of the Service & Resource Planning process for 2013/14, the Council has produced a general assessment of the impact of the budget on customers ahead of the budget being set in February 2013. This document set out the principles that are being followed, identifies the main risks to vulnerable groups and establishes what actions will be taken to prevent these risks. The general assessment of the impact of the budget on customers is attached as Annex 13.

77. All significant changes to the budget have undergone at least an initial assessment to identify potential risk in advance of the budget being set. Further work will be undertaken on a number of these assessments as the details of how proposals will be implemented becomes clearer and as feedback is received from consultations. These Service & Community Impact Assessments (SCIAs) are available on the Council's website: [Service and Community Impact Assessments \(SCIAs\) | Oxfordshire County Council](#).

RECOMMENDATION

78. **The Cabinet is RECOMMENDED to:**
- a. **(in respect of revenue) RECOMMEND Council to approve:**
 - (1) **a budget for 2013/14 and a medium term plan to 2016/17, based on the proposals set out by the Leader of the Council;**
 - (2) **a council tax requirement (precept) for 2013/14;**
 - (3) **a council tax for band D equivalent properties;**
 - (4) **virement arrangements to operate within the approved budget;**

 - b. **(in respect of treasury management) RECOMMEND Council to approve:**
 - (1) **the Treasury Management Strategy Statement ;**
 - (2) **that any further changes required to the 2013/14 strategy be delegated to the Chief Finance Officer in consultation with the Leader of the Council.**

 - c. **RECOMMEND Council to approve the Prudential Indicators as set out in Appendix A of Annex 7.**

 - d. **RECOMMEND Council to approve the Minimum Revenue Provision Methodology Statement as set out in Appendix B of Annex 7.**

 - e. **(in respect of capital) RECOMMEND Council to approve:**
 - (1) **the updated Capital Strategy, Corporate Asset Management Plan and Transport Asset Management Plan;**
 - (2) **a Capital Programme for 2012/13 to 2016/17;**

 - f. **to delegate authority to the Leader of the Council, following consultation with the Chief Finance Officer, to make appropriate changes to the proposed budget.**

SUE SCANE
Assistant Chief Executive & Chief Finance Officer

Background papers: Nil

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January 2013

Medium Term Financial Plan 2013/14 - 2016/17
Summary

	INDICATIVE POSITION											
	2013/14			2014/15			2015/16			2016/17		
	Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Directorate Budgets												
Children, Education & Families	105,814	-2,355	103,459	103,459	-3,842	99,617	99,617		99,617	99,617		99,617
Social & Community Services	219,635	-13,164	206,471	206,471	-3,980	202,491	202,491	1,450	203,941	203,941	-1,950	201,991
Environment & Economy	77,658	2,197	79,855	79,855	-2,717	77,138	77,138	-5,086	72,052	72,052	-1,975	70,077
Chief Executive's Office	8,395	12,272	20,666	20,666	-315	20,351	20,351	-100	20,251	20,251	-100	20,151
Public Health												
Inflation and Other Adjustments (1)					6,817	6,817	6,817	10,250	17,067	17,067	10,600	27,667
Directorate Budgets	411,501	-1,050	410,452	410,452	-4,037	406,415	406,415	6,514	412,929	412,929	6,575	419,504
Strategic Measures												
Capital Financing												
Principal	18,194	-1,379	16,816	16,816	902	17,717	17,717	-333	17,384	17,384	-555	16,829
Interest	18,806	-351	18,455	18,455	-225	18,231	18,231	-405	17,826	17,826	-250	17,576
Interest on Balances	-4,403	-41	-4,444	-4,444	-798	-5,242	-5,242	-219	-5,461	-5,461	-118	-5,579
Contingency	54	2,254	2,308	2,308		2,308	2,308		2,308	2,308		2,308
Pensions - Past Service Deficit Funding	1,500		1,500	1,500		1,500	1,500		1,500	1,500		1,500
Total Strategic Measures	34,152	483	34,635	34,635	-121	34,514	34,514	-957	33,557	33,557	-923	32,633
Contributions to/from reserves												
General Balances	2,800	200	3,000	3,000		3,000	3,000	-1,000	2,000	2,000		2,000
Prudential Borrowing Costs	1,250	-275	975	975		975	975		975	975		975
Capital Rolling Fund Reserve	1,068	-577	491	491		491	491		491	491		491
Efficiency Reserve	6,068	-8,558	-2,490	-2,490	-2,211	-4,701	-4,701	-2,937	-7,638	-7,638	-618	-8,256
Budget Reserve - 2009/10 Budget	-1,020	-2,321	-3,341	-3,341	3,341							
Capital Reserve	1,000	-1,000										
Total Contributions to/from reserves	11,166	-12,531	-1,365	-1,365	1,130	-235	-235	-3,937	-4,172	-4,172	-618	-4,790
Indicative Balance												
Total Carried Forward	456,820	-13,098	443,722	443,722	-3,028	440,693	440,693	1,620	442,313	442,313	5,034	447,347

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

Medium Term Financial Plan 2013/14 - 2016/17**Financing**

	INDICATIVE POSITION											
	2013/14			2014/15			2015/16			2016/17		
	Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Total Brought Forward	456,820	-13,098	443,722	443,722	-3,028	440,693	440,693	1,620	442,313	442,313	5,034	447,347
Funding												
Un-Ringfenced Specific Grants	-52,964	37,040	-15,924	-15,924	370	-15,554	-15,554	369	-15,185	-15,185	-600	-15,785
Government Grant												
Revenue Support Grant	-2,193	-92,295	-94,488	-94,488	12,948	-81,540	-81,540	12,296	-69,244	-69,244	10,731	-58,513
Business Rates Top-up	-113,119	77,424	-35,695	-35,695	-1,095	-36,790	-36,790	-993	-37,783	-37,783	-1,171	-38,954
Total Government Grant	-115,312	-14,871	-130,183	-130,183	11,853	-118,330	-118,330	11,303	-107,027	-107,027	9,559	-97,467
Business Rates from District Councils	0	-27,165	-27,165	-27,165	-833	-27,999	-27,999	-756	-28,754	-28,754	-891	-29,646
Council Tax Surpluses	-4,019	2,019	-2,000	-2,000	0	-2,000	-2,000	0	-2,000	-2,000	0	-2,000
COUNCIL TAX REQUIREMENT	284,525	-16,076	268,449	268,449	8,362	276,811	276,811	12,536	289,346	289,346	13,102	302,448
Council Tax Calculation												
Council Tax Base			226,572			227,931			229,641			231,363
Council Tax (Band D equivalent)			£1,184.83			£1,214.45			£1,260.00			£1,307.25
Increase in Council Tax (precept)			-5.7%			3.1%			4.5%			4.5%
Increase in Band D Council Tax			1.99%			2.50%			3.75%			3.75%

Summary of variations to the Medium Term Financial Plan

Cabinet - 29 January 2013

Summary of New Pressures

Directorate	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
Children, Education & Families	1,530	0	0	0	1,530
Social & Community Services	10,285	1,500	-2,200	0	9,585
Environment & Economy	1,821	500	0	0	2,321
Chief Executive's Office	52	0	0	0	52
Total Pressures	13,688	2,000	-2,200	0	13,488

Summary of New Savings

Directorate	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
Children, Education & Families	-1,230	-2,180	0	0	-3,410
Social & Community Services	-11,858	-4,030	-950	-1,950	-18,788
Environment & Economy	-810	-2,731	-3,097	-1,875	-8,513
Chief Executive's Office	-587	-25	-100	-100	-812
Total Savings	-14,485	-8,966	-4,147	-3,925	-31,523

Summary of One-Off Pressures & Savings

Directorate	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
Children, Education & Families	0	0	0	0	0
Social & Community Services	300	100	-400	0	0
Environment & Economy	0	2,089	-1,989	-100	0
Chief Executive's Office	0	0	0	0	0
Total One- Off Pressures & Savings	300	2,189	-2,389	-100	0

Children, Education & Families
Cabinet - 29 January 2013
New Pressures & Savings

MTFP Reference		2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
	Pressures					
14CEF1	Increase capacity in Family Support Teams to reduce caseloads to an average of 20 per worker	1,400				1,400
14CEF2	Pressures resulting from restructuring within Children's Social Care including the regrading of newly qualified social workers	130				130
	Total Pressures	1,530	0	0	0	1,530
	Savings					
14CEF3	Management and admin reduction (following other reductions within service area)	-250				-250
14CEF4	Children's Centres - Management savings		-800			-800
14CEF5	Schools converting to academy status reduce requirement for School Improvement service	-350	-850			-1,200
14CEF6	Outcome of Corporate Parenting review of service area taking place during 2012/13	-180	-180			-360
14CEF7	Remove previously agreed funding for Southwark Judgement (which obliges the Council to provide accommodation and support for homeless 16 and 17 year olds) as impact of judgement lower than anticipated	-300	-200			-500
14CEF8	Reduce over provision in support levels to All Rights Exhausted clients (for failed asylum seekers).	-150	-150			-300
	Total Savings	-1,230	-2,180	0	0	-3,410

**Social & Community Services
Cabinet - 29 January 2013
New Pressures & Savings**

MTFP Reference		2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
	Pressures					
14SCS1	Proposed agreement with the Oxfordshire Care Partnership will achieve £2.8m savings compared with the initial assumed savings of £3.8m.	500	500			1,000
14SCS2	Care Homes - impact in subsequent years of additional placements made in 2012 together with more complex care needs increasing the average cost of care.	3,800	700	-2,200		2,300
14SCS3	Increase the number of people supported by Reablement which provides therapy and support at home to aid recovery	600				600
14SCS4a	Increase in the cost of care homes agreed in 2012/13	900				900
14SCS4b	Proposed increase in cost of care homes	405				405
14SCS10	Physical Disabilities - Investment in services to meet increased numbers of people coming forward and people with more complex needs.	1,800				1,800
14SCS11	Physical Disabilities - increase in the cost of residential care agreed in 2012/13	100				100
14SCS18	Fairer Charging income - reduction in income collected from full cost payers as the real cost of home care has reduced	980				980
14SCS19	Additional staff resources for social work teams - Investment in the service to increase capacity to deal with delayed transfer of care, safeguarding referrals and case reviews	900				900
14SCS20	Approved Mental Health Professionals - additional staff and training to ensure statutory duties are met	300				300
14SCS32	Trading Standards - Pressure arising from non achievable saving in Medium Term Financial Plan re joint working		100			100
14SCS31	Fire & Rescue - National agreement regarding the rights of Retained Fire Fighters to join the pension scheme		200			200
	Total Pressures	10,285	1,500	-2,200	0	9,585

**Social & Community Services
Cabinet - 29 January 2013
New Pressures & Savings**

MTFP Reference		2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
	Savings					
14SCS7	Greater use of assistive technology to enable more people to remain in their homes for longer and reduce the need for home support	-100	-200	-250	-250	-800
14SCS8	Provide prevention services that encourage older or vulnerable people to remain independent and reduce their need for more expensive care services.			-500	-500	-1,000
14SCS9	Invest in early client intervention to reduce the cost of care	300	-1,500			-1,200
14SCS25	Review of Joint Commissioning (saving will be across CEF&SCS)		-500			-500
14SCS6	Closer working with Health, generating efficiencies by pooling budgets and integrating care.			-1,000		-1,000
14SCS10	Learning Disabilities demography not required to be transferred to Physical Disabilities	-1,800				-1,800
14SCS16	More efficient delivery of care leading to reduced cost of Learning Disabilities Resource Allocation System			-1,000	-1,000	-2,000
14SCS12	More efficient delivery of care leading to reduced cost of Physical Disabilities Resource Allocation System		-100	-100	-200	-400
14SCS5	Older People's Pool to meet own pressures.	-5,205	-1,150	2,200		-4,155
14SCS21	Review of Older People's day services			-300		-300
14SCS22	Efficiencies in the provision of internal older people day services	-120	-80			-200
14SCS24	Reduction in the Asylum Seeker budget due to a decrease in the number of clients	-175				-175
14SCS23	Reduce HIV/Aids budget due to changes to service provision	-75				-75
SCP28/S10	The cost of de-registering Home Farm Trust care homes is less than estimated in Medium Term Financial Plan	-803				-803
14SCS26	Additional NHS Funding - Social Care transfer	-1,300	500			-800
14SCS26	Additional NHS funding for Re-ablement	-1,500				-1,500

**Social & Community Services
Cabinet - 29 January 2013
New Pressures & Savings**

MTFP Reference		2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
	Savings					
14SCS26	Additional funding from White Paper to support better integrated care and support	-1,000	-1,000			-2,000
14SCS29	Whole-time fire-fighter pension savings	-50				-50
14SCS30	Reduced emergency call outs for retained fire-fighters	-30				-30
	Total Savings	-11,858	-4,030	-950	-1,950	-18,788
	One-Off Pressures and Savings					
14SCS17	Transport for Day Services. Charging for transport to day centres from April 2013 will not generate sufficient income. The outcome of the Corporate Review of Community Transport may identify savings and additional income in future years. £0.4m savings target has been re-scheduled.	300	100	-400		0
	Total One-Off Pressures and Savings	300	100	-400	0	0

**Environment & Economy
Cabinet - 29 January 2013
New Pressures & Savings**

MTFP Reference	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
Pressures					
14EE1 Reduction in the planned drawdown on the Parking Account from 2014/15 to reflect the balance expected to be available for use.		500			500
14EE2 Protect current spending level by offsetting planned saving in highways maintenance	1,500				1,500
14EE18 Unrealisable Customer Service Centre savings	321				321
Total Pressures	1,821	500	0	0	2,321
Savings					
14EE3 Oxfordshire Waste Partnership -phased withdrawal of non-statutory waste incentives	299	384	-232	-213	238
14EE4 Increased efficiency on administration for road adoptions		-100			-100
14EE5 Estimated Carillion and Capita Symonds facilities management contract savings	-120	-120	-100	-20	-360
14EE6 Highways contract management savings			-80		-80
14EE7 Introduce day time car parking charges at the County Council park and ride locations	-250	-250			-500
14EE8 Reduce Bulking and Haulage contract costs - resulting from planned opening of the new waste management facility			-300		-300
14EE9a Remove existing Area Stewards Fund	-1,090				-1,090
14EE9b Refocus of Area Stewards Fund for Road Maintenance	1,090	-1,090			0
14EE10 Reduction in road patching work and pre-planned surface maintenance schemes			-700	-310	-1,010
14EE11 Reduction in policy & strategy activity		-155			-155
14EE19 ICT infrastructure maintenance reduction enabled through reduced need and tighter control in costs	-61	-96			-157

Environment & Economy
Cabinet - 29 January 2013
New Pressures & Savings

MTFP Reference	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
Savings					
14EE20 Reduction in Oxfordshire Community Network (OCN) contract payment & telephony maintenance	-248	-294			-542
14EE21 Remove schools service provision subsidy - application of full overhead costs	-250	-250			-500
14EE22 Removing/ rationalising ICT applications which reduces maintenance costs			-150	-150	-300
14EE23 Application of full overhead costs to the Pension Fund		-160			-160
14EE24 Reduce HR & Finance staff in line with projected downsizing of organisation			-300		-300
14EE25 Rationalise the use of printed materials	-180				-180
14EE26 Further savings from Facilities Management contract dependent on experience of phase 1 of contract				-175	-175
14EE27 Reduction in rates due to reduction in property portfolio (link to asset rationalisation programme)		-100			-100
14EE28 Removal and recycling of ICT Hardware		-50			-100
14EE29 ICT reductions associated with data centre - Movement to "Cloud" allows reductions in staff and maintenance			-290		-290
14EE30 Externalise or cease non-mandatory HR/Finance activities - staff reductions			-145		-145
14EE31 Consolidate and out source print services		-250			-250
14EE32 Further rationalisation of our property portfolio dependent on capital investment			-200	-250	-450
14EE33 ICT reductions based on property rationalisation		-200			-600
14EE34 Reintroduce maintenance 'holiday' to non-school property - suspension of non-statutory property maintenance work				-707	-907
Total Savings	-810	-2,731	-3,097	-1,875	-8,513

**Environment & Economy
Cabinet - 29 January 2013
New Pressures & Savings**

MTFP Reference		2013/14						2014/15						2015/16						2016/17						TOTAL					
		£'000						£'000						£'000						£'000						£'000					
	One-Off Pressures and Savings																														
14EE12	Public Transport contracts saving - More income has been realised in 2012/13 resulting in a re-profiling of future years' income	-250						250																		0					
14EE13	Bridges Investigation - Improved information required on the condition of our bridges to ensure their safety.	350						-350																		0					
14EE17	Bridges investigation - fund from reserves	-350						350																		0					
14EE14	Waste Treatment Facility slippage on the original implementation date.													489						-489						0					
14EE15	Asset Rationalisation re-profiling of pressure.													250						-250						0					
14EE16	Economic Development & Growth - Increased capacity to gather business intelligence and help address barriers to growth.	100																								-100					
14EE34	Procurement costs of externalisation of customer services													750						-750						0					
14EE35	OCC Data Centre - Investment to secure the transition to Cloud	150												350						-500						0					
	Total One-Off Pressures and Savings	0						2,089						-1,989						-100						0					

**Chief Executive's Office
Cabinet - 29 January 2013
New Pressures & Savings**

MTFP Reference	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
Pressures					
14CEO8 Archives Service - to comply with National Archives Office requirements	52				52
Total Pressures	52	0	0	0	52
Savings					
14CEO1 Saving from reduced Audit Fee	-49				-49
14CEO2 Reduce subscriptions	-25				-25
14CEO3 Remove Change Fund	-214				-214
14CEO4 Remove – Big Society base budget	-114				-114
14CEO5 Reduce Oxford Inspires budget	-52	-25			-77
14CEO6 Reduce Organisational development budget (recognising reduced staff numbers)	-50				-50
14CEO7 Reduce staffing and office costs from CEO Office	-83	-25	-100	-100	-283
Total Savings	-587	-25	-100	-100	-812

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Provisional Local Government Finance Settlement

Introduction

1. The provisional local government finance settlement was announced on 19 December 2012, setting out a consultation on the revenue support grant and start-up funding assessment for local authorities. The closing date for responses was 15 January 2013. The final settlement is expected in late January/early February 2013.
2. The provisional settlement has been much more complicated this year with the introduction of the new business rates retention scheme. This sees the formula grant system replaced by one where local authorities receive funding from both general government grants and a local share of business rates.

Start-up Funding Assessment

3. The start-up funding assessment is a measure of the general funding requirement of a local authority and is the key baseline figure for the new system. The assessment is built up from an analysis of need, using the same methodology previously used for formula grant, adjusted for specific grants rolled in/out of the starting position.
4. Various technical changes have been introduced to the analysis of need methodology as part of the calculations of the start-up funding assessment. For the County Council favourable effects of changes for concessionary fares and the cost of providing services in rural areas have been outweighed by changes to resource equalisation¹. Funding for the analysis of need (formula grant) element of the start-up position has been reduced by 8.7% compared to the adjusted position for 2012/13. This compares to the average reduction of 3.6% for England as a whole.
5. The start-up funding assessment set out in the provisional finance settlement has been calculated as set out overleaf:

¹ Resource equalisation is an element of the formula intended to take account of the fact that councils that can raise more income locally require less support from government to provide services.

2013/14	£m
Formula grant element	101.3
Grants removed: LACSEG ²	-12.0
Existing specific grants transferred in:	
2011/12 council tax freeze grant	7.1
Early intervention grant	17.3
Learning disability & health reform grant	20.2
Lead local flood authorities grant	0.2
Total existing grants transferred in	44.8
New grant added:	
Council tax support grant	23.2
Start-up funding assessment	157.3

6. The LACSEG removed from the start-up funding assessment has been replaced by the education service specific grant. The allocations of this grant have yet to be announced, however the estimate for the County Council (based on the per pupil figures) is £9.1m in 2013/14 – giving a reduction in funding of £2.9m.
7. The existing MTFP includes £23.4m of early intervention grant, of which £1.2m relates to education provision for 2 year olds and will be funded from dedicated schools grant in the future. This leaves £22.2m of expenditure funded by the specific grant transferred into the start-up funding position – giving a reduction in funding of £4.9m.
8. These funding reductions are partially offset by a small increase on the learning disability & health reform grant and estimates for the return of centrally held funding. Taken together there is an overall reduction in funding compared to the MTFP of £5m in 2013/14. The existing MTFP already included a £13m funding reduction so overall funding for 2013/14 has reduced by £18m. Over the four years to 2016/17 it is anticipated that the reduction in funding compared to the MTFP will be £9m.

Funding streams

9. Instead of receiving formula grant the County Council will receive three funding streams – revenue support grant, business rates top-up and a local share of business rates. For the start-up funding assessment the business rates baseline is used as the measure of the local share of business rates. The figures announced in the provisional finance settlement are as follows:

2013/14	£m
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² Local Authorities Central Services Equivalent Grant represents an amount within formula grant for central services received by local authority maintained schools

Revenue support grant	94.4
Business rates top-up	35.7
Business rates baseline	27.2
Total	157.3

10. In setting the budget the County Council will use the forecasts for the local share of business rates notified by the District Councils, rather than the business rates baseline amount. The District Councils are required to notify the County Council of its share of the forecast business rates by 31 January 2013.

Capital

11. The capital grant allocations for transport have been confirmed for 2013/14 and 2014/15, unchanged from previous announcements. The allocations for 2013/14 are £12.8m for maintenance and £4.4m for integrated transport, and £12.1m and £6.3m respectively for 2014/15. In addition £3.6m extra funding over 2013/14 and 2014/15 for highways maintenance has been announced, which is required to complement rather than replace existing planned expenditure.
12. The Department of Health has confirmed capital allocations of £1.2m for 2013/14 and £1.3m for 2014/15 and the Department for Communities and Local Government has announced Fire Capital Grant of £0.8m for each of the next two years. In total this is £2.2m more funding than anticipated in the capital programme.
13. The allocation for Education Capital Grant has yet to be announced and is expected later in January 2013.

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Council Tax and Precepts 2013/14

Council Tax Data

1. In order to set its budget for the forthcoming year, the County Council needs to calculate its council tax requirement. This is the amount that the council needs to raise from council tax to meet its expenditure after taking account of the income it will accrue from the following
 - (a) **the amount to be received from specific grants.** Government departments notify the County Council of any specific grants that it will receive prior to the start of the new financial year;
 - (b) **the amount to be received from Revenue Support Grant and the Business Rates Top Up under the Business Rates Retention Scheme.** These amounts are determined by Government within the Local Government Finance Settlement. We received our provisional 2013/14 figures on 19 December 2012 in the consultation on the Local Government settlement; at the time of going to print, the final settlement had not been announced;
 - (c) **the amount to be received for the County Council's share of Non-Domestic Rating Income.** Each district council must notify the County Council of its share of business rates by 31 January 2013;
 - (d) **any surpluses/shortfalls on the council tax collection funds for earlier years and the estimated position for the current year.** Each district council must make this calculation and notify the County Council of its share before 22 January 2013;
 - (e) **the amount expected to be received from fees, charges and contributions.**
2. In order to set its council tax for the forthcoming year, the County Council needs to calculate its council tax requirement and have available the following information:
 - (a) **the council tax base, expressed in terms of Band D equivalent properties.** Each district council must formally notify the County Council of the tax base for its area before 31 January 2013. For 2013/14 the tax base reflects the reduction arising from the new localised council tax support scheme and any increase arising from changes to discounts/exemptions on second homes and empty properties. A factor for estimated losses on collection has been applied to the revised tax base.
3. Based on the final information on funding and assuming a council tax requirement of **£268.449m** as shown in the proposed Medium Term Financial Plan (Annex 1) the calculation of the Band D Council Tax for 2013/14 is as follows:

Council Tax Calculation 2013/14

	£m
County Council net expenditure after specific grants	427.797
Less: Revenue Support Grant	-94.488
Business Rates Top Up	-35.695
Non-Domestic Rating Income	-27.165
Collection Fund Adjustments	-2.000
Council Tax Requirement (R)	268.449

Council Tax Base (assuming losses on collection) (T)	226,572
Band D Council Tax (R/T)	£1,184.83

Each £1 million variation in budget will change the Band D council tax by about £4.41 or 0.37%.

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

Table 1

Council Tax by Property Band for Oxfordshire County Council

Assuming a Band D council tax of £1,184.83, the council tax for other bands is as follows:

Property Band	Property Values	Band D Proportion	2013/14 £ p
A	Up to £40,000	6/9	789.89
B	Over £40,000 and up to £52,000	7/9	921.53
C	Over £52,000 and up to £68,000	8/9	1,053.18
D	Over £68,000 and up to £88,000	9/9	1,184.83
E	Over £88,000 and up to £120,000	11/9	1,448.13
F	Over £120,000 and up to £160,000	13/9	1,711.42
G	Over £160,000 and up to £320,000	15/9	1,974.72
H	Over £320,000	18/9	2,369.66

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

Table 2**Allocation of Precept to Districts**

The County Council precept (£268.449m) is the sum of the council tax income required to fund the Council's budget.

District Council	RSG Tax Base Number	Council Tax Base		Assumed Precept Due
		Adjustment for Losses on Collection and Discounts/ Exemptions %	Number	£000
Cherwell	51,758.4	90.17	46,672.0	55,298
Oxford City	47,693.5	86.58	41,291.0	48,923
South Oxfordshire	56,761.8	92.68	52,607.0	62,330
Vale of White Horse	50,033.9	91.87	45,964.9	54,461
West Oxfordshire	42,990.0	93.13	40,037.0	47,437
TOTAL	249,237.6	90.91	226,571.9	268,449

Formal approval is required under the council tax legislation for:

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

The information must be given to district councils by 1 March 2013.

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Financial Strategy 2010/11 to 2014/15 – refreshed 2013/14

1. Purpose

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

2. Introduction

The County Council first approved a Financial Strategy in October 2002. The strategy has been updated on an annual basis to reflect the five year medium term planning period, with major revisions in 2005/06 and 2010/11 reflecting the start of new administrations. Given the significant changes to the financial landscape it was felt appropriate to refresh the latest strategy, however, a fundamental review will be conducted next year to coincide with the new administration.

3. Corporate Plan

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

Our overall ambition is to deliver "A Thriving Oxfordshire". By this we mean a county where:

- businesses have the opportunity to start up, to succeed, and to expand
- where people are able to access the opportunities they need in education, employment, and leisure to lead happy and fulfilled lives and achieve their ambitions
- communities are healthy, vibrant and active.

We want Oxfordshire to continue to be recognised as a great place to live, and as a county which combines the best of the past with a clear vision for the future. We aim to deliver the best outcomes for today, and for tomorrow. In working towards our overall ambition, we will deliver efficient and reliable services, and help people to help themselves.

We have identified three strategic objectives which make up what we want to deliver.

- Building a world class economy
- Supporting healthy and thriving communities
- Enhancing the environment

4. How we will manage our finances?

Our financial planning reflects:

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

5. Meeting our pressures and priorities

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

6. Efficiency savings and efficiency strategies

- Oxfordshire's Business Strategy set out the overarching strategy. This Strategy was last updated in June 2010, and will also be reviewed by the new Administration.
- Each Directorate has produced a Directorate Business Strategy which sets out their broad approach to business improvement and efficiency. These are refreshed annually.

7. Balances

- Balances will be maintained at a level commensurate with identified risks, based on an annual risk assessment. The risks reflect unplanned or unforeseen events such as severe weather, and will also need to reflect the additional uncertainties of the new Government financial regime which increases risk and reward for Local Government.
- Any income which is fortuitous to the Council will be added to balances.

8. Reserves

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

9. Use of grant funding

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

10. Carry Forward arrangements

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

11. Invest to Save

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

12. Managing our Resources Effectively

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

13. Related Strategies

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

- The Procurement Strategy sets out how we achieve value for money and efficiencies in our procurement of goods and services. It sets out the way we manage our contracts to ensure that we extract greater value add during contracts using performance measures, that we work effectively through key supplier relationship management plans and that we ensure procurement plans are in place for forthcoming procurement activity. Procurement procedures and requirements are

set out in the Contract Procedure Rules forming part of the Constitution.

- The Capital Strategy sets out our capital investment plans and explains how capital investment contributes to the Council's Vision and Priorities within the Corporate Asset Management Plan. It demonstrates how the Council prioritises, targets and measures the performance of its limited capital resources. It also shows how the Council intends to maximise the value of its investment to support the achievement of its vision and priorities. It provides the framework for determining capital spending plans and the effective use of the Council's limited capital resources.
- In accordance with the Local Government Act 2003, The Prudential Code for Capital Finance in Local Authorities (2011), The Treasury Management Code of Practice (2011), DCLG Investment Guidance, and incorporates the Annual Investment Strategy for 2013/14. the Treasury Management Strategy sets out the Authority's strategy for borrowing to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- The Annual Investment Strategy sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- The Council is required by statute to charge a Minimum Revenue Provision (MRP) to the General Fund Revenue account each year for the prudent repayment of debt. The MRP Policy Statement sets out our policy on the annual MRP.

Estimated Reserves and Balances 2013/14 to 2016/17

The table below provides an analysis of estimated earmarked reserves and general balances for 2013/14 to 2016/17

	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
Earmarked Reserves				
Estimated School Reserves at start of year	11,792	8,306	6,220	5,060
Estimated Reserves at start of year	90,377	70,351	56,808	34,927
Estimated Total Reserves at start of year	102,169	78,657	63,028	39,987
Estimated Use of (-) / Additions to (+) School Reserves in Year	-3,486	-2,086	-1,160	-1,060
Estimated Use of (-) / Additions to (+) Reserves in Year	-20,026	-13,543	-21,881	-16,656
Estimated School Reserves at end of year	8,306	6,220	5,060	4,000
Estimated Reserves at end of year	70,351	56,808	34,927	18,271
Estimated Total Reserves at end of year	78,657	63,028	39,987	22,271
General Balances				
Estimated Balances at start of year	16,193	15,693	16,693	16,693
Planned Contributions to Balances to meet required level of balances in MTFP	3,000	3,000	2,000	2,000
Proposed Contributions from Balances to meet required level of balances in MTFP	-1,500			
Budgeted Change in Balances	1,500	3,000	2,000	2,000
Total Balances at Start of Year	17,693	18,693	18,693	18,693
Estimated Use of Balances in Year	-2,000	-2,000	-2,000	-2,000
Estimated Repayment of Previous Use of Balances	0	0	0	0
Net Use of Balances	-2,000	-2,000	-2,000	-2,000
Estimated Balances at end of year	15,693	16,693	16,693	16,693

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Treasury Management Strategy Statement and Annual Investment Strategy for 2013/14

Executive Summary

- a) The Treasury Management Strategy Statement complies with the requirements of the Local Government Act 2003, The Prudential Code for Capital Finance in Local Authorities (2011), The Treasury Management Code of Practice (2011), DCLG Investment Guidance, and incorporates the Annual Investment Strategy for 2013/14.
- b) The Council is required to approve Prudential Indicators for 2013/14, 2014/15 and 2015/16. Draft Prudential Indicators are set out at Appendix A. These are currently incomplete as they are dependent on updates to the Capital Programme but will be included in the Treasury Management Strategy Statement as an annex to the Service and Resource Planning Report to be approved by Council on 19 February 2013.
- c) The strategy for financing prudential borrowing during 2013/14 is to use temporary internal balances. External debt will continue to be repaid upon maturity and will not be refinanced.
- d) The Annual Investment Strategy for 2013/14 is based on an average base rate of 0.50% and assumes an average return of 0.90%, 0.40% above base rate. The average cash balance for 2013/14 is forecast to be £261.94m, including externally managed funds. The list of proposed specified and non-specified investment instruments are set out in full at Appendices C and D respectively. The maximum maturity and duration limits for counterparties are currently determined by matrices based on Fitch credit ratings. The matrices proposed for 2013/14 and the full rationale for determining the credit worthiness of existing and potential counterparties is set out in paragraphs 7.10 to 7.23.
- e) The Council intends to continue to place funds with the external fund manager, Investec Asset Management. Details of this fund and other pooled funds used by the Council, including performance and monitoring, are given in section 8.
- f) The Council will continue to prioritise the security and liquidity of capital. The Council will aim to achieve investment returns that are commensurate with these priorities. To achieve this, the Treasury Management Strategy Team (TMST) will aim to maintain a balanced portfolio between longer term deposits with high credit quality counterparties and investments in liquid instruments and shorter term deposits with Money Market Funds (MMFs) and high credit quality banks.
- g) Revisions to the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management Code of Practice in 2011 following the granting of the general power of competence to local authorities in the Localism Act 2011 require the Council to state its policy on the use derivatives. This is set out in section 10.
- h) The Council will continue to benchmark the performance of the Treasury Management function through membership of the CIPFA benchmarking club. In-house performance will also continue to be benchmarked against 3 month London Interbank Bid Rate (LIBID).
- i) The recommendations arising from the Treasury Management Strategy Statement and Annual Investment Strategy for 2013/14 are set out in section 14.

Treasury Management Strategy Statement & Annual Investment Strategy 2013/14

1. Background

- 1.1 The Local Government Act 2003 and supporting regulations require the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- 1.2 The Act requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance issued subsequent to the Act). The Annual Investment Strategy sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 1.3 The proposed strategy for 2013/14 in respect of the following aspects of the treasury management function is based upon the views of the Council's Treasury Management Strategy Team (TMST)¹, informed by market forecasts provided by the Council's treasury advisor, Arlingclose Limited. The strategy covers:
- Treasury limits in force which limit the treasury risk and activities of the Council;
 - Treasury Management Prudential Indicators for 2013/14, 2014/15 and 2015/16;
 - the current treasury position;
 - prospects for interest rates;
 - the borrowing strategy;
 - the borrowing requirement and
 - the Annual Investment Strategy.
- 1.4 It is a statutory requirement for the Council to produce a balanced budget and to calculate its council tax requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue caused by increased borrowing to finance additional capital expenditure, and any increases in running costs from new capital projects are limited to a level which is affordable within the projected income of the Council for the foreseeable future.
- 1.5 The Council is also required to indicate if it has adopted the CIPFA Code of Practice on Treasury Management. The code was adopted by Council on 1 April

¹Comprising the Assistant Chief Executive & Chief Finance Officer, Deputy Chief Finance Officer, Service Manager - Pensions, Insurance and Money Management, Principal Financial Manager – Treasury & Pension Fund Investments, and Financial Manager – Treasury Management.

2003. All treasury activity will comply with relevant statute, guidance and accounting standards.

2. Treasury Limits for 2013/14 to 2015/16

- 2.1 It is a statutory duty, under section 3 (1) of the Local Government Act 2003, for the Council to determine and keep under review the amount it can afford to borrow. This amount is termed the 'Affordable Borrowing Limit' and is equivalent to the 'Authorised Borrowing Limit' as specified in the Prudential Code.
- 2.2 The Authorised Borrowing Limit requires the Council to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon future council tax levels is 'acceptable'.
- 2.3 Whilst termed an "Affordable Borrowing Limit" within the Act, the capital plans to be considered for inclusion incorporates financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

3. Prudential Indicators for 2012/13 to 2014/15

- 3.1 The Prudential Code for Capital Finance in Local Authorities (2011) requires the Council to set and monitor against Prudential Indicators in the following categories:
- Affordability
 - Prudence
 - Capital Expenditure
 - External Debt
 - Treasury Management

Further Treasury Management indicators are specified in the Code of Practice on Treasury Management (2011).

- 3.2 Prudential Indicators are set out in full at Appendix A to this strategy (please note these figures are DRAFT and will be updated prior to Council on 19 February 2013):
- i. Gross debt and the Capital Financing Requirement
 - ii. Estimates of Capital Expenditure
 - iii. Ratio of Financing Costs to Net Revenue Stream
 - iv. Capital Financing Requirement
 - v. Incremental Impact of Capital Investment decisions
 - vi. Authorised Limit and Operational Boundary for External Debt
 - vii. Actual External Debt
 - viii. Adoption of the CIPFA Treasury Management in the Public Services Code of Practice
 - ix. Gross and net debt

- x. Upper and lower limits to maturity structure of fixed rate borrowing
- xi. Upper limits on fixed and variable rate interest exposures
- xii. Upper limit to total of principal sums invested longer than 364 days

3.3 Prudential Indicators are reported to and monitored by the TMST on a monthly basis and will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2012/13 and the Treasury Management Mid-Term Review 2013/14, which will be considered in July and November 2013 respectively.

3.4 It is recommended that Cabinet recommends Council to approve the Prudential Indicators for 2013/14, 2014/15 and 2015/16 as set out in Appendix A.

4. Forecast Treasury Portfolio Position

4.1 The Council's treasury forecast portfolio position for the 2013/14 financial year comprises:

	Principal £m	Average Rate %
Opening External Debt Balance		
PWLB	362.383	4.61%
Money Market Loans	50.000	3.90%
TOTAL EXTERNAL DEBT	412.383	
2013/14 Average Cash Balance		
Average Monthly Cash Balance	234.64	
Average Monthly Externally Managed	27.30	
TOTAL INVESTMENTS	261.94	

5. Prospects for Interest Rates

Current Medium Term Financial Plan

5.1 The strategy for 2012/13 approved by Council in February 2012 set out forecast interest rates over the medium term. The forecast was for an average base rate of

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

These interest rates were used as a basis for constructing the strategic measures budget for 2012/13 to 2016/17.

Arlingclose's View

- 5.2 The Council uses the services of Arlingclose Limited to provide investment advice to the Council, as part of this service they help the Council to formulate a view on interest rates.
- 5.3 Arlingclose's current view on interest rates is that the Bank Rate will remain at 0.5% for the duration of their medium term forecast to December 2015 with the possibility that the official bank of England base rate may not rise until 2016.
- 5.4 If the Bank of England's Monetary Policy Committee begins to raise the base rate before December 2015, Arlingclose forecast that base rate will rise to 0.75% in September 2013, then to 1.0% in September 2014 and remain at that rate for the remainder of the forecast to December 2015.
- 5.5 Arlingclose expect the 1 year LIBID rate to rise from 1.10% to 1.40% over the same period, indicating that short-term borrowing will become marginally more expensive.

Treasury Management Strategy Team's View

- 5.6 The Council's TMST, taking into account the advice from Arlingclose, and the current economic outlook, have determined the rates to be included in the Strategic Measures budget for 2013/14 and over the medium term. The Bank Rate forecasts set out below represent the average rate for the financial year:
- 2013/14 0.50%
 - 2014/15 0.50%
 - 2015/16 0.50%
 - 2016/17 0.50%
- 5.7 It is the view of the team that as rates achieved on deposits in the past have been over and above that of the Bank Rate that a return rate should also be budgeted for. The team has agreed that the target return rate should be 0.40% higher than the average Bank Rate in 2013/14, reducing to 0.35% above in 2014/15 and 0.30% above for 2015/16 and 2016/17. The rate this gives is set out below. These rates have been incorporated into the strategic measures budget estimates:
- 2013/14 0.90%
 - 2014/15 0.85%
 - 2015/16 0.80%
 - 2016/17 0.80%

6. Borrowing Strategy

Arlingclose's View

- 6.1 The Public Works Loan Board (PWLB) set new borrowing rates at the gilt yield plus 1.0%. Arlingclose have forecast gilt yields as follows:
- The 50 year gilt yield is expected to start the financial year at 3.30%, increasing gradually to 3.60% by December 2015.
 - The 20 year gilt yield is expected to start the financial year at 2.80% rising incrementally to 3.00% by the end of the forecast in December 2015.
 - The 10 year gilt yield is expected to start the financial year at 1.90%, incrementally rising to 2.20% by December 2015.
 - The 5 year gilt yield is expected to start the financial year at 0.80% with gradual increases forecast to reach 1.20% in December 2015.
- 6.2 Arlingclose's forecasts have an upside variation range of between 25 and 50 basis points, and a downside variation range of between 25 and 50 basis points depending on the economic and political climate.
- 6.3 This forecast indicates that there are a range of options available when setting a borrowing strategy for 2013/14. Short dated gilt yields are forecast to continue to be lower than medium and long dated gilt yields during the 2013/14 financial year with medium term gilt rates slightly lower than longer term gilt rates.
- 6.4 Arlingclose believe that The Bank of England's Monetary Policy Committee may announce further Quantitative Easing during 2013/14 depending on the impact of the Funding for Lending Scheme. This, combined with the flight to quality, will continue to suppress the UK gilt yields.

Treasury Management Strategy Team's View

- 6.5 It is expected that the Bank Rate will remain low during 2013/14 and that there will continue to be a high "cost of carry"² associated with the long term borrowing compared to temporary investment returns.
- 6.6 In April 2011 the Government replaced the 'credit approval' system for capital financing with direct provision of capital resources in the form of capital grant. This means that the Council only needs to borrow to finance prudential borrowing schemes. The Council's Capital Resource Allocation System applies capital grants, developer contributions, capital receipts and revenue contributions to fund capital expenditure before using prudential borrowing. This means that the majority of the current capital programme is fully funded without the need to take up any borrowing.
- 6.7 Financing the Council's borrowing requirement internally would reduce the cost of carry in the short term but there is a risk that the internal borrowing would need to

² The difference between the interest payable on borrowing on debt and the interest receivable from investing surplus cash.

be refinanced with external borrowing at a time when PWLB and market rates exceed those currently available. This would result in higher financing costs over the long term.

- 6.8 Internal borrowing is a short term financing solution as cash surpluses are temporary balances made up of creditors over debtors, earmarked reserves and capital reserves. As reserves are drawn down for their earmarked purpose internal borrowing will need to be replaced with external borrowing.
- 6.9 The Council's TMST have agreed that they should continue to have the option to fund new or replacement borrowing up to the value of 25% of the portfolio (currently approximately £75m) through internal borrowing. This will have the effect of reducing some of the "cost of carry" of funding. There are no plans to borrow externally. Internal borrowing will also be used to finance prudential schemes.
- 6.10 If market conditions change during the 2013/14 financial year such that the policy to borrow internally is no longer in the short term or long term interests of the Council, the TMST will review the borrowing strategy and report any changes to Cabinet.

Capital Financing Requirement

- 6.11 The Council's Capital Financing Requirement (CFR) represents the Council's underlying need to finance capital expenditure by borrowing. The CFR is the value of the Council's assets that have not been permanently financed, in other words, borrowing has been used to finance the spend. When capital expenditure is permanently financed by grants, capital receipts or direct contributions from revenue this is not included the CFR.
- 6.12 The Council is required to make an annual contribution from revenue towards the repayment of debt termed the Minimum Revenue Provision (MRP). This contribution reduces the CFR and effectively provides the resource to permanently finance the capital expenditure and reduce the Council's borrowing requirement by that amount. The Council's MRP Policy Statement sets out the methodology that the Council applies in its MRP calculation. The statement is agreed by Council each year in February alongside the budget and capital programme and is included at Appendix B. Cabinet are recommended to recommend that Council approve the policy.
- 6.13 Under the Prudential Code, the Council must ensure that gross external borrowing does not, except in the short term, exceed the sum of the CFR in the previous year plus estimates of any increases to the CFR for the current and next two financial years. Where the gross debt is greater than the CFR the reasons for this should be clearly stated in the annual treasury management strategy. The Council's current position is set out below.
- 6.14 The Council's CFR is currently forecast to reduce over the medium term financial plan. This is because the MRP over the medium term is forecast to be higher than the level of prudential borrowing included in the Capital Programme.

- 6.15 The Council's external debt is also forecast to reduce over the medium term financial plan as existing long term debt is repaid upon maturity. However, the maturity profile of the existing debt portfolio is such that the CFR will fall at a greater speed than the level of external debt and will result in gross external borrowing exceeding the CFR.
- 6.16 This position is a direct result of the change in capital funding in April 2011 from credit approval to grant funding. Under the credit approval scheme the Council's CFR would have continued to increase as a result of the Capital Programme. The existing debt portfolio was constructed based on this assumption.

Borrowing Instruments

- 6.17 The team's forecast for 50 year PWLB rates over the medium term are 4.5% p.a. for 2013/14 – 2017/18. These rates do not impact on the strategic measures budget because it is anticipated that no additional external borrowing will be arranged in 2013/14.
- 6.18 In November 2012 the PWLB introduced the Certainty rate which allows eligible Councils to borrow at a discounted rate of 0.20% below the advertised borrowing rate. Eligibility is established by the submission of an annual application form to the Department of Communities and Local Government. The Council has successfully applied and qualified for the rate for the period from 1 November 2012 to 31 October 2013.
- 6.19 Although the short to medium term capital financing strategy is to borrow from internal balances, an annual application will be made to renew eligibility for the Certainty rate, in order to maintain the option should it be required.
- 6.20 The Council has historically set a maximum limit of 20% of the debt portfolio to be borrowed in the form of Lender's Option Borrower's Option (LOBOs). It is recommended that this remain as the limit for 2013/14. As at 30 November 2012, LOBOs represent 11.98% of the total external debt.
- 6.21 The Council has three £5m LOBO's with call options in 2013/14. The first has call options in April 2013 and October 2013, the second has call options in July 2013 and January 2014 and the third has a call option in August 2013 only. At each call date the lender may choose to exercise their option to change the interest rate payable on the loan. If the lender chooses to do so, the Council will evaluate alternative financing options before deciding whether or not to exercise the borrower's option to repay the loan or to accept the new rate offered. It is likely that if the rate is changed the debt will be repaid.

7. Annual Investment Strategy

7.1 The Council has regard to the Office of the Deputy Prime Minister's Guidance on Local Government Investments ("the Guidance") issued in March 2004 and CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). It also has regard to the subsequent Communities and Local Government update to the Investment Guidance, Capital Finance Regulations and Minimum Revenue Provision Guidance issued in April 2010. The Council's investment priorities are:-

- The security of capital and
- The liquidity of its investments

7.2 The Council also aims to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The borrowing of monies purely to invest or on-lend and make a return is unlawful and the Council will not engage in such activity.

7.3 The Treasury Management Code of Practice requires the Council to approve a Treasury Management Policy Statement. Good practice requires that this statement is regularly reviewed and revised as appropriate. The Draft Treasury Management Policy Statement is included at Appendix E. Cabinet is recommended to recommend to Council to approve the Draft Treasury Management Policy Statement.

Investment Instruments

7.4 Investment instruments identified for use in the 2013/14 financial year are set out at Appendices C and D under the 'Specified' and 'Non-Specified' Investment categories.

7.5 Guidance states that specified investments are those requiring "minimal procedural formalities". The placing of cash on deposit with banks and building societies 'awarded high credit ratings by a credit rating agency', the use of AAA rated Money Market Funds (MMFs) and investments with the UK Government and local authorities qualify as falling under this phrase as they form a normal part of day to day treasury management.

7.6 Money market funds (MMFs) will be utilised, but good treasury management practice prevails and whilst MMFs provide good diversification the council will also seek to diversify any exposure by using more than one MMF where practical. It should be noted that while exposure will be limited, the use of MMFs does give the council exposure to institutions that may not be included on the approved lending list for direct deposits. This is deemed to be an acceptable risk due to the benefits of diversification.

7.7 All specified investments will be sterling denominated, with maturities up to a maximum of 1 year, meeting the 'high' credit rating criteria where applicable.

- 7.8 Non specified investment products are those which take on greater risk. They are subject to greater scrutiny and should therefore be subject to more rigorous justification and agreement of their use in the Annual Investment Strategy; this applies regardless of whether they are under one year investments and have high credit ratings.
- 7.9 A maximum of 50% of the portfolio will be held in non-specified investments.

Credit Quality

- 7.10 The updated CIPFA Code of Practice on Treasury Management (2011) recommends that Councils have regard to the ratings issued by the three major credit rating agencies (Fitch, Moody's and Standard & Poor's) and to make decisions based on all ratings.
- 7.11 Whilst the Council will have regard to the ratings provided by all three ratings agencies, the Council uses Fitch ratings as the basis by which to set its minimum credit criteria for deposits and to derive its maximum counterparty limits. Counterparty limits and maturity limits are derived from the credit rating matrix as set out in the tables at paragraphs 7.20 and 7.21 respectively.
- 7.12 The TMST may further reduce the derived limits due to the ratings provided by Moody' and Standard & Poor's or as a result of monitoring additional indicators such as Credit Default Swap Rates, Share prices, Ratings Watch & Outlook notices and quality Financial Media sources.
- 7.13 Notification of any rating changes (or ratings watch and outlook notifications) by all three ratings agencies are monitored daily by a member of the Treasury Management Team. Updates are also provided by the Council's Treasury Management advisors Arlingclose and reported to TMST.
- 7.14 Where a change in the Fitch credit rating places a counterparty on the approved lending list outside the credit matrix (as set out in tables at paragraphs 7.20 and 7.21), that counterparty will be immediately removed from the lending list.
- 7.15 Where a counterparty has been placed on Negative Watch or Outlook by any of three major credit rating agencies the counterparty's status on the approved lending list will be reviewed by the TMST and appropriate action taken.

Lending Limits

- 7.16 In addition to the limits determined by the credit quality of institutions, the TMST apply further limits to mitigate risk by diversification. These include:
- Limiting the amount lent to banks in any one country (excluding the UK) to a maximum of 20% of the investment portfolio.
 - Limiting the amount lent to any bank, or banks within the same group structure to 15% of the investment portfolio.

- 7.17 Where the Council has deposits on instant access, this balance will not be considered when limiting the amount lent to any bank or group of banks to 15%, however the limits as set out in paragraphs 7.20 and 7.21 will still apply.
- 7.18 Counterparty limits as set out in paragraphs 7.20 and 7.21, may be temporarily exceeded by the accrual and application of interest amounts onto accounts such as call accounts and money market funds. Where the application of interest causes the balance with a counterparty to exceed the agreed limits, the balance will be reduced when appropriate, dependent upon the terms and conditions of the account and cashflow forecast.
- 7.19 Any changes to the approved lending list will be reported to Cabinet as part of the Financial Monitoring and Business Strategy Delivery Report.
- 7.20 The Council also manages its credit risk by setting counterparty limits. The matrix below sets out the maximum proposed limits for 2013/14. The TMST may further restrict lending limits dependent upon prevailing market conditions.

	Short Term Rating	
Long Term Rating	F1+	F1
AAA	£30m	£20m
AA+	£30m	£20m
AA	£25m	£15m
AA-	£25m	£15m
A+	£20m	£15m
A	£20m	£15m
A-	£15m	£10m

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

	Short Term Rating	
Long Term Rating	F1+	F1
AAA	3 years	364 days
AA+	2 years	364 days
AA	2 years	9 months
AA-	2 years	9 months
A+	364 days	9 months
A	9 months	6 months
A-	6 months	3 months

Other institutions included on the councils lending list

7.22 In addition to highly credit rated banks and building societies the authority may also place deposits with:-

- AAA rated Money Market funds,
- Collective Investment Schemes
- Local authorities.

Structured Products

7.23 As at 30 November 2012, the Council had £25m of structured products within its investment portfolio. Structured products involve varying degrees of additional risk over fixed rate deposits, with the potential for higher returns. It is recommended that the authority continue to use structured products up to a maximum of 10% of the investment portfolio. The Council will continue to monitor structured products and consider restructuring opportunities as appropriate.

8. External Fund Managers and Pooled Funds with Variable Net Asset Value

8.1 As at 30 November 2012, the Council currently has £12.3m invested with external fund manager Investec Asset Management. The Council has a further £15.1m invested in pooled funds managed by Scottish Widows Investment Partnership (SWIP), Federated Prime Rate and Payden & Rygel. These funds have a variable net asset value which means that the value of the funds can decrease as well as increase depending on the performance of the instruments in the fund.

8.2 The Council uses external fund managers and pooled funds to diversify the investment portfolio through the use of different investment instruments and investment in different markets. It is expected that these funds should outperform the Council's in-house investment performance over a rolling three year period. The Council will have no more than 20% of the total portfolio (currently around £50m) invested with external fund managers and pooled funds. This allows the Council to achieve diversification while limiting the exposure to funds with a variable net asset value.

8.3 The performance of the pooled funds is monitored by the TMST throughout the year against the funds' benchmarks and the in-house investment returns.

8.4 On December 1 2010 the mandate with Investec was switched to one where predefined proportions are invested in 3 different types of investment fund, known as the Dynamic approach. The weighting in each fund is as follows:

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

8.5 The investment objectives of each fund are as follows:

- Liquidity Fund – to achieve a superior return to that of cash deposits while maintaining capital and preserving liquidity
- Short Dated Bond Fund – to provide capital stability and income through investment in short term fixed income and variable rate securities listed or traded on one or more Recognised Exchanges
- Target Return Fund – to produce a positive return over the longer term regardless of market conditions by investing primarily in interest bearing assets and related derivatives

8.6 The Liquidity and Short Dated Bond Funds are AAA rated funds with varying degrees of liquidity. The target return fund is an unrated fund and is deemed to be of higher risk. The weighting of the funds under the Dynamic approach is designed to benefit from the upside risk of the Target Return fund whilst dampening volatile returns with the more stable Liquidity and Short Dated Funds.

8.7 The performance of the Investec fund has been undermined by its exposure to more volatile elements of the investment market. However, it is expected that in the long run the structure of the fund will produce improved returns and that the fund will outperform the return achieved in-house.

8.8 The performance of the Investec fund is monitored by TMST throughout the year against the fund's internal benchmark of 1.23% above 7 day LIBID rate and against the in-house investment returns.

8.9 The TMST will keep the external fund and pooled fund investments under review and consider alternative instruments and fund structures, to manage overall portfolio risk. It is recommended that authority to withdraw or advance additional funds to/from external fund managers continue to be delegated to the TMST.

9. Investment Approach

9.1 The weighted average maturity (WAM) of in-house deposits as at 30 November 2012 was 324.8 days. This is made up of £45.1m of instant access balances with a maturity of 1 day, and £269.6m of deposits with a WAM of 379.5 days.

9.2 During 2012/13 the Treasury Management team lengthened the WAM of the portfolio through long term lending to Local Authorities, giving a greater degree of certainty for investment returns in an environment of falling or stagnating interest

rates. The portfolio was diversified using instant access MMFs and short term deposits with high credit quality financial institutions.

- 9.3 With the continued prospect of interest rates remaining lower for longer, the TMST will aim to maintain the balance between longer term deposits with high credit quality local authorities and short term and instant access deposits with MMFs and high credit quality banks. This will continue to provide certainty about the investment returns for a proportion of the portfolio and protect against the downside risk of changes in the interest rates while also enabling the Treasury Management team to respond to upside interest rate risk.
- 9.4 The Council requires a custodian account in order to invest directly in UK Government Gilts, T-bills, Certificates of Deposits and other Sovereign Bonds. The TMST have approved the opening of such a facility and the account opening is in progress. If availability of acceptable credit worthy institutions is reduced, the council may use the Debt Management Office Deposit Facility and will continue to prioritise security and liquidity of assets over investment returns.
- 9.5 Given the on-going turmoil in the banking sector it is proposed that any further changes required to the Annual Treasury Management Strategy & Annual Investment Strategy continue to be delegated to the Chief Finance Officer in consultation with the Leader of the Council.

10. Policy on Use of Financial Derivatives

- 10.1 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The CIPFA Code (2011) requires authorities to clearly detail their policy on the use of derivatives in the annual strategy.
- 10.2 The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
- 10.3 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

10.4 It is the view of the TMST that the use of standalone financial derivatives will not be required for Treasury Management purposes during 2013/14. The Council will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use.

11. Performance Monitoring

11.1 The Council will monitor its Treasury Management performance against other authorities through its membership of the CIPFA Treasury Management benchmarking club.

11.2 The Council will benchmark its internal return against 3 month LIBID.

11.3 Latest performance figures will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2012/13, and the Treasury Management Mid-Term Review 2013/14, which will be considered in July and November 2013 respectively.

12. Investment Training

12.1 All members of the Treasury Management Strategy team are members of a professional accounting body. In addition, key Treasury Management officers receive in-house and externally provided training as deemed appropriate and training needs are regularly reviewed.

13. Treasury Management Advisors

13.1 In 2009 the Council appointed Arlingclose Ltd as Treasury Management advisors. The current agreement terminates on 30 April 2013. A procurement process will be undertaken in early 2013 to award a new Treasury Management Advisory Service contract.

14. Recommendations

Cabinet is recommended to recommend to Council to:

- (a) Approve the Prudential Indicators for 2013/14, 2014/15 and 2015/16 as set out in Appendix A;**
- (b) Approve the Minimum Revenue Provision Policy for 2013/14 as set out in Appendix B;**
- (c) Approve the Treasury Management Strategy Statement & Annual Investment Strategy 2013/14;**

- (d) **Continue to delegate the authority to withdraw or advance additional funds to/from external fund managers to the TMST;**
- (e) **Approve the continued delegation of changes required to the Annual Treasury Management Strategy Statement & Annual Investment Strategy to the Chief Finance Officer in consultation with the Leader of the Council;**
- (f) **Approve the Draft Treasury Management Policy Statement as set out at Appendix E.**

Appendix A

DRAFT Prudential Indicators 2013/14, 2014/15 and 2015/16**i. Gross Debt and the Capital Financing Requirement**

- i.i. This is a key indicator of prudence. In order to ensure that the medium term debt will only be for a capital purpose, the local authority should ensure that the gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement (CFR) in the preceding year plus the estimates of any additional increases to the capital financing requirement for the current and next two financial years.
- i.ii. The Assistant Chief Executive and Chief Finance Officer reports that the Council had no difficulty meeting this requirement in 2012/13. It is expected that the level of external borrowing will exceed the CFR in 2014/15. The reasons for this are set out in paragraphs 6.11 to 6.16 of the Treasury Management Strategy. This view takes into account current commitments, existing plans and the proposals in the approved budget.

ii. Estimates of Capital Expenditure

- ii.i. The Council is required to make reasonable estimates of the total of capital expenditure that it plans to incur during 2013/14 and the following two financial years. The Council must also approve the actual expenditure for 2011/12 and revised expenditure for 2012/13.

	2011/12 Approved £m	2012/13 Revised £m	2013/14 Estimate £m	2014/15 Estimate £m	2015/16 Estimate £m
Capital Expenditure	75.7	54.0	82.3	91.8	82.0

	Actual 2011/12 £m	Estimates			
		2012/13 £m	2013/14 £m	2014/15 £m	2015/16 £m
SCE(R) Supported Borrowing	0	0	0	0	0
Prudential Borrowing	1.3	1.5	10.7	6.9	7.6
Grants and Contributions	62.7	51.5	70.7	68.0	60.2
Capital Receipts	0	0	0	16.6	7.8
Revenue	11.7	1.0	0.9	0.3	0.5
Reserves	0	0	0	0	5.9
	75.7	54.0	82.3	91.8	82.0

ii.ii. The indicators have been based on the January 2013 capital programme and they may be updated before the final capital programme is approved by Council on 19 February 2013 with the Service & Resource Planning Report.

ii.iii. The capital expenditure figures for beyond 2013/14 will be able to be revised in twelve months' time.

iii. The Ratio of Financing Costs to the Net Revenue Stream

iii.i. This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs. The definition of financing costs is set out in the Prudential Code.

Year	Actual/ Estimate	Financing Cost	Net Revenue Stream	Ratio
2011/12	Actual	37.9	459.4	8.25%
2012/13	Estimate	34.5	456.8	7.56%
2013/14	Estimate	33.1	443.7	7.45%
2014/15	Estimate	33.3	440.7	7.57%
2015/16	Estimate	32.8	442.3	7.41%

iii.ii. Financing costs include interest payable on borrowing, interest and investment income and the amount required for the minimum revenue provision.

iv. The Capital Financing Requirement

iv.i. Estimates of the end of year Capital Financing Requirement for the Authority for the current and future years and the actual Capital Financing Requirement at 31 March 2012 that are recommended for approval are:

Year	Actual/Estimate	£m
2011/12	Actual	452.607
2012/13	Estimate	434.824
2013/14	Estimate	427.227
2014/15	Estimate	415.737
2015/16	Estimate	405.251

iv.ii. The Capital Financing Requirement measures the authority's underlying need to borrow for a capital purpose. In accordance with best professional practice the County Council does not associate borrowing with particular items or types of expenditure. The authority has an integrated Treasury Management Strategy and has adopted the CIPFA Code of Practice for Treasury Management in the Public Services. The Council has, at any point in time, a number of cashflows both positive and negative, and manages its treasury position in terms of its borrowings and investments in accordance with its approved treasury management strategy and practices. In day-to-day cash management, no distinction can be made between

revenue cash and capital cash. External borrowing arises as a consequence of all the financial transactions of the authority and not simply those arising from capital spending. In contrast, the capital financing requirement reflects the authority's underlying need to borrow for a capital purpose.

v. The Incremental Impact of Capital Investment Decisions

- v.i. This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.
- v.ii. The estimate of the incremental impact of capital investment decisions proposed in the Capital Programme, over and above capital investment decisions that have previously been taken by the Council are, for the Band D Council Tax:

Year	Actual/Estimate	£
2013/14	Estimate	-1.85
2014/15	Estimate	0.73
2015/16	Estimate	1.38

vi. Authorised Limit and Operational Boundary for External Debt

- vi.i. The Authority has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Authority and not just those arising from capital spending reflected in the CFR.
- vi.ii. The Authorised Limit sets the maximum level of external debt on a gross basis (i.e. excluding investments) for the Authority. It is measured on a daily basis against all external debt items on the Balance Sheet (i.e. long and short term borrowing, overdrawn bank balances and long term liabilities). This Prudential Indicator separately identifies borrowing from other long term liabilities such as finance leases. It is consistent with the Authority's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.
- vi.iii. The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).
- vi.iv. The Operational Boundary has been set on the estimate of the most likely, i.e. prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements.
- vi.v. The Operational Boundary links directly to the Authority's estimates of the CFR and estimates of other cashflow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst

case scenario but without the additional headroom included within the Authorised Limit.

	2012/13 probable outturn	2013/14 estimate	2014/15 estimate	2015/16 estimate
	£'000	£'000	£'000	£'000
Operational Boundary for external debt -				
Borrowing	438,000	435,000	431,000	430,000
other long term liabilities	40,000	40,000	40,000	40,000
TOTAL	478,000	475,000	471,000	470,000
Authorised Limit for external debt -				
Borrowing	448,000	445,000	441,000	440,000
other long term liabilities	40,000	40,000	40,000	40,000
TOTAL	488,000	485,000	481,000	480,000

vii. Actual External Debt

vii.i This indicator enables the comparison of Actual External Debt at year end to the Operational Boundary and Authorised Limit.

Total External Debt as at 31.03.12	£'000
External Borrowing	420,728
Financing Liability	34,746
Total	455,474

viii. Adoption of the CIPFA Treasury Management in the Public Services Code of Practice

viii.i This indicator demonstrates that the Council has adopted the principles of best practice.

viii.ii The Council has incorporated the changes from the revised CIPFA Code of Practice into its treasury policies, procedures and practices.

Adoption of the CIPFA Code of Practice in Treasury Management
The Council approved the adoption of the CIPFA Treasury Management Code at its meeting of Full Council on 1 April 2003.

ix. Gross and net debt

ix.i This indicator is intended to identify where an authority may be borrowing in advance of need.

Upper Limit of net debt:

	2012/13	2013/14	2014/15	2015/16
Net Debt / Gross Debt	70%	70%	70%	70%

x. Upper and lower limits to maturity structure of fixed rate borrowing

x.i. This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years.

x.ii. It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. The maturity of borrowing is determined by reference to the earliest date on which the lender can require payment.

x.iii. LOBOs are classified as maturing on the next call date, this being the earliest date that the lender can require repayment.

Maturity structure of fixed rate borrowing during 2013/14	Lower Limit	Upper Limit
	%	%
Under 12 months	0	20
12 months and within 24 months	0	25
24 months and within 5 years	0	35
5 years and within 10 years	5	40
10 years and above	50	95

xi. Upper limits on fixed and variable rate interest exposures

xi.i These indicators allow the Authority to manage the extent to which it is exposed to changes in interest rates. This Authority calculates these limits on net principal outstanding sums, (i.e. fixed rate debt net of fixed rate investments).

Upper limit for fixed interest rate exposure:

	2012/13	2013/14	2014/15	2015/16
Net principal re fixed rate borrowing / investments	150%	150%	150%	150%

xi.ii The upper limit for variable rate exposure has been set to ensure that the Authority is not exposed to interest rate rises which could adversely impact on the revenue budget. The limit allows for the use of variable rate debt to offset exposure to changes in short-term rates on investments.

Upper limit for variable rate exposure:

	2012/13	2013/14	2014/15	2015/16
Net principal re variable rate borrowing / investments	25%	25%	25%	25%

xii. Upper limit to total of principal sums invested longer than 364 days

xii.i The purpose of this limit is to contain exposure to the possibility of loss that may arise as a result of the Authority having to seek early repayment of the sums invested.

	2012/13 £m	2013/14 £m	2014/15 £m	2015/16 £m
Upper limit on principal sums invested longer than 364 days	100	100	100	100

Appendix B**Minimum Revenue Provision Policy Statement for 2013/14****Introduction**

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

Options for Prudent Provision

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

Option 1 - Regulatory Method

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

Option 2 – Capital Financing Requirement (CFR) Method

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

Option 3 – Asset Life Method

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

Option 4 – Depreciation Method

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

MRP Methodology Statement

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

14. The major proportion of the MRP for 2012/13 will relate to the more historic debt liability that will continue to be charged at the rate of 4%, in accordance with Option 1 of the guidance. Certain expenditure reflected within the debt liability at 31 March 2013 will be subject to MRP under Option 3, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

Appendix C

Specified Investments

Investment Instrument	Minimum Credit Criteria	Use
Debt Management Agency Deposit Facility	N/A	In-house and Fund Managers
Term Deposits – UK Government	N/A	In-house
Term Deposits – Banks and Building Societies	Fitch short-term F1, Long-term A-, Minimum Sovereign Rating AA	In-house and Fund Managers
Term Deposits with Nationalised Banks with Government Guarantee for wholesale deposits	N/A	In-house
Term Deposits with Part Nationalised banks by the UK Government	N/A	In-house
Certificates of Deposit issued by Banks and Building Societies	A1 or P1	In-house on a buy and hold basis and Fund Managers
Money Market Funds with a Constant Net Asset Value	AAA	In-house and Fund Managers
Other Money Market Funds and Collective Investment Schemes ³	Minimum equivalent credit rating of A+. These funds do not have short-term or support ratings.	In-house and Fund Managers
UK Government Gilts	AAA	In-house on a buy and hold basis and Fund Managers
Treasury Bills	N/A	In-house and Fund Managers

³ I.e., credit rated funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.

Appendix D

Non-Specified Investments

Investment Instrument	Minimum Credit Criteria	Use	Max % of total Investments	Max Maturity Period
Debt Management Agency Deposit Facility (maturities in excess of 1 year) ⁴	N/A	In-house and Fund Managers	50%	3 years
Term Deposits – UK Government (maturities in excess of 1 year)	N/A	In-house	50%	3 years
Term Deposits – other Local Authorities (maturities in excess of 1 year)	N/A	In-house	50%	3 years
Term Deposits – Banks and Building Societies (maturities in excess of 1 year)	Fitch short-term F1+, Long-term AA-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
Structured Products (eg. Callable deposits, range accruals, snowballs, escalators etc)	Fitch short-term F1+, Long-term AA-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
UK Government Gilts with maturities in excess of 1 year	AAA	In-house on a buy and hold basis. Fund Managers	50% in-house; 100% External Funds	5 years in-house, 10 years fund managers

⁴ Debt Management Agency Deposit Facility currently limit deposits to 6 months. The ability to deposit in excess of 1 year is retained if such deposits become available.

Investment Instrument	Minimum Credit Criteria	Use	Max % of total Investments	Max Maturity Period
Bonds issued by Multilateral development banks	AAA	In-house on a buy and hold basis and Fund Managers	50% in-house; 100% External Fund	5 years in-house, 10 years fund managers
Bonds issued by a financial institution which is guaranteed by the UK Government	AAA	In-house on a buy and hold basis. Fund Managers	50% in-house; 100% External Fund	5 years in-house, 10 years fund managers
Supranationals	N/A	In-house. Fund Managers	50% in-house; 100% of External Fund	5 years in-house, 30 years fund managers
Money Market Funds and Collective Investment Schemes ⁵ but which are not credit rated	N/A	In-house and Fund Managers	50% In-house; 100% External Funds	Pooled Funds do not have a defined maturity date
Sovereign Bond Issues	AAA	In-house on a buy and hold basis. Fund Managers	50% in-house; 100% External Funds	5 year in-house, 30 years fund managers

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

⁵ Pooled funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.

Appendix E

**DRAFT TREASURY MANAGEMENT POLICY STATEMENT**

1. Oxfordshire County Council defines its treasury management activities as:
“The management of the organisation’s cash flows; its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
2. Oxfordshire County Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.
3. Oxfordshire County Council acknowledges that effective treasury management will provide support towards achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management and to employing suitable performance measurement techniques, within the context of effective risk management.
4. The Council’s borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt.
5. The Council’s primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Authority’s investments followed by the yield earned on investments remain important but are secondary considerations.
6. The manner in which Oxfordshire County Council will seek to achieve these objectives and the arrangements for managing and controlling treasury management activities is prescribed in the treasury management practices which support this policy statement.
7. Responsibility for the implementation and monitoring of the Council’s treasury management policies and practices are vested in the Council. The officer responsible for the execution and administration of treasury management decisions is the Assistant Chief Executive and Chief Finance Officer, who will act in accordance with this Policy Statement, Treasury Management Practices and CIPFA’s Standard of Professional Practice on Treasury Management.

8. The Council nominates the Audit & Governance Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.
9. Council will receive reports on treasury management policies, practices and activities including as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close.

Detailed Revenue Budget 2013/14

January 2013

NOTE:

References to the "[Service and Resource Planning: Service Analysis 2012/13](#)" booklet and notes have been added to explain the movement from 2012/13 to 2013/14.

There are some movements between budget book lines which are known but have not been finalised in time for producing this booklet. The outstanding adjustments will affect the gross expenditure and income of some services but they will not change the total net expenditure/budget requirement.

The outstanding changes will be included in the Detailed Revenue Budget that will be taken to Council on 19 February 2013. These are:

- adjustments to support service recharges;
- adjustments relating to any grant notifications received during January 2013;
- changes to reflect the proposed use of Dedicated Schools Grant as agreed by the Schools Forum on 30 January 2013; and
- further analysis of Commercial Services within Environment & Economy following the directorate restructure

**Draft Revenue Budget 2013/14
Summary**

Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14	Change from Previous Year
		£000	£000	£000	£000	£000	£000	£000	£000	%
Children, Education & Families	Expenditure	567,391	-57,170	741	3,479	-1,216	300	-31,275	482,250	-15.0%
	DSG income	-379,789	54,449	0	-4,691	0	0	12,656	-317,375	-16.4%
	Grant income	-39,854	647	0	0	0	0	17,610	-21,597	-45.8%
	Income	-41,934	492	-44	0	-131	0	1,798	-39,819	-5.0%
		105,814	-1,582	697	-1,212	-1,347	300	789	103,459	-2.2%
Social & Community Services	Expenditure	259,469	-5,330	4,369	1,126	-1,679	1,547	-1,361	258,141	-0.5%
	Grant income	-275	275	0	0	0	0	0	0	0.0%
	Income	-48,360	157	-527	0	-217	-2,820	97	-51,670	6.8%
		210,834	-4,898	3,842	1,126	-1,896	-1,273	-1,264	206,471	-2.1%
Environment & Economy	Expenditure	160,828	-5,912	1,689	0	-2,574	1,511	1,688	157,230	-2.2%
	Grant income	-4,049	-305	0	0	0	0	-125	-4,479	10.6%
	Income	-79,121	8,112	-54	0	-368	-500	-965	-72,896	-7.9%
		77,658	1,895	1,635	0	-2,942	1,011	598	79,855	2.8%
Chief Executive's Office	Expenditure	29,471	4,700	168	0	-657	-535	-178	32,969	11.9%
	Grant income	0	0	0	0	0	0	0	0	0.0%
	Income	-12,276	-85	-32	0	39	0	51	-12,303	0.2%
		17,195	4,615	136	0	-618	-535	-127	20,666	20.2%
Public Health	Expenditure	0	0	0	25,264	0	0	0	25,264	0.0%
	Grant income	0	0	0	-25,264	0	0	0	-25,264	0.0%
	Income	0	0	0	0	0	0	0	0	0.0%
		0	0	0	0	0	0	0	0	0.0%
Strategic Measures	Expenditure	53,122	0	0	0	-5,300	-3,837	0	43,985	-17.2%
	Income	-7,803	0	0	0	-1,492	-1,420	0	-10,715	37.3%
		45,319	0	0	0	-6,792	-5,257	0	33,270	-26.6%
Un-Ringfenced Specific Grants	Expenditure	0	0	0	0	0	0	0	0	0.0%
	Grant income	-52,964	-30	0	30,460	7,113	-533	30	-15,924	-69.9%
	Income	0	0	0	0	0	0	0	0	0.0%
		-52,964	-30	0	30,460	7,113	-533	30	-15,924	0.0%
General Government Grant	Expenditure	0	0	0	0	0	0	0	0	0.0%
	Grant income	-115,312	0	0	0	0	0	-14,871	-130,183	12.9%
		-115,312	0	0	0	0	0	-14,871	-130,183	0.0%

**Draft Revenue Budget 2013/14
Summary**

Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14	Change from Previous Year
		£000	£000	£000	£000	£000	£000	£000	£000	%
Business Rates from District Councils	Expenditure	0	0	0	0	0	0	0	0	0.0%
	Income	0	0	0	0	0	0	-27,165	-27,165	0.0%
		0	0	0	0	0	0	-27,165	-27,165	0.0%
Collection Fund Surpluses/Deficits	Expenditure	0	0	0	0	0	0	0	0	0.0%
	Income	-4,019	0	0	0	0	0	2,019	-2,000	0.0%
		-4,019	0	0	0	0	0	2,019	-2,000	0.0%
TOTAL	Expenditure	1,070,281	-63,712	6,967	29,869	-11,426	-1,014	-31,126	999,839	-6.6%
	DSG income	-379,789	54,449	0	-4,691	0	0	12,656	-317,375	-16.4%
	Grant income	-212,454	587	0	5,196	7,113	-533	2,644	-197,447	-7.1%
	Income	-193,513	8,676	-657	0	-2,169	-4,740	-24,165	-216,568	11.9%
		284,525	0	6,310	30,374	-6,482	-6,287	-39,991	268,449	-5.7%

See Notes Below

Notes

1. DSG - Dedicated Schools Grant
2. Reduction in DSG and Grant Income in Children, Education & Families relates to Education Funding Agency grants for Sixth Forms and SEN reducing as schools convert to academies
3. Reduction in Un -Ringfenced grant income relates to the Early Intervention Grant and Learning Disabilities and Health Reform Grant which have transferred into our baseline funding under the new Business Rates Retention Scheme
4. Expenditure and Income include recharges which will be stripped out in the published Financial Plan to reflect real expenditure and income. For 2012/13 recharges totalled £49.078m. Actual gross expenditure was £972.873m.

Draft Revenue Budget 2012/13
Children, Education & Families

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
CEF1	CEF1	EDUCATION & EARLY INTERVENTION									
CEF1-1	CEF1-1	Management & Central Costs (including admin and negotiable recharges)	expenditure DSG income grant income income	3,673 -313 0 0	-200 -76 0 0	26 0 0 0	0 0 0 0	0 0 0 0	-125 0 0 0	22 0 0 0	3,396 -389 0 0
				3,360	-276	26	0	0	-125	22	3,007
CEF1-2	CEF1-2	Additional & Special Educational Needs	expenditure DSG income grant income income	15,495 -11,250 -491 -1,571	434 -1,320 0 25	16 0 0 0	0 0 0 0	0 0 0 10	0 0 0 0	-174 0 279 0	15,771 -12,570 -212 -1,536
				2,183	-861	16	0	10	0	105	1,453
CEF1-3	CEF1-3	Early Intervention	expenditure DSG income grant income income	23,262 -3,112 0 -339	-106 -318 0 0	80 0 0 0	0 0 0 0	-980 0 0 0	0 0 0 0	-369 524 0 140	21,887 -2,906 0 -199
				19,811	-424	80	0	-980	0	295	18,782
CEF1-4	CEF1-4	Education	expenditure DSG income grant income income	16,237 -6,586 -704 -4,008	823 -699 0 5	77 0 0 -36	0 0 0 0	-499 0 0 -141	-350 0 0 0	-2,691 2,601 -151 298	13,597 -4,684 -855 -3,882
				4,939	129	41	0	-640	-350	57	4,176
CEF1-5	CEF1-5	School Organisation & Planning (Including Home to School Transport)	expenditure DSG income grant income income	17,705 -625 0 -444	-54 -342 0 115	253 0 0 -6	3,479 -4,691 0 0	-265 0 0 0	0 0 0 0	5 -175 0 0	21,123 -5,833 0 -335
				16,636	-281	247	-1,212	-265	0	-170	14,955
		SUBTOTAL EDUCATION & EARLY INTERVENTION		46,929	-1,713	410	-1,212	-1,875	-475	309	42,373

Draft Revenue Budget 2012/13
Children, Education & Families

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
CEF2	CEF2	<u>CHILDREN'S SOCIAL CARE</u>									
CEF2-1	CEF2-1	Management & Central Costs (including admin and negotiable recharges)	expenditure DSG income grant income income	3,137 0 0 -143	228 0 0 106	27 0 0 0	0 0 0 0	0 0 0 0	56 0 0 0	252 0 0 0	3,700 0 0 -37
				2,994	334	27	0	0	56	252	3,663
CEF2-2	CEF2-2	Corporate Parenting	expenditure DSG income grant income income	3,848 0 -195 -61	8,504 0 -5 -34	49 0 0 0	0 0 0 0	200 0 0 0	-480 0 0 0	1,678 0 0 -54	13,799 0 -200 -149
				3,592	8,465	49	0	200	-480	1,624	13,450
CEF2-3	CEF2-3	Social Care	expenditure DSG income grant income income	30,377 -1,770 -1,243 -1,202	-8,253 0 -634 221	82 0 0 -2	0 0 0 0	-100 0 0 0	1,199 0 0 0	-232 0 -34 54	23,073 -1,770 -1,911 -929
				26,162	-8,666	80	0	-100	1,199	-212	18,463
CEF2-4	CEF2-4	Safeguarding	expenditure DSG income grant income income	1,041 -64 0 -143	65 0 0 0	9 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	4 0 0 0	1,119 -64 0 -143
				834	65	9	0	0	0	4	912
CEF2-5	CEF2-5	Services for Disabled Children	expenditure DSG income grant income income	6,926 0 0 -100	-8 0 0 59	17 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	22 0 0 0	6,957 0 0 -41
				6,826	51	17	0	0	0	22	6,916
CEF2-6	CEF2-6	Youth Offending Service	expenditure DSG income grant income income	2,180 0 -924 -234	-448 0 48 -48	14 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	179 0 -171 0	1,925 0 -1,047 -282
				1,022	-448	14	0	0	0	8	596
		SUBTOTAL CHILDREN'S SOCIAL CARE		41,430	-199	196	0	100	775	1,698	44,000

Draft Revenue Budget 2012/13
Children, Education & Families

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
CEF3	CEF3	<u>CHILDREN, EDUCATION & FAMILIES</u> <u>(CEF) CENTRAL COSTS</u>									
CEF3-1	CEF3-1	Management & Admin	expenditure	648	-268	4	0	428	0	-214	598
			DSG income	-86	86	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				562	-182	4	0	428	0	-214	598
CEF3-1a	CEF3-2	Children, Education & Families Support Service Non-Negotiable Recharges	expenditure	15,664	0	2	0	0	0	-195	15,471
			DSG income	-244	15	0	0	0	0	0	-229
			grant income	0	0	0	0	0	0	0	0
			income	-91	0	0	0	0	0	0	-91
				15,329	15	2	0	0	0	-195	15,151
CEF3-2	CEF3-3	Premature Retirement Compensation (PRC)	expenditure	3,651	0	78	0	0	0	-6	3,723
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-2	0	0	0	0	0	0	-2
				3,649	0	78	0	0	0	-6	3,721
CEF3-3	CEF3-4	Joint Commissioning Recharge	expenditure	1,505	0	0	0	0	0	0	1,505
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				1,505	0	0	0	0	0	0	1,505
N/A	CEF3-5	Information Management & Business Support <i>(Transferred to E&E during 2012/13)</i>	expenditure	831	-831	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-41	41	0	0	0	0	0	0
				790	-790	0	0	0	0	0	0
		SUBTOTAL CEF CENTRAL COSTS		21,835	-957	84	0	428	0	-415	20,975

Draft Revenue Budget 2012/13
Children, Education & Families

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
CEF4	CEF4	SCHOOLS									
CEF4-1	CEF4-1	Delegated Budgets	expenditure	391,030	-58,125	0	0	0	0	-25,671	307,234
			DSG income	-323,037	56,886	0	0	0	0	8,814	-257,337
			grant income	-36,297	1,238	0	0	0	0	17,687	-17,372
			income	-31,696	1	0	0	0	0	-498	-32,193
				0	0	0	0	0	0	332	332
CEF4-2	CEF4-2	Early Years Single Funding Formula (Nursery Education Funding)	expenditure	21,029	1,465	0	0	0	0	901	23,395
			DSG income	-21,029	-1,465	0	0	0	0	-901	-23,395
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
CEF4-3	CEF4-3	Non-Delegated Schools Costs	expenditure	3,260	-165	7	0	0	0	-3,056	46
			DSG income	-1,637	-248	0	0	0	0	1,839	-46
			grant income	0	0	0	0	0	0	0	0
			income	-83	1	0	0	0	0	82	0
				1,540	-412	7	0	0	0	-1,135	0
CEF4-4	CEF4-4	Schools Support Service Non-Negotiable Recharges	expenditure	388	-231	0	0	0	0	46	203
			DSG income	-6,308	1,930	0	0	0	0	-46	-4,424
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				-5,920	1,699	0	0	0	0	0	-4,221
CEF4-5	CEF4-5	Capitalised Repairs & Maintenance	expenditure	3,728	0	0	0	0	0	0	3,728
			DSG income	-3,728	0	0	0	0	0	0	-3,728
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
CEF4-6	N/A	Higher Needs in Further Education Colleges	expenditure	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0

Draft Revenue Budget 2012/13
Children, Education & Families

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13 £000	Permanent Virements Agreed in 2012/13 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2013/14 £000
N/A	CEF4-6	Joint Use Agreements (Transferring to E&E)	expenditure	1,776	0	0	0	0	0	-1,776	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-1,776	0	0	0	0	0	1,776	0
				0	0	0	0	0	0	0	0
		SUBTOTAL SCHOOLS		-4,380	1,287	7	0	0	0	-803	-3,889
			expenditure	567,391	-57,170	741	3,479	-1,216	300	-31,275	482,250
			DSG income	-379,789	54,449	0	-4,691	0	0	12,656	-317,375
			grant income	-39,854	647	0	0	0	0	17,610	-21,597
			income	-41,934	492	-44	0	-131	0	1,798	-39,819
		DIRECTORATE TOTAL		105,814	-1,582	697	-1,212	-1,347	300	789	103,459

**Draft Revenue Budget 2013/14
Social & Community Services**

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
SCS1	SCS1	ADULT SOCIAL CARE									
SCS1-1	SCS1-1	Older People									
SCS1-1ABCD	SCS1-1ABC	Older People Non Pool Services	expenditure	24,645	-847	349	63	-350	1,680	52	25,592
			income	-26,950	17	-375	0	-214	-2,820	733	-29,609
				-2,305	-830	-26	63	-564	-1,140	785	-4,017
SCS1-1E	SCS1-1D	Older People and Equipment Pooled Budget Contributions	expenditure	76,612	-152	1,877	0	-2,448	900	245	77,034
			income	0	0	0	0	0	0	0	0
				76,612	-152	1,877	0	-2,448	900	245	77,034
		Subtotal Older People		74,307	-982	1,851	63	-3,012	-240	1,030	73,017
SCS1-2	SCS1-2	Learning Disabilities									
SCS1-2ABD	SCS1-2ABD	Learning Disabilities Non Pool Services	expenditure	10,563	-1,032	86	0	-2	0	-55	9,560
			income	-15,635	1,052	-135	0	2	0	19	-14,697
				-5,072	20	-49	0	0	0	-36	-5,137
SCS1-2C	SCS1-2C	Pooled Budget Contribution	expenditure	66,830	-25	1,106		2,042	-2,603	-359	66,991
			income	0							0
				66,830	-25	1,106	0	2,042	-2,603	-359	66,991
		Subtotal Learning Disabilities		61,758	-5	1,057	0	2,042	-2,603	-395	61,854
SCS1-3	SCS1-3	Mental Health									
SCS1-3A	SCS1-3A	Non-Pool Services	expenditure	985	-147	16	0	1	0	1,811	2,666
			income	0							0
				985	-147	16	0	1	0	1,811	2,666
SCS1-3B	SCS1-3B	Pooled Budget Contributions	expenditure	6,590	46	190	89	-207	0	0	6,708
			income	-260	0	-1	0	0	0	0	-261
				6,330	46	189	89	-207	0	0	6,447
		Subtotal Mental Health		7,315	-101	205	89	-206	0	1,811	9,113

Draft Revenue Budget 2013/14
Social & Community Services

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
SCS1-4	SCS1-4	Services For All Client Groups	expenditure	4,963	-173	86	0	16	-250	4,437	9,079
			grant income	-275	275	0	0	0	0	0	0
			income	-2,164	-67	-10					-2,241
		Subtotal Services for All Client Groups		2,524	35	76	0	16	-250	4,437	6,838
SCS1-5	SCS1-5	Physical Disabilities									
SCS1-5A	SCS1-5A	Pooled Budget Contributions	expenditure	8,780	140	265	0	87	1,900	138	11,310
			income	0	0	0	0	0	0	0	0
				8,780	140	265	0	87	1,900	138	11,310
SCS1-5B	N/A	Income (in 2012/13 was included in Older People Non Pool Services)	expenditure	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-644	-644
				0	0	0	0	0	0	-644	-644
		Subtotal Physical Disabilities		8,780	140	265	0	87	1,900	-506	10,666
SCS1-6		Adult Social Care Recharges									
SCS1-6		Adult Social Care Recharges	expenditure	0	0	1	0	0	0	10,051	10,052
			income	0	0	0	0	0	0	0	0
				0	0	1	0	0	0	10,051	10,052
		Subtotal Physical Disabilities		0	0	1	0	0	0	10,051	10,052
		SUBTOTAL ADULT SOCIAL CARE		154,684	-913	3,455	152	-1,073	-1,193	16,428	171,540
SCS2	SCS2	COMMUNITY SAFETY									
SCS2-1	SCS2-1	Safer Communities	expenditure	779	84	3	-287	1	0	-20	560
			income	0	-85	0	0	0	0	0	-85
				779	-1	3	-287	1	0	-20	475
SCS2-2	SCS2-2	Gypsy & Traveller Services	expenditure	1,109	-2	4	0	7	0	0	1,118
			income	-1,000	0	-1	0	0	0	0	-1,001
				109	-2	3	0	7	0	0	117
SCS2-3	SCS2-3	Trading Standards	expenditure	2,380	-55	14	0	-77	0	22	2,284
			income	-196	46	-2	0	-5	0	0	-157
				2,184	-9	12	0	-82	0	22	2,127
		SUBTOTAL COMMUNITY SAFETY		3,072	-12	18	-287	-74	0	2	2,719

Draft Revenue Budget 2013/14
Social & Community Services

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
SCS3	SCS3	<u>JOINT COMMISSIONING</u>									
SCS3	SCS3-1	Joint Commissioning	expenditure	29,753	-3,036	63	1,236	-710	0	-17,712	9,594
			income	-1,870	-806	-3	0	0	0	-11	-2,690
				27,883	-3,842	60	1,236	-710	0	-17,723	6,904
		TOTAL JOINT COMMISSIONING		27,883	-3,842	60	1,236	-710	0	-17,723	6,904
SCS4	SCS5	<u>FIRE AND RESCUE & EMERGENCY PLANNING</u>									
SCS4-1	SCS5-1	Fire & Rescue Service	expenditure	25,140	-124	306	25	-37	-80	29	25,259
			income	-285	0	0	0	0	0	0	-285
				24,855	-124	306	25	-37	-80	29	24,974
SCS4-2	SCS5-2	Emergency Planning	expenditure	340	-7	3	0	-2	0	0	334
			income	0	0	0	0	0	0	0	0
				340	-7	3	0	-2	0	0	334
		SUBTOTAL FIRE AND RESCUE & EMERGENCY PLANNING		25,195	-131	309	25	-39	-80	29	25,308
			expenditure	259,469	-5,330	4,369	1,126	-1,679	1,547	-1,361	258,141
			grant income	-275	275	0	0	0	0	0	0
			income	-48,360	157	-527	0	-217	-2,820	97	-51,670
		DIRECTORATE TOTAL		210,834	-4,898	3,842	1,126	-1,896	-1,273	-1,264	206,471

Draft Revenue Budget 2013/14
Environment & Economy

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
EE1		<u>STRATEGY & INFRASTRUCTURE</u>									
EE1		Strategy & Infrastructure	expenditure	0	0	0	0	0	0	10,664	10,664
			grant income	0	0	0	0	0	0	-125	-125
			income	0	0	0	0	0	0	-1,438	-1,438
				0	0	0	0	0	0	9,101	9,101
		SUBTOTAL STRATEGY & INFRASTRUCTURE		0	0	0	0	0	0	9,101	9,101
EE2		<u>COMMERCIAL</u>									
EE2		Commercial	expenditure	0	0	0	0	0	0	98,435	98,435
			grant income	0	0	0	0	0	0	-230	-230
			income	0	0	0	0	0	0	-35,137	-35,137
				0	0	0	0	0	0	63,068	63,068
		SUBTOTAL COMMERCIAL		0	0	0	0	0	0	63,068	63,068
EE3	EE3	<u>OXFORDSHIRE CUSTOMER SERVICES</u>									
EE3-1	EE3-1	Management Team	expenditure	1,017	-53	3	0	105	-180	-2	890
			income	-1,017	0	0	0	0	0	0	-1,017
				0	-53	3	0	105	-180	-2	-127
EE3-2	EE3-2	OCS Finance	expenditure	7,416	-226	55	0	-10	0	0	7,235
			income	-7,416	-19	-3	0	0	0	0	-7,438
				0	-245	52	0	-10	0	0	-203
EE3-3	EE3-3	ICT	expenditure	17,321	859	90	0	-368	-159	33	17,776
			income	-17,321	726	-11	0	0	0	0	-16,606
				0	1,585	79	0	-368	-159	33	1,170
EE3-4	EE3-4	County Procurement	expenditure	719	24	7	0	0	0	-327	423
			income	-719	0	0	0	0	0	0	-719
				0	24	7	0	0	0	-327	-296

**Draft Revenue Budget 2013/14
Environment & Economy**

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13 £000	Permanent Virements Agreed in 2012/13 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2013/14 £000
EE3-5	EE3-5	Customer Services	expenditure	2,338	365	17	0	-172	321	46	2,915
			income	-2,338	56	0	0	0	0	-46	-2,328
				0	421	17	0	-172	321	0	587
EE3-6	EE3-6&7	Human Resources	expenditure	12,845	-415	47	0	-188	-250	29	12,068
			grant income	-3,820	-304	0	0	0	0	0	-4,124
			income	-8,819	642	-7	0	0	0	-29	-8,213
				206	-77	40	0	-188	-250	0	-269
		SUBTOTAL OXFORDSHIRE CUSTOMER SERVICES		206	1,655	198	0	-633	-268	-296	862
EE4	EE4	<u>BUSINESS SUPPORT</u>									
EE4	EE4-1	Business Support (Previously Director's Office)	expenditure	6,692	-1	14	0	0	0	119	6,824
			income	0	0	0	0	0	0	0	0
				6,692	-1	14	0	0	0	119	6,824
		SUBTOTAL BUSINESS SUPPORT		6,692	-1	14	0	0	0	119	6,824
	EE1	<u>Lines to be removed - HIGHWAYS & TRANSPORT</u>									
	EE1-1-1-42	Highways and Transport excluding EE1-43 to EE1-46 listed below separately)	expenditure	31,296	-16	558	0	-1,404	1,500	-31,934	0
			income	-2,619	-21	-15	0	408	0	2,247	0
				28,677	-37	543	0	-996	1,500	-29,687	0
	EE1-43	Integrated Transport Unit	expenditure	3,126	-505	16	0	0	0	-2,637	0
			income	-2,315	0	0	0	0	0	2,315	0
				811	-505	16	0	0	0	-322	0
	EE1-44	Public Transport	expenditure	5,771	56	137	0	-250	0	-5,714	0
			income	-560	21	0	0	0	-250	789	0
				5,211	77	137	0	-250	-250	-4,925	0
	EE1-45	Concessionary Fares	expenditure	7,803	0	1	0	-100	0	-7,704	0
			income	0	0	0	0	0	0	0	0
				7,803	0	1	0	-100	0	-7,704	0

Draft Revenue Budget 2013/14
Environment & Economy

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
	EE1-46	On/Off Street Parking and Park & Rides	expenditure	6,020	0	6	0	0	0	-6,026	0
			income	-5,902	0	0	0	-650	-250	6,802	0
				118	0	6	0	-650	-250	776	0
		SUBTOTAL HIGHWAYS & TRANSPORT		42,620	-465	703	0	-1,996	1,000	-41,862	0
	EE2	<u>GROWTH & INFRASTRUCTURE</u>									
	EE2-1	Deputy Director	expenditure	855	-98	4	0	84	0	-845	0
			income	0	0	0	0	0	0	0	0
				855	-98	4	0	84	0	-845	0
	EE2-2&3	Planning & Regulation and Infrastructure Planning	expenditure	4,236	35	28	0	-460	100	-3,939	0
			grant income	-229	-1	0	0	0	0	230	0
			income	-721	146	-7	0	-81	0	663	0
				3,286	180	21	0	-541	100	-3,046	0
	EE2-4	Waste Management	expenditure	22,313	-113	367	0	231	299	-23,097	0
			income	-400	0	-8	0	-25	0	433	0
				21,913	-113	359	0	206	299	-22,664	0
	EE2-5	Business & Skills	expenditure	796	150	6	0	0	0	-952	0
			income	-159	-154	0	0	0	0	313	0
				637	-4	6	0	0	0	-639	0
	EE2-61-67	Property and Facilities	expenditure	20,874	3,416	333	0	-42	-120	-24,461	0
			grant income	0	0	0	0	0	0	0	0
			income	-19,451	-2,649	-3	0	-20	0	22,123	0
				1,423	767	330	0	-62	-120	-2,338	0

Draft Revenue Budget 2013/14
Environment & Economy

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13 £000	Permanent Virements Agreed in 2012/13 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2013/14 £000
	EE2-68	Food with Thought/QCS Cleaning	expenditure	9,390	-9,390	0	0	0	0	0	0
			income	-9,364	9,364	0	0	0	0	0	0
				26	-26	0	0	0	0	0	0
		SUBTOTAL GROWTH & INFRASTRUCTURE		28,140	706	720	0	-313	279	-29,532	0
			expenditure	160,828	-5,912	1,689	0	-2,574	1,511	1,688	157,230
			grant income	-4,049	-305	0	0	0	0	-125	-4,479
			income	-79,121	8,112	-54	0	-368	-500	-965	-72,896
		DIRECTORATE TOTAL		77,658	1,895	1,635	0	-2,942	1,011	598	79,855

Draft Revenue Budget 2013/14
Chief Executive's Office

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14	
				£000	£000	£000	£000	£000	£000	£000	£000	
CEO1	CEO1	Chief Executive & Business Support	expenditure	2,036	-112	6	0	-100	-405	-296	1,129	
			income	-788	0	0	0	0	0	0	0	-788
				1,248	-112	6	0	-100	-405	-296	341	
CEO2	CEO2	Human Resources	expenditure	1,484	-2	11	0	13	-60	-71	1,375	
			income	-1,345	0	0	0	0	0	0	0	-1,345
				139	-2	11	0	13	-60	-71	30	
CEO3	CEO3	Corporate Finance & Internal Audit	expenditure	2,429	129	21	0	-54	-70	37	2,492	
			income	-2,417	106	-1	0	0	0	0	0	-2,312
				12	235	20	0	-54	-70	37	180	
CEO4	CEO4	Law & Culture (Previously Law & Governance Services now includes SCS4 - Community Services)	expenditure	16,972	4,233	107	0	-516	42	135	20,973	
			income	-5,234	-16	-31	0	39	0	51	-5,191	
				11,738	4,217	76	0	-477	42	186	15,782	
CEO5	CEO5	Strategy & Communications	expenditure	2,859	452	23	0	0	-42	17	3,309	
			income	-2,492	-175	0	0	0	0	0	0	-2,667
				367	277	23	0	0	-42	17	642	
CEO6	CEO6	Corporate & Democratic Core	expenditure	3,691	0	0	0	0	0	0	0	3,691
			income	0	0	0	0	0	0	0	0	0
				3,691	0	0	0	0	0	0	3,691	
			expenditure	29,471	4,700	168	0	-657	-535	-178	32,969	
			grant income	0	0	0	0	0	0	0	0	
			income	-12,276	-85	-32	0	39	0	51	-12,303	
		DIRECTORATE TOTAL		17,195	4,615	136	0	-618	-535	-127	20,666	

Draft Revenue Budget 2013/14
Public Health

Ref. 2012/13	Ref. 2011/12	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
PH1		Public Health	expenditure				25,264				25,264
			grant income				-25,264				-25,264
			income								0
				0	0	0	0	0	0	0	0
			expenditure	0	0	0	25,264	0	0	0	25,264
			grant income	0	0	0	-25,264	0	0	0	-25,264
			income	0	0	0	0	0	0	0	0
		DIRECTORATE TOTAL		0	0	0	0	0	0	0	0

**Draft Revenue Budget 2013/14
Strategic Measures**

Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
		£000	£000	£000	£000	£000	£000	£000	£000
<u>CAPITAL FINANCING</u>									
Principal	expenditure	18,195				-871	-508		16,816
	income	0							0
		18,195	0	0	0	-871	-508	0	16,816
Interest	expenditure	18,806				-439	88		18,455
	income	0							0
		18,806	0	0	0	-439	88	0	18,455
Net Interest on Balances (split income and expenditure)	expenditure	1,680				45	-1,285		440
	income	-6,082				172	1,026		-4,884
		-4,402	0	0	0	217	-259	0	-4,444
SUBTOTAL CAPITAL FINANCING		32,599	0	0	0	-1,093	-679	0	30,827
Contingency	expenditure	54				3,534	-1,280		2,308
	income								0
		54	0	0	0	3,534	-1,280	0	2,308
Pensions Past Service Deficit Funding	expenditure	1,500							1,500
	income	0							0
		1,500	0	0	0	0	0	0	1,500
<u>CONTRIBUTIONS TO/FROM BALANCES</u>									
General Balances	expenditure	2,800				200			3,000
	income	0							0
		2,800	0	0	0	200	0	0	3,000
SUBTOTAL CONTRIBUTIONS TO/FROM BALANCES		2,800	0	0	0	200	0	0	3,000

**Draft Revenue Budget 2013/14
Strategic Measures**

Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
		£000	£000	£000	£000	£000	£000	£000	£000
<u>CONTRIBUTIONS TO/FROM RESERVES</u>									
Reserves	expenditure	8,837				-7,769	-577		491
	income	-1,721				-1,664	-2,446		-5,831
		7,116	0	0	0	-9,433	-3,023	0	-5,340
Prudential Borrowing costs	expenditure	1,250					-275		975
	income	0							0
		1,250	0	0	0	0	-275	0	975
SUBTOTAL CONTRIBUTIONS TO/FROM RESERVES		8,366	0	0	0	-9,433	-3,298	0	-4,365
Strategic Measures	expenditure	53,122	0	0	0	-5,300	-3,837	0	43,985
	income	-7,803	0	0	0	-1,492	-1,420	0	-10,715
STRATEGIC MEASURES TOTAL		45,319	0	0	0	-6,792	-5,257	0	33,270
<u>UN-RINGFENCED SPECIFIC GRANT INCOME</u>									
	expenditure	0							0
	grant income	-52,964	-30		30,460	7,113	-533	30	-15,924
	income	0							0
		-52,964	-30	0	30,460	7,113	-533	30	-15,924
TOTAL UN-RINGFENCED SPECIFIC GRANT INCOME		-52,964	-30	0	30,460	7,113	-533	30	-15,924
<u>COLLECTION FUND SURPLUSES/DEFICITS</u>									
	expenditure	0							0
	income	-4,019						2,019	-2,000
		-4,019	0	0	0	0	0	2,019	-2,000
TOTAL COLLECTION FUND SURPLUSES/DEFICITS		-4,019	0	0	0	0	0	2,019	-2,000

**Draft Revenue Budget 2013/14
Strategic Measures**

Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
		£000	£000	£000	£000	£000	£000	£000	£000
<u>BUSINESS RATES FROM DISTRICT COUNCILS</u>	expenditure	0							0
	income	0						-27,165	-27,165
		0	0	0	0	0	0	-27,165	-27,165
TOTAL BUSINESS RATES FROM DISTRICT COUNCILS		0	0	0	0	0	0	-27,165	-27,165
<u>GENERAL GOVERNMENT GRANT INCOME</u>									
Revenue Support Grant	expenditure	0							0
	grant income	-2,193						-92,295	-94,488
		-2,193	0	0	0	0	0	-92,295	-94,488
Business Rates Top-Up	expenditure	0							
	grant income	-113,119						77,424	-35,695
		-113,119	0	0	0	0	0	77,424	-35,695
TOTAL GENERAL GOVERNMENT GRANT INCOME		-115,312	0	0	0	0	0	-14,871	-130,183

Draft Revenue Budget 2013/14
Government Grant Details - 2013/14

Directorate	Estimate 2012/13	Revised 2012/13	Estimate 2013/14
	£m	£m	£m
<u>Children, Education & Families</u>			
Additional Grant for Schools		0.175	
Adoption Improvement Grant		0.059	
Asylum (UASC & Post 18)	1.243	0.935	0.795
Children's Centres Payments by Result		0.135	
Dedicated Schools Grant	379.789	325.339	317.375
Education Funding Agency – SEN	0.491	0.636	0.212
Education Funding Agency – Sixth Form Funding	27.608	12.938	7.961
Intensive Interventions Programme (DfE)	0.195	0.200	0.200
Mathematics Specialist Teacher (MaST)		0.027	
Music	0.704	0.731	0.631
National Citizen Service		0.184	
Pupil Premium	8.689	7.337	9.636
Pupil Premium - Summer School Grant		0.068	
Remand			0.171
Troubled Families - Co-ordinator funding		0.100	0.100
Troubled Families - Attachment fee		0.973	1.015
Youth Justice Board	0.924	0.876	0.876
Total Children, Education & Families	419.643	350.713	338.972
<u>Environment & Economy</u>			
Skills Funding Agency - Adult Education	3.820	3.820	3.855
Education Funding Agency (Formerly the YPLA)		0.294	0.269
DCLG (Local Enterprise Partnership Funding)		0.125	0.125
Natural England	0.229	0.310	0.222
Environment Agency		0.008	0.008
Total Environment & Economy	4.049	4.557	4.479

Draft Revenue Budget 2013/14
Government Grant Details - 2013/14

Directorate	Estimate 2012/13	Revised 2012/13	Estimate 2013/14
	£m	£m	£m
Social & Community Services			
Workstep Grant (Now a contribution rather than a grant)	0.275	0	0
Total Social & Community Services	0.275	0	0
Public Health			
Public Health Grant	0	0	25.264
Total Social & Community Services	0.275	0	25.264
Strategic Measures			
Early Intervention Grant	23.446	23.446	0.000
Learning Disabilities & Health Reform Grant	19.693	19.693	0.000
Fire Revenue Grant	0.250	0.25	0.275
Community Safety Fund	0.287	0.287	0.000
Lead Local Flood Authority	0.325	0.325	0.168
Extended Rights to Free Travel	0.782	0.782	0.782
New Homes Bonus	1.068	1.068	1.601
Council Tax Freeze Grant 2011/12	0	0	0.000
Council Tax Freeze Grant 2012/13	7.113	7.113	0.000
Local Reform and Community Voice Grant			0.401
Local Welfare Provision			0.944
Other Centrally Retained Grants returned to Council			11.753
Revenue Support Grant	2.193	2.193	94.488
Redistributed Business Tax	113.119	113.119	0.000
Business Rates Top-Up			35.695
Total Strategic Measures	168.276	168.276	146.107
Total Grants	592.243	523.546	514.822

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Service & Resource Planning 2013/14 - 2016/17

Virement Rules 2013/14

Introduction

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

Virements requiring Council approval

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

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

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

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

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

Virements for which the Cabinet is responsible

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

Virements delegated by the Cabinet

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

Permanent virements

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

Temporary virements

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

8. Where a decision by Council or Cabinet has already specified that temporary or permanent virements will result the virements should be first agreed and

then actioned by the relevant budget holders and managers affected. If there are disagreements, an arbitration process will be led by the Chief Finance Officer.

9. Any delegated virements that the relevant Cabinet member or Chief Financial Officer have concerns about must be referred to the Cabinet for approval.

Financial monitoring

10. As part of financial monitoring procedures directorates should be forecasting the full year outturn position. Where action plans to address potential overspends do not reduce the forecast overspend, temporary virements should be made from underspendings elsewhere to reflect the forecast overspend that is not covered by measures in the action plan. Action plans that address overspends of £500,000 or more within a budget head as set out in the budget agreed by Council, or where the section 151 Officer has raised a concern, should be approved by the Chief Finance Officer and the Cabinet Member responsible for Finance and noted in the Financial Monitoring Report to Cabinet.
11. When virements are reported they will be assumed to be temporary virements unless it is specifically stated that they are permanent virements.

Cumulative virements

12. Successive virements to or from the same budget will produce a cumulative effect. If the cumulative effect to or from a budget head approved by Council (see paragraph 2) would require approval at a higher level – for example by Council instead of the Cabinet, the cumulative virement should be reported and approval obtained for the virement that triggers the requirement for cumulative approval in accordance with the requirements set out in paragraphs 4 - 9. The overall effect on the relevant budget head must be noted as part of the request.
13. Once the higher level of approval has been obtained for a cumulative virement the cumulative total is reset to zero. This means that any subsequent virement is a separate request that should be treated as set out above. Cumulative virements are reset to zero at the end of each financial year.

Chief Finance Officer Powers

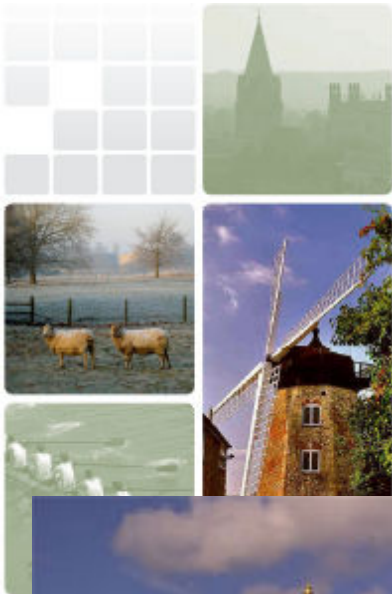
14. If directorates do not make virements in accordance with these Virement Rules the Chief Finance Officer has the power to make other virements to remedy the position.

Who approves a virement?

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



Strategic Corporate Asset Management Plan 2013 / 2014



CCS Document Control Sheet

Project Title Asset Management Plan

Report Title

Revision 2.0

Status Final for Cabinet

Control Date 16th January 2013

Record of Issue

Issue	Status	Author	Date	Check	Date	Authorised	Date
1.0	Draft	Kevin Shutter/Jonathan Clapton	29/11/12	Jonathan Clapton	30/11/12	Mike Salter	04/12/12
1.1	Draft	Kevin Shutter/Jonathan Clapton	14/12/12	Jonathan Clapton	14/12/12	Mike Salter	14/12/12
1.2	Draft	Kevin Shutter/Jonathan Clapton	21/12/12	Jonathan Clapton	21/12/12	Mike Salter	21/12/12
2.0	Draft	Kevin Shutter/Jonathan Clapton	16/01/13	Jonathan Clapton	16/01/13	Mike Salter	16/01/13

Organisation	Contact	Copies

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- 8.16 Early Intervention
- 8.17 Children's Centres
- 8.18 Children's Social Care and Youth Offending
- 8.19 Education
- 8.20 Special Education
- 8.21 Oxfordshire Skills and Learning Service
- 8.22 Staff Housing
- 8.23 Adult Social Care
- 8.24 Homes for Older People
- 8.25 Day Services
- 8.26 Special Needs Housing

9.0 Conclusion

1.0 Purpose

1.1 The Asset Management Plan (AMP) is the high level corporate strategy, approved by Cabinet, which establishes the role of the Council's property assets in meeting strategic objectives and the business strategy. The strategy is driven by corporate and service objectives.

1.2 The purpose of the AMP is to:

- Give an overview of the Council's strategic direction and objectives and the implications this has for its property;
- Describe how property needs to change and be used to help achieve those objectives;
- Describe the objectives for property that arise from this and the strategy for each service area
- Set out the action to be taken, at a high level;
- Provide a clear statement of the Council's approach to its property.

1.3 The Council's property is changing significantly in terms of its size, composition, use and cost in response to changes in the size of the organisation and the way services are delivered. The principles set out in the plan form the basis on which implementation plans will be developed.

1.4 This year's review of the plan proposes a continued shift in priorities from holding property to delivering our services, and ensuring our approach to property delivers broader objectives of the Council. The plan will continue to be reviewed and updated on a regular basis.

1.5 The benefits of good asset management are clearly set out in best practice guidance. Land and buildings are the slowest of all strategic resources to respond to change, due to legal, financial, construction, organisational and development constraints and therefore it is necessary to plan for change in a systematic, long term way. Incremental change will not be sufficient as it cannot respond to the challenges of delivering service transformation and delivery of community objectives. The AMP provides the strategic context in which to deliver a structured and programmed approach to change in assets.

1.6 The Asset Management Plan considers the 4 year period from 2013/14 to 2016/17 to allow forward planning and integration with the Council's Business Strategy, Service and Resource Planning process and Medium Term Financial Plan. It also considers longer term business drivers and asset needs.

2.0 About Oxfordshire

- 2.1** Oxfordshire is home to around 650,000 people. The population is increasing but it remains a predominantly rural area and is the least densely populated county in the South East of England. Oxfordshire is a place that people like to live and work in, with a high quality built and natural environment and thriving economy. It is a county alive with enterprise, learning and history and has become internationally renowned as a place of architectural and natural beauty, a centre of excellence for higher education, research and innovation and a designated European Centre of Culture.
- 2.2** The county includes three areas of outstanding natural beauty: the Cotswolds, the Chilterns and the North Wessex Downs and is crossed by the River Thames and its tributaries. The internationally famous city of Oxford is surrounded by numerous historic towns and villages set in beautiful countryside. Oxfordshire is at the north-western edge of the South East region and, with its central location in England, has strong links to London and the Midlands, as well as west to the Cotswolds and along the M4 corridor.
- 87% of residents regard the county as a good place to live (Place Survey 2008/09).
 - The population is healthier and more prosperous than most other areas.
 - The economy contributes £15.4 billion to the national economy and has considerable scope for further growth, boosted by the recent announcement of a 92 hectare enterprise zone in the Science Vale area in the south of the county.
 - Unemployment is amongst the lowest in the country, with fewer than 2% of residents claiming job seekers allowance (December 2011).
 - Residents and businesses benefit from the county's position at the heart of the UK rail and road transport network.
- 2.3** As well as these positives Oxfordshire faces a number of significant challenges:
- More than 30% of the county's workforce is currently employed in the public sector, making it particularly vulnerable to the impact of budget cuts.
 - Housing availability and affordability remains a problem.
 - There are pockets of significant deprivation, with 18 local areas in the county within the 20% most deprived in England.
 - Educational attainment at GCSE level is below the regional and national averages and 6% of 16-18 year olds are not in employment, education or training. These factors contribute to the skills gap experienced by around one in five employers in Oxfordshire.
 - Positive improvements in life expectancy mean the County has a growing older population; the number of residents aged over 85 is predicted to more than double by 2033, presenting challenges to service delivery.
- 2.4** Oxfordshire's economy has sustained continued growth and stability over an extended period and is recognised as an economic powerhouse within the South East and UK and also on the world stage. It has an exceptional

concentration of research and development (7.9% of the workforce compared with 2.9% for the South East) with world renowned establishments such as the critical triangle of universities, hospitals and medical research leading to high technology spin offs, and the Diamond Synchrotron on the Harwell Science and Innovation Campus. The county as a whole has strong sectors in tourism, motorsports, and publishing industries.

2.5 As global competition intensifies, maintaining growth and prosperity becomes more and more challenging and there is a need to focus on economic regeneration – particularly:

- Urban renaissance of Oxford’s West End.
- Supporting delivery of Science Vale UK (in southern Oxfordshire) as an international centre for innovation and enterprise, focussed on Harwell science and innovation campus, Milton Park, Culham, Didcot and Grove.
- Developing the Bicester economy with greater emphasis on a high value, high wage, and high tech economy to keep pace with planned housing growth.
- Developing the Banbury economy by attracting mid and high-tech industries.

2.6 Economic and population growth poses challenges for the Council’s asset base and there is a need to ensure that Council’s property continues to meet the requirements of growing populations and contributes where possible to objectives for regeneration.

3.0 Oxfordshire County Council Corporate Plan 2012/13–2016/17

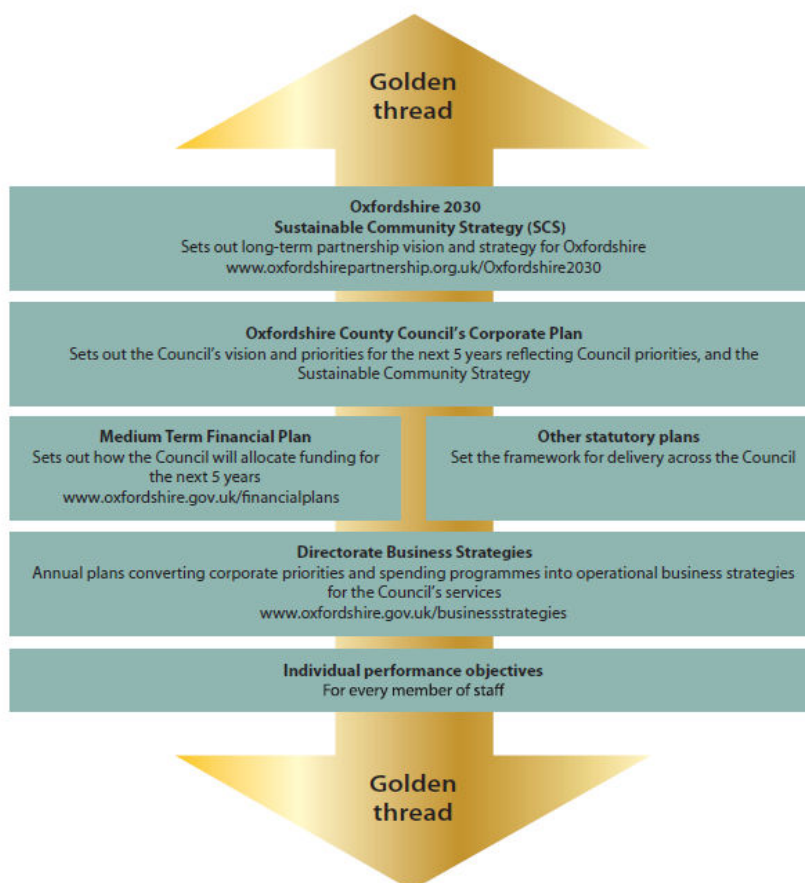
3.1 Thriving Oxfordshire

3.1.1 Oxfordshire County Council has an overall objective for a Thriving Oxfordshire. This means having fulfilled people, vibrant and active communities, and a great place; maximising economic growth whilst ensuring that the fruits of growth are enjoyed by all parts of our community and minimising any negative impact on our environment.

3.2 The Golden Thread

3.2.1 The Council’s corporate objectives fit into the ‘golden thread’ as shown below which links all of the Council’s work from top level objectives through to service delivery and ensures that the Council has a co-ordinated approach to the challenges it faces. The Council’s strategic objectives continue to be consistent with Oxfordshire 2030, the county’s long term plan which was developed with partners in 2008. Despite very significant changes to the financial and policy environment that the Council and its local partners face, they remain committed to working together to deliver the longer term ambitions for Oxfordshire.

3.2.2



3.3 Key Issues

3.3.1 The Corporate Plan sets out the Key Issues to be addressed from April 2012:

- “We will continue to protect front line staff, in particular in those core services that support and protect the most vulnerable residents in Oxfordshire.”
- “We will achieve further savings of £37m in 2012/13.”
- “We will implement national policy changes that affect the Council and our key partners.” These include the following:

Localism Act 2011 – a range of measures to support decentralisation including new community rights, reforms to planning processes and empowerment of local government and local communities.

Open Public Services – sets out the government’s intention to increase choice, decentralise power, diversify public service provision and increase accountability and transparency.

Local Government Resource Review – will lead to major changes to the way in which local authorities are funded, including some element of local retention of

business rates (rather than the current system of formula grants based on population and need). This puts economic growth at the heart of securing quality public services in future.

Schools – current government policy places increasing emphasis upon school autonomy, through Free Schools and Academies, and a more specific role for local authorities in supporting those most in need, thereby changing the relationship between the Council and local schools.

Strategic National Planning framework – the Council will take a local leadership role to align funding streams and deliver priority outcomes for Oxfordshire.

Health and Social Care Bill – from April 2012 all upper tier authorities are required to lead a new statutory Health and Wellbeing Board to develop a local Health and Wellbeing Strategy and co-ordinate the commissioning of public health, clinical and social care. In addition public health functions will transfer to local authorities in 2013, with shadow funding allocations made in 2012. A Social Care Reform White Paper is expected in Spring 2012. This is likely to have significant implications for the way in which social care services are funded in future and respond to the recommendations of the Dilnot Review.

Police and Social Responsibility Act 2011 – establishes the role of a Police and Crime Commissioner for each Police Authority area and the subsequent abolition of Police Authorities. Police and Crime Commissioners will allocate local community safety funding which had previously been provided direct to the Council.”

3.3.2 To deliver a Thriving Oxfordshire the Council is working towards the following strategic objectives:

Thriving Oxfordshire		
World Class Economy	Healthy and Thriving Communities	Enhancing the Environment
Efficient Public Services		

3.4 Financial Context

3.4.1 The current economic conditions place higher demand on public services and have significant implications on capital and revenue resources. The council has already experienced a sharp reduction in the value of capital receipts as well as delays in delivery of the disposal programme. The Council is receiving significantly less settlement from central government from 2011/12 onwards.

3.4.2 This makes the effective use of the Council's assets and limited capital resources of critical importance.

3.5 How do our Assets need to Change?

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

3.5.2 Efficient Public Services

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

3.5.3 World Class Economy

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

3.5.4 Healthy and Thriving Communities

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

3.5.5 Environment and Climate Change

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

4.0 Property Objectives

4.1 The following property objectives for 2013/14 onwards reflect changing corporate priorities in relation to asset management for the County Council:

1. Reduce the cost of the property portfolio by 25% in line with Medium Term Financial Plan savings targets for future years.

Actions:

- A Deliver the Asset Rationalisation Programme to the end of 2014/15
- B Deliver savings on property costs in line with the MTFP over the same period.
- C Identify opportunities for additional savings through Locality Reviews and working with partners.
- D Introduce a Corporate Agile Working policy to enable additional rationalisation opportunities to be realised beyond 2014/15

2. Put in place property that is fit for purpose and is aligned and supports corporate priorities and service business strategies.

Actions:

- A Identify and programme priority repair and maintenance requirements.
- B Allocate capital resources to bring forward schemes to address priority needs
- C Maximise utilisation of all property assets.

3. Increase co-location of services and sharing with partner and community organisations within localities to improve service delivery, reduce costs and achieve broader corporate objectives.

Actions:

- A Lead on the Oxfordshire Collaborative Asset Management Group.
- B Undertake ongoing programme of Locality Reviews.

4. Use surplus property assets to contribute towards corporate objectives for regeneration in the County.

Actions:

- A Identify potential surplus property assets through the asset rationalisation and disposal programmes
- B Explore potential regeneration or redevelopment opportunities in priority locations

5. In working with others to realise opportunities for regeneration, if it is required, explore capital investment opportunities, including potential acquisitions, where a robust business case demonstrates there are benefits to the County Council.

Actions:

- A Consider any site assembly opportunities to generate a subsequent enhanced disposal.

B Work with partners to explore alternative and more beneficial uses for existing property assets including potential Local Asset Backed Vehicle arrangements.

6. Maintain energy costs at 2010/11 levels as far as is cost-effective, whilst meeting Government carbon budgets through investment in energy efficiency and renewable energy measures.

Actions:

A Develop and implement a 'whole building' programme of energy investments across the estate

B Embed a set of low energy behaviours across the organisation

C Provide targeted feed-back to building users to help them manage energy use effectively day-to-day

The actions taken to meet the above objectives will be monitored annually.

5.0 Organisational Arrangements

5.1 Governance

5.1.1 The governance structure for asset management comprises the Capital & Asset Programme Board (CAPB) reporting into the County Council Management Team. The governance assists with:

- Changing the culture and approach to asset management to achieve a Corporate Landlord approach
- Improving planning of capital investment
- Making more effective use of assets
- Enhanced cross-service working
- Improved working and asset sharing with partners

5.1.2 The role of Cabinet is to set the agenda for capital investment and asset planning, to put in place the next generation of infrastructure and to deal with the asset implications as part of the Budget setting process.

5.1.3 The role of the Capital & Asset Programme Board is to provide a single point of contact for all capital and asset matters, to ensure development and delivery of the asset strategy, enhance cross-service and organisation working, develop a programme of strategic capital investment and to provide officer leadership and challenge. It acts as the Programme Board for the Asset Strategy Implementation Programme.



5.2 Carillion / Capita Symonds Partnership

5.2.1 The Council has appointed Carillion as its partner in providing a range of property and facilities management services over a 10-year period from 2012, with an option to extend the contract for a further 10 years based on performance. This contract will save the County Council £550,000 per year and support the delivery of the Property Policy Objectives outlined above. The partnership is the delivery mechanism for the Asset Management Plan.

5.2.2 The contract has the flexibility to serve other local public bodies within Oxfordshire and the surrounding regions through a framework agreement. There is a strong commitment to improve quality by developing the skills of the people at the frontline of service delivery and by transforming the structures of service delivery, in doing so building resilience within council services to protect against future risks and build flexibility to take opportunities.

5.2.3 The services include those previously provided by Oxfordshire County Council's in-house schools catering business (Food with Thought) and in-house cleaning service (Quest Cleaning Services). Carillion also provide property management, facilities management, energy and resource management, and capital works services, and has appointed Capita Symonds as a key sub-consultant to deliver Strategic Asset Management, Estates Management and Multi-disciplinary Design Services.

5.2.4 The contract includes a Framework Agreement which Participating Bodies can procure similar services from Carillion for their own estates. Participating bodies include health and public sector organisations, the district councils, schools (including academies) and further education colleges across Oxfordshire. The contract provides a single point of contact for our customers, a reduction in duplication, and an efficient and effective approach to service delivery.

6.0 The Council's Property Portfolio

6.1 Overview

6.1.1 The Council's property portfolio comprises approximately 830 operational properties.

6.1.2 The property portfolio has an asset value of approximately of £998 million as at 1st April 2012.

Property Category	Value (£'000)
Operational (Other land and buildings)	989,471
Non-operational - Investment	4,521
Non-operational – Surplus/Vacant	3,997
Total Asset Value	997,989

6.1.3 The main property types are as follows:

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

6.1.4 The Council makes significant investment in the portfolio each year, through the capital programme and the repairs and maintenance programme. This has achieved improvement in schools, offices, children’s centres and early intervention hubs over the last five years. Historically the Council has identified that 45% of the portfolio was fully fit for purpose and there was a maintenance backlog of £77m in 2008/09. The challenge is to reduce the size of the portfolio and reconfigure it in a strategically driven, affordable way and enables and facilitates change to meet the Council’s objectives.

6.2 Condition

6.2.1 A comprehensive condition survey of all properties for which the Council has repairs and maintenance responsibility was undertaken at the start of the new Property & Facilities contract. The surveys were undertaken between May and October 2012 to form a baseline to enable the Council plan future investment in the estate. Required maintenance was last assessed in 2008/09 when the total was estimated at £77m. The latest condition survey data is comprehensive and up to date, and will enable the Council to make informed decisions about the estate and plan future programmes of work.

6.2.2 The recent condition survey results have identified total required maintenance of £65.8m (inclusive of schools delegated items), £23.9m of which is within the top two priority categories of urgent or essential works necessary within 2 years.

6.2.3 Several factors have influenced the required maintenance position since 2008/09. These include:

- A reduction in the size of the estate resulting from the on-going disposal programme and asset rationalisation programme, and from academy conversions, which transfer repairs and maintenance responsibility to the academies under 125 year leases. 19 out of 34 secondary schools, and 6 out of 232 primary schools, had converted to academies by the end of 2012.
- Continued investment in the estate since 2008/09, including prudential borrowing and School Structural Maintenance grant.
- Changes in construction price indices
- Robustness of the 2008/09 condition survey data undertaken as a 5 year rolling programme resulting in a significant proportion of the survey data being out of date at any particular time.

6.2.4 The latest required maintenance position allows for current prices and is inclusive of fees and construction overheads. Condition survey data will in future be adjusted annually to current price base in accordance with appropriate indexation and other adjustments.

6.2.5 The condition survey data will be used to inform the development of an implementation plan, prioritising urgent/essential work as part of the annual repairs and maintenance and School Structural Maintenance programmes for 2013/14 and beyond.

7.0 Implementation

7.1 Corporate Landlord

7.1.1 The Council has adopted a Corporate Landlord model for the management of its property assets through the Property & Facilities partnership. This is defined as:

- Strategic, corporate and coordinated planning and delivery of property
- Early and effective engagement with services on service strategy
- Property decisions informed by real time data on cost, use and quality of assets
- Premises budgets held and managed by Property & Facilities

- Making best use of property across Oxfordshire
- It is an approach (backed by policy, process, communication and stakeholder engagement) - but also a culture

7.1.2 The directorates and services therefore become Notional Tenants and make use of the property in delivering a service. There are specific responsibilities that fall to both Corporate Landlord and Notional Tenant, depending on the nature of the asset and the service.

7.1.3 A Corporate Landlord Service Level Agreement (SLA) has been developed that clearly sets out the roles and responsibilities of the Corporate Landlord and building occupiers. This will be kept under review to ensure it reflects current arrangements.

7.2 Asset Rationalisation

7.2.1 The Medium Term Financial Plan savings for property to the end of 2014/15 are being delivered through the Asset Rationalisation Programme. The critical lease surrenders within this MTFP period are at Clarendon House, Oxford, and Windrush Court, Abingdon, both in June 2014. These properties will be vacated in line with those lease timescales, with staff accommodated within the retained estate through more efficient and effective use of office space and the implementation of an agile working policy.

7.2.2 Additional savings beyond the MTFP period are likely to arise from the implementation of a corporate agile working policy ensuring office space is minimised and that other significant lease surrenders can be realised beyond 2014/15. Locality reviews will also lead to other opportunities for rationalisation of the estate.

7.2.3 Beyond the current Asset Rationalisation Programme, the opportunity to surrender leases in future years provides a need for a medium-long term office strategy.

7.2.4 The Council's office strategy will be based on the following principles:

- *Minimising the size of our office portfolio* – ensuring that space requirements take account of a smaller organisation, whose staff work in a more agile way supported by technological improvements
- *Co-location of staff and services* – proactively realising opportunities to co-locate with the districts, the health sector and other public sector bodies

- *Using investment in the office portfolio to support the local economy* – where there is an identifiable need for investment ensuring that it supports wider economic growth priorities

7.2.5 The office model for Oxfordshire will comprise the following office hubs, supported by the Early Intervention Hubs:

- *A northern office hub* – based at Samuelson House in Banbury, but working with partners to explore opportunities for co-location of services as part of wider proposals for the regeneration of Banbury
- *A southern office hub* – initially based around the existing location in Abingdon but potentially working with partners to explore opportunities that support shared ambitions for economic growth
- *A central office hub* – based around presence in Oxford, with a balance between presence in the city centre and other locations across the City, including the eastern side as well as potentially the west end.

7.2.6 It is anticipated that there will continue to be a need for a satellite office to serve the west of the county in Witney.

7.2.7 It is anticipated that Graham Hill House in Oxford (Trading Standards) and Signal Court in Eynsham (Countryside Services) are retained as specialist offices due to service requirements for adjoining warehouse/workshop accommodation and recent capital investment.

7.3 Agile Working

7.3.1 The development and implementation of a corporate agile working policy will provide clarity on the likely size of the organisation in the future and the extent to which changes in work styles and co-location will impact on office requirements. This work will inform the medium-long term vision for the office estate and those offices that are retained or disposed of.

7.4 Disposals

7.4.1 Land and property assets held by the Council will be considered for disposal as surplus to requirements if all of the following statements apply:

- The asset no longer makes a positive contribution to the delivery of Council services.

- The asset has no potential to contribute to regeneration and/or redevelopment.
- An alternative site can provide more cost effective and/or efficient service delivery.
- There is no adopted and resourced Council plan/policy/strategy, which will bring the asset into beneficial use in the foreseeable future.
- There is no potential for advantageous shared use with partners.

7.4.2 The Council is required to achieve the ‘best consideration reasonably obtainable’ when it is disposing of land or buildings under s.123 Local Government Act 1972. If it seeks to dispose of land or buildings below the market value, it must obtain the consent of the Secretary of State for Communities and Local Government.

7.4.3 However, the Council (having regard to the Crichel Down rules whereby property must in certain circumstances first be offered back to the original owners) will use its powers under the General Disposal Consent 2003 to transfer land at less than its market value, without the need to seek specific permission from the Secretary of State, provided that:

- a) The purpose for which the land is to be transferred is likely to contribute to the ‘promotion or improvement’ of the economic, social or environmental well-being of the area; and
- b) The difference between the market value for the land and the actual price paid for the disposal (if any) is not more than £2m (also providing that the reduction in price does not breach State Aid Rules)

7.5 Acquisitions

7.5.1 Land and property asset interests will only be considered for acquisition if the following circumstances apply:

- The acquisition will make a positive contribution to the current delivery of Council services.
- All other methods for the delivery of the service (including use of existing property and co-location with partners) have been investigated and an option appraisal has been undertaken which highlights acquisition as the most economic and efficient means of service delivery.

- The acquisition of the interest has potential for future strategic regeneration and/or redevelopment, or contributes to wider corporate objectives and appropriate funding has been identified.

7.6 Working with public sector partner organisations

7.6.1 The Council will pursue opportunities for efficient and effective collective use of the wider public sector estate through locality reviews and the Oxfordshire Collaborative Asset Management Group.

7.6.2 The Council supports the principles of CIPFA's ONE Public Estate and place-based asset management and will adopt such an approach across Oxfordshire.

7.6.3 The Council will pursue more informal, less adversarial and less resource intensive property occupation arrangements with partners (licence agreements, Memorandums of Understanding, £/desk occupation charges), and is developing a *Sharing Occupation with Partners Policy*.

7.6.4 The Council will share property asset information with partners to enable strategic asset management of the public estate

7.7 Development/Regeneration

7.7.1 In certain cases the Council will hold land and property assets, sometimes for long periods, in anticipation of potential benefit to be secured through a development or a wider regeneration proposal.

7.7.2 Where appropriate, the Council will use its surplus land and property assets to contribute towards corporate objectives for regeneration in the County when opportunities arise

7.7.3 The Council will pursue public/private property initiatives, including Local Asset Backed Vehicles, where there is a robust business case for doing so and where the scheme will contribute significantly to corporate objectives for regeneration in a particular locality

7.8 Community Asset Transfer

7.8.1 The Council is committed to localism and the 'big society' agenda and recognises the importance of providing support to voluntary organisations that provide services to the community which are compatible with the Council's wider objectives

7.8.2 The Council will consider the disposal of land and property assets in accordance with the Community Right to Bid provisions of the Localism Act whereby community groups will be given the opportunity to develop a proposal and

raise capital to bid for an “asset of community interest” when it comes to the open market

7.8.3 In addition to the Community Right to Bid, community interest in the transfer of property assets will be considered and assets made available for transfer unless one of the following principles applies:

- a) Property revenue savings or capital receipts from the property are needed to contribute to Council savings or to ensure the continued provision of front line Council services;
- b) There is another Council, partner co-location or school need for the property which would be difficult to meet in any other way;
- c) Grant conditions for capital expenditure on the property prevent the asset being transferred or a change of use within a specified timescale.

7.8.4 Once it has been decided that an asset can be made available, the Council will transfer the asset to the community/voluntary organisation on terms to be agreed, if:

- a) There is no other local building from which the community/voluntary organisation could reasonably provide the same service;
- b) The proposal is financially viable and sustainable;
- c) The proposal represents good value, taking into account the expected community benefits; and
- d) The proposal as a whole, and in particular the loss of a potential capital receipt due to a discounted sale price, is affordable.

7.8.5 The Council will consider proposals from community and or voluntary organisations for either leasing an asset or for purchasing a freehold interest.

7.8.6 The Council’s detailed policy on community asset transfer is contained in the Cabinet approved *Community Asset Transfer Policy*.

7.9 Academy transfers

7.9.1 The Council will transfer education land to Academies under 125 year leases at a peppercorn rent, consistent with the Academies Act 2010. The lease transfers all repairs and maintenance and statutory compliance responsibilities to the Academy.

7.9.2 The Academies Act 2010 includes clear expectations that Academies should have a long leasehold interest unless the predecessor school held the freehold.

A “two stage” conversion (Foundation and then Academy) could enable an Academy to obtain the freehold of the school site and is considered against the intentions of the Act. Therefore two stage conversions will be refused by the Council

7.9.3 Where other Council services (e.g. Libraries, Children’s’ Centres, Adult Learning, Hearing Impairment, Autism and other Special School services) form an integral part of the school, the Council’s ability to continue to provide these services will be secured by taking a 125 year “lease-back” at a peppercorn rent (paying a fair proportion of utilities and maintenance costs)

7.9.4 The Council’s detailed policy on academy transfer is contained in the *Academy Transfer Policy*.

7.10 Investment portfolio

7.10.1 The Council will pursue opportunities for capital investment in surplus property to provide an income stream or enhance capital value, subject to a robust and approved business case

7.10.2 The Council will consider strategic acquisition of investment property subject to the development of a robust business case

7.10.3 The Council will be willing to hold a longer-term vision for use of capital funding in support of the above

7.10.4 The Council will explore opportunities to generate additional income from its property portfolio of land and buildings, having regards to the community and neighbouring landowners, which will include:

- Telecoms and Wayleaves etc.
- Wind turbines/solar arrays/renewable energy sources
- Advertising

7.11 Energy Management

7.11.1 The Council will develop and implement an energy investment programme to meet its energy and carbon objectives

7.11.2 In general, when making decisions about the management of its property, the Council will seek to minimise energy consumption, both in its buildings and in travel to and from the buildings. It will also search for opportunities to invest in energy generation projects (for example electricity and heat) both to deliver a financial return and to contribute to the local economy.

7.11.3 The Council follows the principles of ISO50001 *Energy Management Systems* to define and implement its detailed energy policies and processes.

7.12 Resilience

- 7.12.1** The Council maintains a Climate Adaptation plan to manage its exposure to climate risks, such as flooding and over-heating. In general, when making decisions about the management of its property, it will seek to increase the resilience of the estate.

8.0 Service Delivery – Asset Implications

8.1 Registration Service

- 8.1.1** The Oxfordshire District Registration Office is currently based in Tidmarsh Lane in Oxford and serves the whole County. The service has other registration offices and ceremony rooms in Wheatley, Henley, Abingdon, Banbury, Didcot, Witney and Bicester. These locations provide a good geographical spread across the County and include considerable interaction with the District Councils

- 8.1.2** The current model for delivery of registration services across the county is appropriate and cost effective at the present time.

8.2 Coroners Service

- 8.2.1** The Oxfordshire Coroner is also based in the Oxford Register Office, however the Coroners Court is accommodated within County Hall where it is anticipated it will remain. It is the duty of Coroners to investigate deaths which are reported to them and this can result in an Inquest being held.

- 8.2.2** The service in Oxfordshire has had to make provision for the military repatriations from abroad but otherwise no significant changes in the service are anticipated.

- 8.2.3** The Coalition Government is considering a proposal to require Local Authorities to appoint Medical Examiners to examine all causes of death that have occurred within the County. As the precise terms, remit and cost of this is not fully known, no provision can be made in the Asset Management Plan.

8.3 Library Service

- 8.3.1** The Council has a statutory duty to provide a comprehensive and efficient Library Service. There are currently 43 Libraries throughout the County, together with 7 Mobile Libraries that service five mobile areas as well providing services to housebound residents. The Mobile Library service is under review. A number of the existing Libraries are Community Plus Libraries and there are also 50:50 supported Libraries. The emphasis during 2013/14 will focus on expanding the Self Service facilities, assisted by looking at greater co-location opportunities due to the potential implications regarding Health & Safety and Statutory Compliance. Online services will also be expanded enhancing the collaboration that already exists with other public services and the Colleges and Universities.
- 8.3.2** As a result of a public consultation exercise, the Council has resolved that it will fully fund and resource all of the libraries that form part of its comprehensive and efficient library service. These core libraries are currently:
- Abingdon, Banbury, Berinsfield, Bicester, Blackbird Leys, Botley, Carterton, Chipping Norton, Cowley, Didcot, Eynsham, Headington, Henley, Kidlington, Littlemore, Neithrop, Oxford Central, Summertown, Thame, Wallingford, Wantage and Witney.
- 8.3.3** The Council will also continue to provide a fully supported infrastructure (building, ICT, book stock and the installation of self-service) to those libraries which fall outside of our comprehensive and efficient library service. The Council will work with each of these libraries to establish a Friends Group to enable a shift in the balance of staffing in these libraries towards volunteers over a three-year period. For Community Plus libraries, this would mean one third volunteers and two thirds paid staff. These community plus libraries are:
- Chinnor, Faringdon, Grove, Wheatley and Woodstock.
- 8.3.4** For Community Libraries this would mean one half volunteers and one half paid staff. These libraries are:
- Adderbury, Bampton, Benson, Burford, Charlbury, Deddington, Goring, Hook Norton, Kennington, North Leigh, Old Marston, Sonning Common, Stonesfield, Watlington, Woodcote and Wychwood.
- 8.3.5** There are also other investment issues to consider in relation to the Oxford Central Library, which is one of the busiest libraries nationally, and should be treated as a priority within proposals for the redevelopment of the Westgate Centre.

8.4 Cultural Services

8.4.1 The Council's Cultural Service includes museums, archives and other stand-alone cultural sites. The Council has a statutory duty to collect and store documents as part of the archive service based at the Oxfordshire History Centre (St Luke's Records Office). This facility was recently refurbished but is now at capacity and as a result a potential future new alternative location may need to be explored, perhaps in conjunction with a potential relocation of the current book store at Library HQ, Holton.

8.4.2 The Oxfordshire Museum in Woodstock is supported from the storage facility at the Standlake Museum Resource Centre, which has recently been extended and has a countywide remit. This now provides a sufficient principal storage facility but this may need to be reviewed in light of on-going development in the county and consequent archaeological finds. Following discussions last year between the Council and the Soldiers of Oxfordshire a new museum building will shortly be completed on part of the Woodstock site. This will have a Joint Operational Agreement for the management of the site.

8.5 Fire & Rescue Service

8.5.1 The Fire & Rescue service within Oxfordshire is provided by Oxfordshire County Council. There has been a shift in capital funding from a standard formula allocation based on population, to part-funding based on reduced standard allocation and the remaining from capital bids for 2013-15. The process for allocation of capital funding post 2015 is unclear at the current time. The service is bound by legal responsibilities relating to firefighting, fire prevention, rescue and civil contingencies - and is committed to delivering against locally set response times. The existing Fire Stations are considered to be in the right areas, at this time, to serve the existing population centres, but analysis of future development across the county is currently being undertaken by the Service. Response times outside of the population centres are more challenging to achieve, given that Oxfordshire is one of the most rural counties in the South East.

8.5.2 In addition to the local delivery of service, Oxfordshire Fire and Rescue service operates as part of a joined-up national organisation of Fire & Rescue services to better combat terrorism, extreme weather events and other national threats.

- 8.5.3** The Fire & Rescue Service, as part of their Community Risk Management Plan, are looking positively towards co-location opportunities particularly with other OCC, District Councils or blue light services, which fits into the Council's wider ambition to work more closely with other public sector organisations.
- 8.5.4** Asset management planning needs to consider the Fire & Rescue Service's response and workforce development strategies, particularly in relation to any new locations for fire stations. There is a need to ensure the delivery of response standards and the availability of on-call personnel to be located within five minutes of retained fire stations.
- 8.5.5** Future population growth areas in Bicester, Witney, Wantage/Grove and Carterton (where the emergency response for the latter area specifically is provided by the Bampton, Burford and Witney Fire Stations) has implications for the service going forward due to potential increased risk.
- 8.5.6** There remains an aspiration to re-locate the fire station at Rewley Road in Oxford as this would release some, or all, of the site for redevelopment. There would also be the potential to co-locate a number of the functions it accommodates, perhaps as part of the Northern Gateway development. However a city centre fire station is still required due to Oxford being a major cultural and tourism centre, although a smaller site would suffice as non-emergency response functions (such as Fire Protection and Training) could be relocated elsewhere.
- 8.5.7** The current capital programme includes a project to re-locate the hot fire training facility at Rewley Road. This is due to the site not meeting all the training needs of the FRS and limitations placed on the facility due to its location adjacent to residential properties. Currently this project is on hold, with no allocated funding for 2013/14. Any move of the fire station from the site would require this facility to be re-located or training provided externally at additional revenue costs.
- 8.5.8** Furthermore, depending on the results of future development of the county, if suitable fire station sites can be found that can be seen to maintain or improve the Service's ability to effectively and efficiently cover the county's developing risk profile, then a business case(s) will be put forward for consideration.
- 8.5.9** The Fire & Rescue Service also has responsibility for the Council's Gypsy and Traveller Service at a number of locations within the County, as well as the OCC Emergency Planning Team. These services operate effectively and there are no major asset implications.

8.6 Trading Standards

8.6.1 There is no significant change in service strategy for Trading Standards. The service is fully consolidated at Electric Avenue, Oxford, including offices as well as the laboratory and warehouse, with the accommodation operating effectively.

8.7 Countryside Service

8.7.1 There is no significant change in service strategy for the Countryside Service. The co-located office and workshop facilities at Signal Court, Eynsham, have benefitted from recent capital investment and the facility enables effective service delivery.

8.8 Waste Management

8.8.1 The Council has seven waste recycling centres across the County. The City and District Councils have improved recycling through kerbside collection. Every house in Oxfordshire now has a comprehensive kerbside collection that reduces the need for visits to the waste recycling centres.

8.8.2 In April 2011 the County Council approved a revised household waste recycling centre strategy. The strategy is based on the principle of seeking to provide facilities that are fit for purpose and well located to the main centres of population. An implementation plan designed to deliver that strategy was put in place in summer 2011.

8.8.3 Changes to the strategic context means that there is a need to review and update the detail of the implementation plan. Specifically, there is a need to consider the implication of significantly higher levels of planned growth in Bicester, the decision not to proceed with the proposed facility at Kidlington and the opportunities to introduce 'reuse' operations at some of the existing household waste recycling centres.

8.8.4 A trial of reuse facilities at two of the existing household waste recycling centres will begin in January 2013. The outcome of that trial will be a significant input into the review of the implementation plan.

8.9 Customer Services

8.9.1 This service is split between Unipart House and Clarendon House in Oxford. The need to vacate Clarendon House by June 2014 as part of the Asset Rationalisation Programme will have implications for the future location of this

service. Academy Transfers are resulting in a move away from direct services to schools over three years to 2015. The other services are currently under review. The Customer Service Centre at Clarendon House will relocate to County Hall in autumn 2013.

8.9.2 ICT at Clarendon House will need to also be relocated and accommodated within the retained office estate. ICT infrastructure will be moved to the Cloud in 2015/16 which will remove the requirement for a physical Data Centre.

8.10 Property & Facilities

8.10.1 The recent strategic partnership with Carillion / Capita Symonds (CCS) has co-located both Council Property & Facilities and CCS staff at Cuffas Lea House on Oxford Business Park. The future office strategy for the Council in Oxford will need to consider accommodation for this service in line with the lease terms for Cuffas Lea House.

8.11 Highways & Transport

8.11.1 The Highways services within Oxfordshire are delivered through a ten year outsourcing contract to Atkins which commenced in 2010. The future office strategy for the Council in Oxford will need to consider accommodation for this service.

8.11.2 The Highways contract allows for investment of £5m in highway depots sites, which will be funded through revenue savings. Atkins has licence agreements for the use of Deddington, Milton Common, Drayton, Chipping Norton and Woodcote depot sites. A depot strategy will be developed which will determine where capital will be invested. Feasibility studies will then be undertaken. The priorities for capital investment are:

- Office accommodation, including refurbishment of existing buildings at Drayton and replacement of temporary buildings at Deddington. This is likely to involve the relocation of some staff at Ron Groves House, Kidlington to Deddington;
- Increased salt storage capacity (Deddington, Chipping Norton, Drayton and Milton Common);
- Other operational improvements, including storage and hard-standing
- Vehicle maintenance, including possible co-location with the Integrated Transport Unit.

8.12 Public Health

8.12.1 This Service will transfer into the Council with effect from 1st April 2013 as a commissioning service for preventative health services to the public within Oxfordshire. Staff will be accommodated across County Hall and Oxfordshire Clinical Commissioning Group premises at Jubilee House. No property asset interests will transfer with the service, although opportunities for provision of services from Council property assets should be reviewed as contractual arrangements are renewed.

8.13 Outdoor Education

8.13.1 There are currently three out of county Outdoor Education Centres, and one in-county Centre in Oxfordshire at Hill End. The Council owns the freehold of the out of county centres. Hill End is a leased-in asset.

8.14 Children's Homes

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

8.14.2 Consideration is being given to increased in-county provision as this would potentially be more cost effective and enable a greater degree of control in light of current national initiatives around vulnerable children.

8.15 Pupil Referral

8.15.1 The main Pupil Referral Unit is based at Meadow Brook School with other additional units located across the county. The service strategy is developing over the next two years and there is a desire to explore potential co-location opportunities within localities.

8.16 Early Intervention

8.16.1 As part of a service restructure seven Early Intervention Hubs, (EIH) were created across the county, supported by five Early Intervention Satellites (EIS). The EIHs provide a single, integrated early intervention service for children, young people and families with additional and complex needs and the Service is provided by both Council staff and partner organisations. The

EIHs/EISs also provide drop-in office accommodation for staff and support the Council's main hub offices. There is likely to be increasing pressure on space due to closer working with partner organisations.

8.17 Children's Centres

8.17.1 The Council has now completed provision of its Phase 3 children's centre programme and there is now a children's centre accessible to all families across Oxfordshire. The Service is run by a number of different providers, including schools, the Council, private and voluntary organisations.

8.17.2 Action for Children have a new contract for 17 buildings that were run by other external providers previously and formal property arrangements have been put in place to support the new contract.

8.18 Children's Social Care and Youth Offending

8.18.1 This service is delivered predominately from Knights Court, Samuelson House, Foxcombe/Windrush Court, Nash Court and Kingsgate. There is an anticipated increase in demand for this service which will need to be considered as part of current and future office rationalisation proposals.

8.19 Education

8.19.1 The Council has a statutory duty to ensure that sufficient school places are available within Oxfordshire for every child of school age. Since 2011, new providers of school places have been able to establish state-funded Free Schools and whilst the Council is not obliged to provide accommodation for these schools, it will consider utilising surplus property assets where appropriate. There are also a growing numbers of Academies, which are independent of local authority control and most of the secondary schools within the county are expected to convert to Academy status. It is also possible that increasing numbers of primary schools will also convert to Academy status, potentially as part of multi Academy Trusts. As part of the transfer of schools to academy status all relevant issues are taken into consideration, including matters relating to Joint Use Agreements.

8.19.2 School places are no longer therefore solely provided by the Council. The Council's Pupil Place Plan shows local communities, and those interested in their development, how it expects school provision to change over the next few years including present and predicted future pupil numbers, together with information about birth rates, school capacity, and new housing.

8.19.3 It is anticipated that ten to twenty new schools will be required within Oxfordshire to support proposed new housing development and the funding of

these schools will be supported by developer contributions as part of the Planning process. There are currently no planned school closures.

8.19.4 The increased need for school places arises from a combination of increased birth rate and inward migration to existing communities (to be met, primarily, from 'Basic Need' funding) and from projected substantial housing development on a number of strategic sites.

8.19.5 In addition, the Council plans to tackle repairs and maintenance issues in the worst condition school buildings through the Schools Structural Maintenance Programme provided that it continues to receive the capital maintenance allocation from central government and has sufficient resources available to deliver the Basic Needs Programme over the medium term.

8.19.6 The strategy is complicated by the conversion to Academy status of schools currently maintained by the Council, as whilst this transfers the entire repairs and maintenance responsibility to the schools themselves, it leaves the Council with the statutory responsibility for ensuring sufficient places, but without the power to require Academies to expand to accommodate more pupils. The Council regularly adjusts the Schools Structural Maintenance Programme taking into account resources implications of the proposed and ongoing conversation in line with the changes made to the LA settlements figures by the DfE. In addition, where a converting school has acquired the freehold of its site and buildings, these will transfer to the Academy, leaving the Council without veto over disposals or call upon any capital receipts.

8.20 Special Schools

8.20.1 A scheme to convert the Ormerod building into a residential special school for children with Autism in Oxfordshire is underway. Opportunities for units within main stream schools will be considered and utilised where appropriate.

8.21 Oxfordshire Skills and Learning Service

8.21.1 The Oxfordshire Skills and Learning Service was formed in May 2012 from the Adult Learning service and Learning and Development, with a move towards a commissioner/provider model.

8.21.2 The major administrative centre is in Unipart House, with three main centres in Kidlington, Cowley and Grove supporting work in centres in the north, city and south. Other centres are open when required for class provision, and tutors can arrange to make use of them to prepare work, hot desk and use photocopying facilities. Adult Learning moved into new premises at Glyme Hall in Chipping Norton in 2012.

8.22 Staff Housing

8.22.1 The general approach to vacant staff housing was agreed by the Cabinet in July 2005 and seeks to reduce the size of the staff housing estate where there is no school need for the accommodation and where the property can be easily separated from the main school site. There are currently approximately 80 staff houses. Staff houses used to support school functions, transfer to the Academy along with the rest of the school site under 125 year leases on conversion. The agreed approach is as follows:

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

8.23 Adult Social Care

8.23.1 90% of Adult Social Care Services are provided through contracts with external service providers. The focus of the service is to support users to remain independent in their own home. This focus is assisted by closer working arrangements with health professionals and the District Councils.

8.23.2 There is a desire to encourage more agile working within the provision of Adult Social Care through the use of smaller integrated bases with Health colleagues and more time being spent within communities.

8.24 Homes for Older People

8.24.1 Homes for Older People are all leased to the Oxfordshire Care Partnership and the Council has worked with OCP to deliver the first phase of re-providing seven of the homes that were no longer fit for purpose. This is now complete and Phase 2 is addressing the remaining eight homes. The OCP Contract is

currently being reviewed in order to deliver changes to service strategy whereby there will be a withdrawal from residential home provision to be replaced with Extra Care Housing, specialist nursing and dementia homes either on existing or new sites.

8.25 Day Services

8.25.1 As part of the Day Opportunities Strategy, traditional Older People's day centres are being replaced by Health and Wellbeing centres. This has been completed in Bicester, Oxford, Abingdon, Witney and Banbury. In addition services are provided from locations in Didcot, Wantage and Wallingford.

8.25.2 The tendering process for the outsourcing of the Learning Disabilities day services has been stopped and will be the subject of a review in 2013.

8.25.3 There is a drive towards local and co-located provision of community activities such as Luncheon Clubs, taking account of low travel distances but not at the expense of complex higher end needs.

8.26 Special Needs Housing

8.26.1 The strategy for the delivery of Extra Care Housing is now established. This need is considered in all Council disposals, as well as any Section 106 bids, and through working closely with District Councils and Housing Providers.

8.26.2 An overall housing strategy is currently being prepared which will set out the need and delivery strategies for all the areas of special needs housing, including older people, as well as learning disabilities, physical disabilities and mental health. Whilst the demographic drivers are not on the same scale as for older people and Extra Care Housing, there is often a need for more specific and specialist housing that cannot be achieved through the normal affordable housing routes. The new strategy document will set out these specifics and the same principles will be applied with regard to the disposal of sites as for Extra Care Housing.

9.0 Conclusion

9.1 The Asset Management Plan will be reviewed annually in line with Service and Resource Planning and capital planning. The Asset Management Plan is a live document and will be developed in future to include:

- On-going review of progress and actions against property policy objectives (by 2014/15)
- More comprehensive property performance information benchmarked against other local authorities (by 2014/15)
- Greater emphasis on the role of property assets in terms of growth (by 2014/15)

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ANNEX B		CA7			
TRANSPORT ASSET MANAGEMENT PLAN- STRUCTURAL MAINTENANCE PROGRAMME 2013/14 and 14/15					
(DETAILS OF THE ANNEX A Table 1)					
ID	Parish	Road Name	2013/14 Costs (£)	2014/15 Costs (£)	LOCALITIES
ASSESSED CARRIAGEWAY SCHEMES - (NON-PRINCIPAL ROADS PROGRAMME) - ANNEX B					
A- NON- PRINCIPAL ROAD PROGRAMME					
	Radley	Thrupp Lane	0	78,000	ABINGDON
	Horton-cum-Studley	Oakley Road	154,475	0	KIDLINGTON AND YARNTON
	Oxford City (S42)	Pembroke Street, St Aldates to St Ebbes Street	0	61,000	OXFORD
	Piddington	Lower End, Arnott Rd Footpath to Blackthorne	177,707	0	BICESTER
	Little Wittenham	Little Wittenham Road, Christmas Cottage to 150m NW of Christmas	66,758	0	DIDCOT
	Oxford City (S42)	St Thomas Street	49,276	0	OXFORD
	Blackthorn	Marsh Gibbon Road	80,000	0	BICESTER
	Stanford in the Vale	High Street & The Green	0	306,000	FARINGDON
	Oxford	Park End Street (Worcester Rbt to Holybush Row)	0	254,000	OXFORD
	Advance Design		70,000	60,000	
	Contingency Allowance		0	57,346	
TOTAL NON-PRINCIPAL ROAD SCHEMES			598,216	816,346	
B- VALUE ENGINEERED SCHEMES PROGRAMME					
	Didcot	Station Road	0	100,000	DIDCOT
	Oxford (A Class)	St Aldates Northbound from Thames St to Const Joint St Traffic	342,389	0	OXFORD
	Moulsoford	Halfpenny Lane, Approx 400m from A329	31,014	0	GORING AND HENLEY
	Freeland	Wroslyn Road, Blenheim Lane to The Green	250,676	0	WITNEY
	Clifton Hampden	A415 Clifton Hampden	150,000	0	BENSON, BERINSFIELD AND WALLINGFORD
	South Leigh	Stanton Hardcourt Rd, from Station Rd to B4449	208,613	0	WITNEY
	Abingdon	A415/A34 Marcham Interchange Rbt		34,000	ABINGDON
	Oxford	A420 London Road	0	282,200	OXFORD
	Oxford City (S42)	New High Street	64,769	0	OXFORD
	Bicester	Murdock Road	125,000	0	BICESTER
	Thame	Thame Park Road (Lodge Bend).	60,000	0	CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Ambrosden	B4011	45,130	0	BICESTER
	Woodeaton	B4027 Noke Bends	28,000	0	KIDLINGTON AND YARNTON
	Thame	Thame Park Road (Altingham Toll House Bend)	0	91,000	CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Kennington	The Avenue Section 2 (St Swithuns Rd to Kennington Rd)	0	214,000	ABINGDON
	Witney	Corn Street	0	410,000	WITNEY
	Abingdon	Preston Road	0	337,000	ABINGDON
	Thame	Cornmarket	0	252,000	CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Cumnor	B4044 Eynsham Road corner	0	391,500	ABINGDON
	Oxford City (S42)	Franklin Road	50,268	0	OXFORD
	Oxford City (S42)	Marsh Road	61,736	0	OXFORD
	Watlington	B480 Cuxham Road Roundabout	0	130,000	CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Oxford City (S42)	Hayfield Road	0	38,954	OXFORD
	Oxford City (S42)	Mere Road	0	121,000	OXFORD
	Residual Design for 13/14		10,000	0	
	Advance Design		201,225	170,000	
	Contingency Allowance		0	228,000	
	Advance Site Investigation		50,000	50,000	
TOTAL VALUE ENGINEERED SCHEMES			1,678,820	2,849,654	
SUB-TOTAL ASSESSED CARRIAGEWAYS SCHEMES			2,277,036	3,666,000	

ID	Parish	Road Name	2013/14 Costs (£)	2014/15 Costs (£)	LOCALITIES
ADDITIONAL £1m ALLOCATION FOR CARRIAGEWAYS -- ANNEX C Table 2					
	Chipping Norton	A44 Horsefair, New Street to 310 meters North	506,191	0	CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Sonning Eye	Playhatch Rd, from Henley Rd Roundabout to Lakeside Cottages	420,873		GORING AND HENLEY
	Residual Design for 13/14		20,000	0	
TOTAL ADDITIONAL £1m ALLOCATION FOR CARRIAGEWAYS			947,064	0	
TOTAL ASSESSED CARRIAGEWAY SCHEMES			3,224,100	3,666,000	
COMBINED SAFETY SCHEMES PROGRAMME					
TOTAL COMBINED SAFETY SCHEMES			1,023,001	1,393,000	
ROUTINE SURFACE DRESSING SCHEMES PROGRAMME- ANNEX B					
TOTAL SURFACE DRESSING SCHEMES			1,800,000	1,950,000	
SURFACE DRESSING PRE-PATCHING SCHEMES					
TOTAL PRE-PATCHING SCHEMES			900,000	850,000	
TOTAL CARRIAGEWAYS			6,947,101	7,859,000	

ID	Parish	Road Name	2013/14 Costs (£)	2014/15 Costs (£)	LOCALITIES
FOOTWAYS PROGRAMME (ANNEX B)					
	Oxford City (S42)	Regent Street	58,076		OXFORD
	Oxford City (S42)	Victoria Rd	91,741		OXFORD
	Oxford City (S42)	Stanway Rd	101,425		OXFORD
	Didcot	Edwin Rd	86,889		DIDCOT
	Adderbury	St Marys Rd	118,310		BANBURY
	Banbury	Oakland Rd	64,246		BANBURY
	Bicester	St Hughs Close	14,770		BICESTER
	Abingdon	Burton Close	31,097		ABINGDON
	Grove	Glebe Gardens	49,928		GROVE AND WANTAGE
	Didcot	Lloyd Rd	53,988		DIDCOT
	Adderbury	The Green	10,662		BANBURY
	East Hanney	The Green	27,236		GROVE AND WANTAGE
	Lower Heyford	Station Rd	29,624		KIDLINGTON AND YARNTON
	Kidlington	Marlborough Ave	61,702		KIDLINGTON AND YARNTON
	Sibford Gower	High Meadow	33,452		BANBURY
	Bloxham	Hyde Grove	15,206		BANBURY
	Middle Barton	South St	19,198		CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Bourton	Uplands Rise	31,476		BANBURY
	Carterton	Sycamore Drive	7,518		BURFORD AND CARTERTON
	Ardley with Fewcott	Ardley rd	16,050		BICESTER
	Kidlington	Link footpath, Oxford Rd to Crown Rd	14,442		KIDLINGTON AND YARNTON
	Broughton	Wykham lane	21,541		BANBURY
	Banbury	Nursery Drive	59,133		BANBURY
	Drayton	Whitehorns Way	20,528		ABINGDON
	Wallingford	St George's Road	8,188		BENSON, BERINSFIELD AND WALLINGFORD
	Thame	Cornmarket	23,569		CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Kingham	Churchill Road	43,734		CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Oxford	Blackbird Leys Road	22,755		OXFORD
	Banbury	Bridge Street	39,010		BANBURY
	Oxford	Gipsy Lane	22,764		OXFORD
	Cholsey	A329 Near Waterloo Bridge	59,900		DIDCOT
	Oxford	Oxford Road	41,062		OXFORD
	Oxford City (S42)	Catte Street		62,070	OXFORD
	Oxford City (S42)	Wellington Square		58,443	OXFORD
	Oxford City (S42)	Brasenose Lane		27,821	OXFORD
	Oxford City (S42)	Oriel Square		29,485	OXFORD
	Oxford City (S42)	Harebell Road		77,688	OXFORD
	Kennington	The Avenue		51,350	ABINGDON
	Chipping Norton	Over Norton Road		33,136	CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Henley	West Green		40,480	GORING AND HENLEY
	Horspath	College Way		97,178	CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Marston	Marston Road		70,186	OXFORD
	Culham	Sutton Bridge, Abingdon Road		7,560	BENSON, BERINSFIELD AND WALLINGFORD
	Thame	Queen's Avenue		56,440	CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Didcot	Brasenose Road		43,344	DIDCOT
	Wallingford	Wallingford Bridge		4,026	BENSON, BERINSFIELD AND WALLINGFORD
	Middle Barton	North Street		15,000	CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Ardley	Station Road		13,073	CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Banbury	St Leonard's Close		32,420	BANBURY
	Milton-Under-Whychwood	Frog Lane		34,428	CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Henley	Northfield End		21,788	GORING AND HENLEY
	Banbury	Link Footway - Waller Drive / Browning Road		66,406	BANBURY
	Oxford	A40 Northern Bypass Layby Westbound near Cherwell Bridge		8,093	OXFORD
	Tetsworth	A40 Tetsworth Atlington Stud Footway		21,000	CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Residual Design for 13/14		10,000		
	Advance Design		40,780	40,000	
	Contingency Allowance			438,585	
TOTAL FOOTWAYS SCHEMES			1,350,000	1,350,000	

ID	Parish	Road Name	2013/14 Costs (£)	2014/15 Costs (£)	LOCALITIES
DRAINAGE SCHEMES (ANNEX B)					
	Barford Road, Bloxham	Lay new pipe from existing system to ditch	10,000		BANBURY
	New Road, Bicester	Connect gullies to existing system	15,000		BICESTER
	B4100 Caversfield Roundabout, Bicester	Drainage Investigation & repairs	10,000		BICESTER
	A44 Rutten Lane/ Sandy Lane, Yarnton	Drainage Investigation & repairs	15,000		KIDLINGTON & YARNTON
	A44 Springhill Road, Begbroke	Drainage Investigation & repairs	15,000		KIDLINGTON & YARNTON
	Chalgrove	De-silt scheme	5,000		CHALGROVE, THAME, WATLINGTON & WHEATLEY
	Great Coxwell	Replace damaged pipe	10,000		FARINGDON
	Brize Norton, Station Road	Investigations & repair	50,000		CATERTON & BURFORD
	A40 Witney bypass	Various repairs	50,000		CATERTON & BURFORD
	A41 (J9-M40 to Bicester)	Continue existing works - ditch regrade	60,000		BICESTER
	Alvescot Station Road	Kerb Drainage to alleviate ponding	25,000		CATERTON & BURFORD
	Appleton with Eaton, Bablock Hythe Road	New 225mm dia drain from no.19 to ditch with 2no. gullies	30,000		ABINGDON
	Ascott Under Wychwood The Green	New drain	30,000		CHARLBURY, CHIPPING NORTON & WOODSTOCK
	Ascott Under Wychwood, London Road, North side of level crossing	New Culvert under road	20,000		CHARLBURY, CHIPPING NORTON & WOODSTOCK
	Asthall, Old Cottage (c/f)	Kerbing & Drainage to reduce ponding adjacent to property	15,000		CATERTON & BURFORD
	Aston Rowant, The Green (c/f)	Pipe repair and replacement	15,000		DIDCOT
	Begbroke, Spring Hill Road	Flooding - Enlarge gullies & system	25,000		KIDLINGTON & YARNTON
	Broughton, Danvers Barn	Upgrade outfall to ditch	10,000		FARINGDON
	Cassington, St. Peters Close	Replace culvert & upsize culvert	30,000		WITNEY
	Cholsey, Lapwing Lane	New highway drain	25,000		DIDCOT
	Hinton Waldrist, Church Street (c/f)	Replace piped ditch	30,000		GROVE & WANTAGE
	Leaffield, The Green and Lower End	Kerbing and drains	15,000		CHARLBURY, CHIPPING NORTON & WOODSTOCK
	Oxford, Florence Park, Cowley	Contribution to flood relief works for Campbell Road	40,000		OXFORD
	Oxford, Old Abingdon Road, Near Go Outdoors	Repair damaged drainage	10,000		OXFORD
	South Leigh, Shores Green (c/f)	Replace culverts	40,000		WITNEY
	Southmoor, Blandy Avenue (c/f 08/09)	New soakaway and pipework	20,000		FARINGDON
	Wroxton, Main Street (Phase 3)	Replace stone drain	30,000		BANBURY
	West Street Chippin Norton	New gully and pipe run to addresss standing water	5,000		
	A40 A415 slip to A40 B4477, Witney	Drainage Repair		160,000	CATERTON & BURFORD
	Ascott Under Wychwood The Green	New drain		25,000	CATERTON & BURFORD
	Bampton, Various	Repair Asset Report Defects		20,000	CATERTON & BURFORD
	Black Bourton	Replace Outfall Pipe		25,000	CATERTON & BURFORD
	Kiddington Canyon	Provide channel & connect to existing		30,000	CHARLBURY, CHIPPING NORTON & WOODSTOCK
	Kidlington, Springfield Road & Edinburgh Place	Improve existing system		40,000	KIDLINGTON & YARNTON
	Littleworth, Buckland Road	Provide 150mm system		10,000	CHALGROVE, THAME, WATLINGTON & WHEATLEY
	North Leigh, East End	Improve existing systems		25,000	WITNEY
	Salford, Lower End	New highway drain		60,000	CHARLBURY, CHIPPING NORTON & WOODSTOCK
	Stonesfield, Cockshoot Close	Improve existing system		40,000	CHARLBURY, CHIPPING NORTON & WOODSTOCK
	South Leigh	Upsize Culvert		20,000	WITNEY
	Witney, West End	Drainage Investigation & Repair		20,000	WITNEY
	Wroxton, Main Street (Phase 3)	Replace stone drain		25,000	BANBURY
	Reactive Works Fund	In Year Capital works Identified	295,000	300,000	
	Countywide	Advanced design/investigarian	50,000	50,000	
	Countywide	Lining	50,000	50,000	
	Countywide	Contributions to Major Schemes	50,000	50,000	
TOTAL DRAINAGE SCHEMES			1,100,000	950,000	

ID	Parish	Road Name	2013/14 Costs (£)	2014/15 Costs (£)	LOCALITIES
BRIDGES PROGRAMME					
	Railtrack Bridge Assessments (Bridgeguard 3) and Vehicle Incursion review	Strength Assessment of Railtrack Bridges and BRPB Bridges	6,000		
	Assessment of disused rail bridges (12 approx)	Inspection & Assessment of BRPB Bridges	30,000	30,000	
	Bridges Principal rds Inspection/Assessment (Oxfordshire)	Physical support for Principal Inspection programme, e.g. access traffic management	50,000	50,000	
	Newbridge Maintenance & Monitoring	Special Inspections for weak bridge	10,000	10,000	FARINGDON
	Wovercote Temp Lights	Load mitigation until replacement bridge is constructed	7,000	7,000	OXFORD
	Brickfield Subway Reconstruction Fund	Ongoing annual capital contribution to future structure replacement	7,000	7,000	DIDCOT
BRIDGES STRUCTURAL MAINTENANCE SCHEMES					
	Dyers Hill	Current 7.5 tonne TRO strengthening or reconstruction required. Listed	240,000		CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Stert Culvert Repairs.	Strengthening of 100m section	290,000		ABINGDON
	Isis Bridge Waterproofing	Concrete repairs, waterproofing, resurfacing and joint replacement.		340,000	OXFORD
	Weirs Mill Major Maintance	Concrete repairs, waterproofing, resurfacing and joint replacement.		200,000	OXFORD
	Weirs Mill Post-tension Inspection	Post tensioning inspection , assessment		80,000	OXFORD
	Wheatly River Bridge	cross year funding (carried from 2012/13)	400,000		CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Kingham Bridge	Testing and repairs	20,000		CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Gaunt House Mill	Testing, Concrete repairs, waterproofing and resurfacing.	60,000		WITNEY
	Manor Railway 1117	Concrete repairs, waterproofing, resurfacing and joint replacement.	100,000		DIDCOT
	West Mill	Resurfacing (existing is failing)		40,000	FARINGDON
	Cottesmore Footbridge 6068	Post-tensioning review, Concrete Repair, Waterproofing, Joints, Parapets height. Pier protection?	35,000		OXFORD
	Winterbrook Bridge Joint Replacement	Joints & access hatches and hatch leakage damage.	30,000		DIDCOT
	Robsart Bridge	Joint Replacement. A420	20,000		ABINGDON
	Upgrade of low bridge signage	Low Bridge signage review and metrification	15,000	35,000	
	Reactive works fund	To cover unprogrammed urgent structure defects that materialise during the year, e.g. joint failures, retaining wall collapses		105,000	
	Network Rail Electrification Betterment Design Resource		60,000	61,000	
	Bridge Management System		30,000		
TOTAL BRIDGES SCHEMES			1,410,000	965,000	

ID	Parish	Road Name	2013/14 Costs (£)	2014/15 Costs (£)	LOCALITIES
STREET LIGHTING		Column replacement Programme			
Essential Column Replacement Schemes - Life Expired					
	Berinsfield PH1 - various	31	29,000		BENSON, BERINSFIELD AND WALLINGFORD
	Berinsfield PH2 - various	15	19,000		BENSON, BERINSFIELD AND WALLINGFORD
	Berinsfield PH3 - various	22	25,000		BENSON, BERINSFIELD AND WALLINGFORD
	Churchill Rd Oxford	29	27,000		OXFORD
	Kelbourne Rd Oxford	37	33,000		OXFORD
	Merewood Ave Oxford	28	38,000		OXFORD
	Ringwood Rd Oxford	29	40,000		OXFORD
	Downside Rd Oxford	27	36,000		OXFORD
	Kiln Lane Oxford	28	37,000		OXFORD
	Lytton Rd Oxford	54	53,000		OXFORD
	Lucca Drive Abingdon	14	14,000		ABINGDON
	Blandford Road Oxford	42	42,000		OXFORD
	Church Way Oxford	28	18,200		OXFORD
	Ashurst Way Oxford	19	20,000		OXFORD
	Shiplake - various roads	25	20,000		GORING AND HENLEY
Essential Pole Bracket Replacements - Life Expired					
	Adderbury	41	32,800		BANBURY
	Epwell	16	12,800		BANBURY
	Drayton	4	3,200		BANBURY
	2014/15 Programme to be determined			500,000	
TOTAL STREET LIGHTING SCHEMES			500,000	500,000	
TOTAL STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES			11,307,101	11,624,000	

Capital Strategy 2010/11 to 2014/15 – refreshed 2013/14

Introduction

1. The Capital Strategy sets out the County Council's capital investment plans and explains how capital investment contributes to the Council's Vision and Priorities. It shows how the Council prioritises, targets and measures the performance of its limited capital resources. It also shows how the Council intends to maximise the value of its investment and sets out the framework for determining capital spending plans and the effective use of capital resources which are both robust and sustainable.
2. This Capital Strategy covers three main sections:
 - *Delivering Corporate Priorities*; in this section the capital needs and aspirations of the Council are presented in the context of the national and local pictures and the Council's existing asset base.
 - *Capital Strategy – Use of Capital Resources*; in this section financial options to deliver key capital investments are presented.
 - *Capital Programme- Governance, Development & Implementation*; in this section the capital investment policies, governance and decision-making structures are described.
3. The County Council manages a significant capital investment portfolio, which addresses the priorities identified within the corporate Asset Management Plan (AMP) and the Transport Asset Management Plan (TAMP), incorporating the Local Transport Plan (LTP).

Delivering Corporate Priorities through Capital Investment

Local Government Finances

4. The 2010 Spending Review introduced significant reductions in real terms to local authority settlements, capital funding to local authorities was reduced by 45%. Changes in Public Works Loans Board (PWLB) rates also saw the cost of borrowing for local authorities increased by nearly 1%. These changes meant that the size of the capital programmes has reduced significantly. The reduction in revenue budget allocations makes it difficult for the Council to increase its prudential borrowing provision significantly.
5. Local Authorities are further challenged *to tighten* their asset management strategies. As a major owner and occupier of property, local authorities are required to justify holding land and buildings and to dispose of assets that are surplus to requirements. This places further pressure on local authorities to sell major assets. At the same time, the reduction in funding and the Big Society agenda are generating pressure for the Council to transfer assets to local community organisations especially where there is a risk that the service will be discontinued without the transfer.

6. On the other hand, the SR2010 announced a significant devolution of financial control to local authorities and removed ring fencing around many resources. The Government is planning to roll out the community budget model across the country as a way of bringing different national and local funding strands together into a single local funding pot in order to enable various different agencies to work together. This approach brings further flexibility to the use of resources and helps deliver services more cheaply through a joined-up approach in service delivery. It is likely that this model will have an influence on how capital allocations will operate in the near future.
7. From 2013/14 the new local government finance system based on relocalising business rates replaces the current Formula Grant allocations. It aims to give local authorities the ability and incentives to increase economic development in their areas. At the same time, a number of new financial instruments and tools for infrastructure financing are being introduced. The common feature of these instruments is their link with future income streams or underlying assets that necessarily require long-term capital investment planning. These new instruments combined with the introduction of a “general power of competence” will significantly change the funding composition of the Council’s medium to long-term capital investment plan.

Local Picture - Population

8. Oxfordshire’s population in 2011 was 656,800 and one in six people, 103,700 were over the age of 65. It is the most rural county in the South East region; almost 40% of Oxfordshire's population lives in rural areas, a similar proportion lives in or around the market towns¹, whilst one quarter of the county's population lives in the City of Oxford.
9. It is forecast that Oxfordshire’s population will continue to grow. The number of people aged 85 and over is expected to rise by 10% in three years from 2012-15. It is expected that there will be an increase in the number of clients with learning disabilities as well as an increase in this client group’s life expectancy. In addition, an increase in the number of children requiring school places is expected over the medium and longer term. This will result in an erosion of spare capacity in many primary schools and in time, secondary schools.

Local Picture - Economic Development and Housing Growth

10. Oxfordshire will experience significant housing growth over the next fifteen to twenty years. Growth points have been designated within the county at Oxford and Didcot. Bicester (through the identification of North West Bicester as a location for an Eco-town) and Grove/Wantage are other county towns where major housing growth is planned.
11. Initial analysis of long-term infrastructure implications of future growth shows that significant investment in schools and transport infrastructure will be required. In addition, considerable investment in extra care housing, community facilities, green infrastructure and recreational resources is needed. It is not yet clear what scale of investment will be required by our partners responsible for health and utilities infrastructure.

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

12. The Council faces challenges in managing this growth in a way that both meets economic, housing and regeneration pressures and provides sufficient infrastructure. The increased housing development, population growth and aging profile create demands both for infrastructure investment and better quality public services, while at the same time there is a significant reduction in the available capital funding at national and local level. Other major considerations include the protection of the environment and responding to the challenges of sustainability.

County Council's Infrastructure and Asset Base

13. The County Council has a wide range of infrastructure and property assets including schools, offices, highways depots, roads, bridges, park and ride sites, waste recycling centres, libraries and museums. The Council's capital assets were valued at £1,407.0m in the 2011/12 Statement of Accounts. The summary of the balance sheet is set out in the table below.

Category	Net Book Value
	£m
Intangible Assets	2.1
Land & Buildings	969.7
Assets Under Construction	9.9
Surplus Assets	4.0
Vehicles & Plant	93.9
Infrastructure	322.8
Investment Properties	4.5
Assets Held for Sale	0.1
TOTAL	1,407.0

Non-Schools Property Infrastructure

14. The corporate Asset Management Plan for 2013/14 – 2016/17 reflects changing priorities in relation to asset management. This is a necessary response to the Business Strategies, growth pressures, sustainability and environmental drivers and new work patterns. The objectives are set out at Page 11 of Annex 10a.
15. Historically, the Asset Management Plan has identified that only 45% of the overall asset portfolio, composed of approximately 830 properties, is fit for purpose with a maintenance backlog of £77m. A condition survey has recently been undertaken by the Council's partner for property and facilities, Carillion/Capita Symonds. This has identified that the maintenance backlog now stands at £65.8m. The challenge is to reduce the size and cost of the portfolio and reconfigure it in a way that is aligned and supports corporate priorities and service need.

Schools Infrastructure

16. One of the key investment challenges for the Council is the rapid and substantial growth in demand for primary school places forecast over the period 2011/12 – 2016/17 in Oxford City, Henley, Banbury and Abingdon in particular. Although, there remain surplus school places across the secondary schools estate, a general demand

for secondary places is likely to emerge from 2015/16 onwards given earlier pressures in some areas due to the mis-match between available places and the demand pattern.

17. The shape of the education sector is changing. The ascent of Free Schools and Academies² will influence the Council's strategy around how investment is shaped across the schools' estate in the medium to long-term. Over the coming years, the Council will shift away from being the direct provider of education towards being a commissioner. These changes to school organisations are likely to have an impact on the required school infrastructure and lead to the use of available capital funding to support more collaborative working among schools and other education partners.
18. The Council intends to use the majority of its Education grant allocation to address the basic needs pressure. It will also use the capital maintenance allocation to address this pressure and needs with respect to the condition of the schools' infrastructure with a strong emphasis on and alignment to the Health & Safety, Energy Reduction and Basic Needs Programmes.

Transport Infrastructure

19. The Council has a statutory responsibility to maintain the transport infrastructure in a safe condition. The Transport Asset Management Plan identifies the need to develop a more detailed network hierarchy for maintenance given that the current investment level only sufficient to manage a decline in the condition of the infrastructure. Slight increases in capital funding from 2013/14 will not be sufficient to address the existing maintenance backlog and there will be a consequential increase in the demand for reactive maintenance and in the cost of repairs.
20. The Council also aims to create an efficient and effective highway network, maximising access to education, employment and other services, reducing congestion, carbon emissions and other environmental impacts, and supporting growth and development. The Local Transport Plan (2011/30) stresses that a substantial level of investment in transport infrastructure and services is needed to support the new developments planned in local development frameworks. It identifies major packages of transport investment to support growth and development at Science Vale UK and Eco-Bicester, along with several other major development locations.
21. The significant level of cuts in capital settlements means that the majority of the funding will be used for structural maintenance schemes for the foreseeable future. The reduced availability of other capital funding places increased importance on other funding mechanisms such as developer contributions to help deliver the highest priority needs.
22. The government has provided the opportunity to establish a Local Transport Board (LTB) which will receive local major scheme funding devolved from the Department of Transport from 2015. LTBs will be voluntary partnerships between Local Authorities, Local Enterprise Partnerships and other stakeholder organisations. Funding will be determined by population and Oxfordshire is expected to receive an allocation will be

² The Academies Act 2010 indicates that liability of principal or interest on debt cannot be transferred to academies. This means that the Council's level of debt will remain the same irrespective of the number of schools that convert to Academies. However its asset value will decrease.

£16m over the period 2015-19. As a partnership, it is important that an open and transparent assessment framework and a robust appraisal process that is independent of the scheme promoter is in place. The Department for Transport also require a lead authority to act as the Accountable Body for the devolved funding and it is proposed, that as the Local Transport Authority that the County Council take on this role.

Capital Strategy - Use of Capital Resources

23. It is of the utmost importance that the Council's limited capital resources are managed effectively. The Council ensures its effectiveness in this area by:

- Allocating capital resources in line with corporate objectives and priorities and considering what outcomes can be achieved by a particular project and how effectively it uses corporate capital resources;
- Using capital resources prudently and flexibly in line with the agreed capital funding strategies to ensure their affordability, longevity and sustainability;
- Providing contingencies across the capital programme to manage the resources pressure arising from housing growth and uncertainties related to ongoing service transformations.

Central Government Settlements

24. The Council is committed to achieving more flexible use of settlement allocations. This flexibility is key to achieving the most effective use of capital resources and to generating efficiency savings for local areas by increasing the potential for multi agency working. In order to achieve this, the capital programme is considered as a single corporately owned programme. The determination of priorities for the overall capital programme is very transparent and broad member engagement is at the heart of the decision-making process.

25. Where capital allocations and grants are issued as "not ring-fenced", the Council uses the opportunity to allocate these resources in line with the Council's priorities based on this capital strategy and the underpinning asset management plans. Ring-fenced or earmarked funding received from central government will be used for the purposes for which it is issued in line with grant/allocation conditions.

Usable Capital Receipts

26. Council policy is to treat capital receipts as a corporate resource, not automatically allowing the originating service to utilise them. The Council seeks to maximise capital receipts from the disposal of surplus land and buildings, unless another option gives greater overall benefit. This approach will stay firmly in place while it is likely that there will be increased pressure to sell major assets and reduce the size of the property portfolio. Although services can still make a case for the replacement of an asset, the Council, in principle, does not support the ring-fencing of capital receipts for the re-provision of assets.

27. The Corporate Asset Management Plan sets out the policies around disposal of the Council's property assets, including school buildings (Page 17 of Annex 10a).³ It also sets out the principles for Community Asset Transfer under the 'big society agenda'. (Page 19 of Annex 10a).

Prudential Borrowing

28. The Council has established a strong links between the use of prudential borrowing and the delivery of its Business Strategy. Prudential borrowing is currently used to fund:

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

29. The Council's policy to utilise prudential borrowing to finance capital investment where there is a clear proven need can only be applied where the borrowing does not result in unacceptable increases in Council Tax levels. Prudential indicators require that the revenue implications of every initiative are taken into account when determining the affordability of prudential borrowing proposals. As part of its medium term planning process the Council also evaluates the relative merits of revenue funding versus capital funding proposals. In the case of capital proposals it ensures that there is on-going revenue funding available to meet the impact of any additional borrowing requirements.

External Funding and Project Specific Grants

30. The Council will try wherever possible to influence investment through the targeted use of its limited capital resources to lever in other investment where these meet the Council's priorities and objectives.

31. Any external resources, once secured, will be used for the purposes for which they are issued as per the guidance and conditions determined by funding providers. The Council will evaluate long-term implications of accepting any external funding provision, in particular any impact on the revenue budget and such projects only proceed if they are affordable and demonstrate value for money.

32. The Council also enhances this strategy by working within the broader context (such as the Local Enterprise Partnership (LEP)) to align available funding streams including those from partner organisations at local, sub-regional, regional and national levels.

³ The overall details of the policy may be affected by the Land Transfer Scheme Regulations. Local authority owned land that is no longer used for maintained schools to be transferred for the use of an Academy or Free School. The Secretary of State has the power to transfer the land if it is required from a local authority if that land has been used for the purposes of a maintained school in the last 8 years. If the local authority is already using the land for another purpose, the land can still be transferred.

The Council has been working with the LEP, the City and District Councils to bid for a City Deal, which will help the transformational growth of the area through investment in the knowledge economy. The Council employs this approach to ensure that funding is generated for the longevity of the capital strategy and the capital programme and makes maximum impact.

Funding Growth and Developer Contributions/ Community Infrastructure Levy

33. The Council is proactive in ensuring, as far as possible, that all additional capital investment needs arising from new developments are funded from developer contributions. It has benefited from a good track record of identifying infrastructure needs arising from new developments and securing developer contributions to enable required infrastructure delivery.
34. However, developer contributions historically have not been able to fund all new infrastructure requirements and the scale of infrastructure provision needed to respond to the identified level of growth requires a different approach to capital investment planning and a stronger emphasis on funding infrastructure. In addition, the range of contributions now sought from development has broadened, meaning that less money is available for more 'traditional' contributions such as schools and transport.
35. The Community Infrastructure Levy (CIL) comes into full operation in April 2014. This levy based mechanism is a contribution from all new development towards the cost of infrastructure. This includes transport schemes, flood defences, schools, hospitals and other health and social care facilities. Developer contributions will still apply in site specific infrastructure required to mitigate the impact of a specific development. The Charging Authority (which in two tier areas such as Oxfordshire will be the District Councils) must first establish that there is a need to introduce the Levy based on the infrastructure needed to support planned levels of growth within its area. If there is a funding gap between the cost of the infrastructure required and the level of funding likely to be available, CIL can be introduced. A CIL rate is then determined which can be differentially set according to geographical area or by development type. CIL will give developers greater certainty about their role and contribution and will deliver a more predictable income stream for the Council towards infrastructure. As the Charging Authorities will be the District Councils in Oxfordshire, the County Council will need to seek an agreement with each Charging Authority the contribution from CIL towards the cost of services and infrastructure which it provides.

The Rolling Fund

36. The Council has established a forward funding arrangement to enable investment in infrastructure on the back of future funding secured through developer contributions or other funding streams. The Rolling Fund is used as a flexible forward funding mechanism to facilitate the development and timely provision of critical infrastructure that support the delivery of planned growth or development
37. This is a mechanism by which the Council uses initial public money to forward-fund major infrastructure schemes where infrastructure is needed to support the planned development. The cost of infrastructure is then recovered from public and private sector funding streams as they come forward.

38. The Fund comprises a contribution from flexible developer contributions and the County Council's share of the new homes bonus payment for 2011/12⁴. The priorities under this fund will be agreed by the Cabinet. The Council will use this system as a complementary mechanism in order to address infrastructure bottlenecks in the County.

Alternative Funding Models to Meet the Investment Challenge

39. The level of funding available from central government and the private sector is constantly changing and current economic conditions put further constraints on available future infrastructure funding. There are a number of innovative funding options and delivery models available or under development to support infrastructure delivery.

40. The Council will consider these options and models to address potential future funding requirements in consultation with its partners. It is acknowledged that these options and models need to be fully evaluated to determine the most appropriate solution based on the nature of the infrastructure need, the scale of the funding gap and the availability of funding sources offered by Central Government. The Council is also aware that a major constraint when employing the instruments listed below in practice is the minimum level of capital that must be raised through their use.

41. Alternative funding models include:

- Public Private Partnerships (PPP),
- Private Finance Initiative (PFI)
- Local Asset Backed Vehicles (LABVs)
- Tax Increment Financing
- Local Authority Bonds

Capital Programme Contingency

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

43. The Council continues to employ a financing strategy for its capital programme at the end of each financial year. This is aimed at minimising the on-going liabilities to the Council's revenue budget arising from capital investment. The first calls on capital resources are therefore external funding (including S106). This is followed by grants & contributions, supported borrowing and capital receipts and reserves. The final calls, where necessary, are on prudential borrowing.

⁴ which will be paid each year for six years up to 2017/18

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

The Capital Programme: Governance, Development & Performance Management

Capital Programme

45. The current capital programme for 2012/13 to 2016/17 totals £395.2m capital investment and covers a wide range of projects. While it is good practice to have a five-year capital programme, the Council recognises that as the economic outlook is uncertain and the policy framework is evolving, it is important to have a flexible approach to investment decisions. Therefore, in line with the Medium term Financial Plan; the Capital Programme will be for a four year period this year to 2016/17. In addition, only the first two years of the programme are considered as “the firm capital programme”. The figures for the years 2015/16 onwards are a draft and constitute the “provisional” part of the capital programme.
46. This provisional programme includes some indicative projects where no firm costings or business cases have been produced. As these projects are not part of the firm capital programme, they can only be progressed after a formal approval process has been followed and if funding is available. Consequently, decisions about which projects are brought forward into the firm capital programme rest with the Cabinet. Where there is urgency, projects can be brought forward into the firm programme with the joint approval of the Chief Finance Officer and the Director for Environment and Economy after consultation with the Leader of the Council. Such urgent decisions are then reported to the Cabinet at the earliest opportunity as part of the Financial Monitoring Report.

Governance

47. In developing a truly corporate approach to strategic capital investment, infrastructure and asset planning, the Council recognises that a strong capital governance structure is essential in fulfilling this vision and ensuring success in the capital arena. The Capital governance arrangements are set out in full in the Constitution.

Principles of Prioritisation and Capital Resource Allocation

48. The Council’s capital programme deals with a wide range of property and other infrastructure asset needs across all service areas. The Council recognises the challenges around making prioritisation decisions when comparing the relative merits of investment into these assets. It therefore has a set of agreed principles for prioritising capital investment proposals.
49. The application of these principles ensures that the Council allocates capital resources in line with corporate objectives and priorities and considers what outcomes can be achieved by a particular project and how effectively it uses our very limited corporate capital resources. These principles are integrated into the service and resource planning process.

50. Our capital prioritisation principles for investment are to:

- comply with our statutory duties;
- improve the efficient and effective delivery of our services; and
- promote economic growth.

Priority 1: projects which enable compliance with our legal/ statutory duties including projects which address any infrastructure deficits related to statutory compliance.

Priority 2: projects which maximise leverage from external partnerships and bodies (e.g. LEP) in order to deliver agreed infrastructure priorities (e.g. SPIP).

Priority 3: projects where a major proportion is funded from S106, CIL, grant or revenue contributions.

Priority 4: projects that facilitate economic development and housing growth but require the majority of funding to be met from the council.

Priority 5: projects that address cross-cutting issues, facilitate joint-working with partners or generate new/ additional income.

Priority 6: other projects.

51. Schemes which generate sufficient revenue savings to cover the cost of capital within at least 10 years, or are self-financed through prudential borrowing will be considered on a case by case basis alongside other bids which are subject to prioritisation.

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

Capital Programme Development & Implementation

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

Technical Assessment (Options, Deliverability and Affordability Appraisals)

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54. The Council is committed to ensuring that each investment decision represents the best use of resources and the best long-term solution for the authority and its citizens as a whole. This is critical for the long-term future of the Council's infrastructure base. In order to ensure the wise and responsible use of resources, each investment decision is based on a full consideration of all possible solutions and a full recognition of life cycle cost.
55. The Council employs technical assessment processes for evaluating readiness and value for money of all its capital investment proposals. The agreed principles are:
- Analyse a range of possible solutions at both the option appraisal and feasibility phases of each major capital investment;
 - Base the options appraisal and feasibility study on the life cycle costs of possible solutions, including the discounted cost of future expenditures to determine their affordability;
 - Explore different project delivery models that, where possible, include partnerships, sharing costs with other organisations, obtaining grant contributions or generating revenue income;
56. Similar processes are also in place for prioritising and resourcing Highways Maintenance schemes, which are peer reviewed within a value engineering process. The merits of each scheme are assessed in conjunction with condition survey information, build-ability, value for money and environmental factors. A priority list of schemes is developed that addresses Oxfordshire's strategic objectives whilst contributing to improving national road condition indicators

Performance Management

57. The capital programme is updated quarterly and its performance is reported six times a year to the Cabinet as part of the Business Strategy & Financial Monitoring report. The Council's use of capital resources indicator was 91% at the end of 2011/12. This adjusted use of capital resources is equal to the performance of 2010/11 and is still within the tolerances recommended by best practice.

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CAPITAL PROGRAMME: 2012 / 13 TO 2016 / 17

Programme	Current Year	Firm Programme		Provisional Programme			CAPITAL INVESTMENT TOTAL £'000s
	2012 / 13 £'000s	2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	
Children, Education & Families 1 - OCC	22,551	34,821	32,683	42,585	31,981	2,000	166,621
Children, Education & Families 2 - Schools Local Capital	5,207	3,881	1,695	1,695	1,695	0	14,173
Social & Community Services	3,615	11,780	1,615	3,495	4,543	0	25,048
Environment & Economy 1 - Transport	20,350	24,532	22,008	10,809	10,853	0	88,552
Environment & Economy 2 - Other Property Development Programmes	1,276	6,728	9,202	8,111	3,534	0	28,851
Chief Executive's Office	1,021	576	655	500	0	0	2,752
TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE	54,020	82,318	67,858	67,195	52,606	2,000	325,997
Earmarked Reserves	0	0	23,952	14,853	18,341	12,000	69,146
TOTAL ESTIMATED CAPITAL PROGRAMME	54,020	82,318	91,810	82,048	70,947	14,000	395,143
TOTAL ESTIMATED PROGRAMME RESOURCES	57,816	91,892	77,460	70,054	68,017	3,745	368,984
In-Year Shortfall (-) / Surplus (+)	3,796	9,574	-14,350	-11,994	-2,930	-10,255	-26,159
Cumulative Shortfall (-) / Surplus (+)	26,362	30,158	39,732	13,388	10,458	203	203

SOURCES OF FUNDING	2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18	CAPITAL RESOURCES TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
SCE(C) Formulaic Capital Allocations - Grant	34,704	46,596	48,052	30,505	31,301	0	191,158
Devolved Formula Capital- Grant	5,063	3,881	1,695	1,695	1,695	0	14,029
Prudential Borrowing	1,513	10,662	6,940	7,640	9,259	0	36,014
Grants	5,609	10,748	329	200	65	0	16,951
Developer Contributions	5,127	8,977	17,786	27,825	21,596	3,745	85,056
District Council Contributions	737	70	5	0	0	0	812
Other External Funding Contributions	247	451	128	0	0	0	826
Revenue Contributions	970	933	247	517	208	0	2,875
Schools Contributions	50	0	0	0	0	0	50
Use of Capital Receipts	0	0	16,628	7,784	3,893	0	28,305
Use of Capital Reserves	0	0	0	5,882	2,930	10,255	19,067
TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED	54,020	82,318	91,810	82,048	70,947	14,000	395,143
TOTAL ESTIMATED PROGRAMME RESOURCES AVAILABLE	57,816	91,892	77,460	70,054	68,017	3,745	368,984
Usable Capital Receipts C/Fwd	9,420	10,888	20,462	6,112	0	0	0
Capital Reserve C/Fwd	16,942	19,270	19,270	19,270	13,388	10,458	203

CHILDREN, EDUCATION & FAMILIES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
			2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
Primary Capital Programme										
Oxford, Wood Farm - replacement of existing buildings (ED749)	6,037	3,400	2,820	480	0	0	0	12,737	6,700	3,300
Banbury, The Grange - 6 classroom block to replace temporary classrooms (ED739/1)	1,071	540	19	10	0	0	0	1,640	569	29
Bayards (New Scheme) - replacement of existing buildings and additional space to meet basic need	80	200	1,600	3,200	1,000	520	0	6,600	6,520	6,320
Primary Capital Programme Total	7,188	4,140	4,439	3,690	1,000	520	0	20,977	13,789	9,649
Secondary Capital Programme										
Wantage, Fitzwaryn - Phase 2 (Modernisation & new Post 16 accommodation) (ED715)	2,312	760	13	0	0	0	0	3,085	773	13
Secondary Capital Programme Total	2,312	760	13	0	0	0	0	3,085	773	13
Academy Programme										
Oxford Academy (ED678)	33,418	149	50	50	0	0	0	33,667	249	100
Oxford Spires Academy (ED805)	52	2,000	5,500	308	198	0	0	8,058	8,006	6,006
Academy Total	33,470	2,149	5,550	358	198	0	0	41,725	8,255	6,106

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
			2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
	Provision of School Places (Basic Need)									
Existing Demographic Pupil Provision (Basic Needs Programme) *	332	1,000	8,000	9,000	7,600	6,553	2,000	34,485	34,153	33,153
11/12 Basic Need Programme Completions	1,878	116	21	0	0	0	0	2,015	137	21
Reducing Out of County Provision for SEN Pupils	38	125	1,750	1,500	337	0	0	3,750	3,712	3,587
Wantage, Charlton - Phase 2 Foundation & Studio (ED787)	289	870	21	0	0	0	0	1,180	891	21
Oxford, Windale - Phase 2 (ED792)	189	540	41	0	0	0	0	770	581	41
Oxford, St Nicholas - Phase 2 (ED788)	78	420	12	0	0	0	0	510	432	12
Woodeaton - Modular Classroom (ED791)	15	210	0	0	0	0	0	225	210	0
West Oxford - Modular & Internals (ED790)	119	15	6	0	0	0	0	140	21	6
Yarnton, William Fletcher - Phase 2 (ED799)	19	499	7	0	0	0	0	525	506	7
Oxford, New Marston - Phase 3 (ED797)	11	384	10	0	0	0	0	405	394	10
Oxford, Rose Hill (ED807)	27	440	3	0	0	0	0	470	443	3

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
			2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
			Oxford, Cutteslowe - (Phase 2) 2 class modular (ED796)	5	390	18	0			
Woodstock, - (Phase 1) Internal alterations (ED809)	0	60	4	0	0	0	0	64	64	4
Orchard Meadow, - (Phase 1) Internal alterations (ED819)	0	76	4	0	0	0	0	80	80	4
Cholsey (ED783)	39	1,100	640	21	0	0	0	1,800	1,761	661
Provision of School Places Total	3,039	6,245	10,537	10,521	7,937	6,553	2,000	46,832	43,793	37,548
Growth Portfolio - New Schools	Note: This section of the programme shows available funding and not the full scheme cost									
South Oxfordshire										
Didcot, Great Western Park - Primary 1 (14 classroom)	0	25	200	4,700	2,800	403	0	8,128	8,128	8,103
Didcot, Great Western Park - Primary 2 (14 classroom)	0	0	0	25	200	3,180	0	3,405	3,405	3,405
Didcot, Great Western Park - Secondary (Phase 1)	0	25	250	750	10,000	7,567	0	18,592	18,592	18,567
Cherwell										
Bodicote, Bankside - 10 classroom	0	25	75	325	3,000	1,364	0	4,789	4,789	4,764
Bicester, Gavray Drive - 7 classroom	133	10	50	250	2,750	835	0	4,028	3,895	3,885

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
			2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
Bicester - Secondary P1 (incl existing schools)	0	25	200	800	6,400	5,268	0	12,693	12,693	12,668
Bicester, South West - 14 classroom	11	100	3,750	2,749	305	0	0	6,915	6,904	6,804
Upper Heyford - New Primary School	0	0	0	25	3,000	1,673	0	4,698	4,698	4,698
Bicester Exemplar Eco-development - Primary 1 Phase 1 (7 classroom)	0	0	3,000	3,000	525	0	0	6,525	6,525	6,525
Project Development Budget	0	0	50	100	100	0	0	250	250	250
Growth Portfolio Total	144	210	7,575	12,724	29,080	20,290	0	70,023	69,879	69,669
Annual Programmes										
Schools Access Initiative	861	500	500	400	400	400	0	3,061	2,200	1,700
Health & Safety - Schools	304	400	400	400	400	400	0	2,304	2,000	1,600
Temporary Classrooms - Replacement & Removal	263	430	200	330	330	310	0	1,863	1,600	1,170
Schools Accommodation Intervention & Support Programme	59	70	200	150	150	150	0	779	720	650
School Structural Maintenance (inc Health & Safety)	7,642	5,531	4,225	3,250	2,250	2,250	0	25,148	17,506	11,975
Schools Energy Reduction Programme	0	740	750	750	750	750	0	3,740	3,740	3,000
Annual Programme Total	9,129	7,671	6,275	5,280	4,280	4,260	0	36,895	27,766	20,095

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
			2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
<u>Other Schemes & Programmes</u>										
Aiming High (Short Breaks)	0	52	60	0	0	0	0	112	112	60
Loans to Foster/Adoptive Parents (Prudentially Funded)	247	90	90	90	90	293	0	900	653	563
North Leigh - Temporary Classroom	0	56	0	0	0	0	0	56	56	0
Small Projects	1,275	174	40	20	0	0	0	1,509	234	60
Other Schemes & Programmes Total	1,522	372	190	110	90	293	0	2,577	1,055	683
Retentions & OSCR	6,669	1,004	242	0	0	65	0	7,980	1,311	307
CE&F OCC CAPITAL PROGRAMME EXPENDITURE TOTAL	63,473	22,551	34,821	32,683	42,585	31,981	2,000	230,094	166,621	144,070
<u>Schools Capital</u>										
Devolved Formula Capital		5,207	3,881	1,695	1,695	1,695	0	14,173	14,173	8,966
School Local Capital Programme Total		5,207	3,881	1,695	1,695	1,695	0	14,173	14,173	8,966
CE&F CAPITAL PROGRAMME EXPENDITURE TOTAL	63,473	27,758	38,702	34,378	44,280	33,676	2,000	244,267	180,794	153,036

* Additional £13m budget allocation agreed through the 2012/13 Capital Budget Setting Process

SOCIAL AND COMMUNITY SERVICES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s)
			2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
COMMUNITY SAFETY PROGRAMME										
Fire & Rescue Service										
Bicester Fire Station Upgrade (SC108)	287	150	11	0	0	0	0	448	161	11
Fire Equipment	0	75	275	150	0	0	0	500	500	425
Joint Control room		90	800	10	0	0	0	900	900	810
Relocation of Rewley Training Facility *		0	50	50	500	0	0	600	600	600
Fire Review Development Budget *		0	50	100	450	0	0	600	600	600
Gypsy & Travellers Sites										
Redbridge Hollow Phase 2 (SS106)	957	790	6	0	0	0	0	1,753	796	6
COMMUNITY SAFETY PROGRAMME TOTAL	1,244	1,105	1,192	310	950	0	0	4,801	3,557	2,452
SOCIAL CARE FOR ADULTS PROGRAMME										
Mental Health										
Mental Health Projects	454	77	0	0	0	0	0	531	77	0
Residential										
HOPs Phase 1- New Builds	0	0	9,553	0	0	0	0	9,553	9,553	9,553

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
			2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
Specialist Housing Programme (inc ECH - New Schemes & Adaptations to Existing Properties)										
ECH - New Schemes & Adaptations to Existing Properties	417	461	593	1,100	2,375	4,269	0	9,215	8,798	8,337
ECH - Greater Leys (SS105)	400	400	210	0	0	0	0	1,010	610	210
ECH - Shotover (SS104)	600	600	0	0	0	0	0	1,200	600	0
Day Centres										
Banbury Day Centre (SS97)	11	570	19	20	0	0	0	620	609	39
Deferred Interest Loans (CSDP)	142	150	160	160	170	274	0	1,056	914	764
SOCIAL CARE FOR ADULTS PROGRAMME TOTAL	2,024	2,258	10,535	1,280	2,545	4,543	0	23,185	21,161	18,903
STRATEGY AND TRANSFORMATION PROGRAMME										
New Adult Services System (SC107)	297	195	33	0	0	0	0	525	228	33
STRATEGY & TRANSFORMATION PROGRAMME TOTAL	297	195	33	0	0	0	0	525	228	33
Retentions & Minor Works	377	57	20	25	0	0	0	479	102	45
S&CS CAPITAL PROGRAMME EXPENDITURE TOTAL	3,942	3,615	11,780	1,615	3,495	4,543	0	28,990	25,048	21,433

* New budget allocation agreed through the 2012/13 Capital Budget Setting Process

ENVIRONMENT & ECONOMY - HIGHWAYS & TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s)
			2012 / 13 £'000s	2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s			
NETWORK DEVELOPMENT PROGRAMME										
Thornhill Park & Ride Extensions	555	1,800	969	175	0	0	0	3,499	2,944	1,144
London Road Bus Lane	0	0	500	500	0	0	0	1,000	1,000	1,000
Kennington & Hinksey Roundabouts	99	300	1,000	1,497	0	0	0	2,896	2,797	2,497
NETWORK DEVELOPMENT PROGRAMME TOTAL	654	2,100	2,469	2,172	0	0	0	7,395	6,741	4,641
ROAD SAFETY PROGRAMME										
Other Small & Completed Road Safety Schemes		55	0	0	0	0	0	55	55	0
ROAD SAFETY PROGRAMME TOTAL	0	55	0	0	0	0	0	55	55	0
OXFORD TRANSPORT STRATEGY PROGRAMME										
Fairfax Rd/Purcell Rd Cycle Link	7	0	49	129	0	0	0	185	178	178
New Headington Transport Improvements	439	98	0	0	0	0	0	537	98	0
LSTF Cycle Improvements	0	100	0	0	0	0	0	100	100	0
Woodstock Rd, ROQ (project development)	0	20	55	0	0	0	0	75	75	55
Frideswide Square	385	142	250	2,553	370	0	0	3,700	3,315	3,173
Other Small & Completed OTS schemes		544	114	0	0	0	0	658	658	114
OXFORD TRANSPORT STRATEGY PROGRAMME TOTAL	831	904	468	2,682	370	0	0	5,255	4,424	3,520

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
			2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
<u>TOWNS PROGRAMME</u>										
<u>LARGER TOWNS</u>										
<u>BANBURY</u>										
Banbury: Higham Way Access Road	29	180	0	0	0	0	0	209	180	0
<u>BICESTER</u>										
Bicester Town Centre Access Imps	0	500	660	150	0	0	0	1,310	1,310	810
Bicester Perimeter Road (Project Development) *	0	0	300	700	0	0	0	1,000	1,000	1,000
<u>WITNEY</u>										
Other Small & Completed Witney Schemes		15	98	0	0	0	0	113	113	98
<u>SCIENCE VALE UK (SVUK)</u>										
SVUK Highway Schemes (project development)	228	219	40	0	0	0	0	487	259	40
Other Small & Completed SVUK Schemes		36	0	0	0	0	0	36	36	0
Larger Towns Programme Total	257	950	1,098	850	0	0	0	3,155	2,898	1,948
<u>SMALLER TOWNS</u>										
A44 Crossing, Yarnton	6	209	0	0	0	0	0	215	209	0

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
			2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
Other Small & Completed Smaller Towns Schemes		127	0	0	0	0	0	127	127	0
Smaller Towns Programme Total	6	336	0	0	0	0	0	342	336	0
<u>RURAL AREAS</u>										
Other Small & Completed Rural Areas Schemes		74	0	0	0	0	0	74	74	0
Rural Areas Programme Total	0	74	0	0	0	0	0	74	74	0
TOWNS PROGRAMME TOTAL	263	1,360	1,098	850	0	0	0	3,571	3,308	1,948
<u>PUBLIC TRANSPORT PROGRAMME</u>										
Didcot Station Forecourt	1,887	1,534	2,250	1,019	0	0	0	6,690	4,803	3,269
OVUK Premium Routes	55	75	0	0	0	0	0	130	75	0
Other Small & Completed Public Transport Schemes		11	0	0	0	0	0	11	11	0
PUBLIC TRANSPORT PROGRAMME TOTAL	1,942	1,620	2,250	1,019	0	0	0	6,831	4,889	3,269
LTP1 Schemes		0	132	0	0	0	0	132	132	132
East-West Rail (contribution) *		0	0	660	660	660	0	1,980	1,980	1,980

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
			2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
Integrated Transport Future Programme-LTP3		0	0	470	709	0	0	1,179	1,179	1,179
OTHER INTEGRATED TRANSPORT TOTAL	0	0	132	1,130	1,369	660	0	3,291	3,291	3,291
INTEGRATED TRANSPORT STRATEGY TOTAL	3,690	6,039	6,417	7,853	1,739	660	0	26,398	22,708	16,669
STRUCTURAL MAINTENANCE PROGRAMME										
Carriageway Schemes (non-principal roads)		3,519	3,912	3,151	1,969	3,180	0	15,731	15,731	12,212
Footway Schemes		1,750	1,350	1,350	1,145	1,145	0	6,740	6,740	4,990
Surface Treatments		4,036	3,850	3,900	2,870	3,365	0	18,021	18,021	13,985
Street Lighting Column Replacement		500	500	500	440	440	0	2,380	2,380	1,880
Drainage		1,100	1,100	950	840	749	0	4,739	4,739	3,639
Bridges		1,523	1,210	965	780	700	0	5,178	5,178	3,655
STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL		12,428	11,922	10,816	8,044	9,579	0	52,789	52,789	40,361
Bridges - Major Schemes										
Bayswater Brook Reactive Works	0	75	0	0	0	0	0	75	75	0
Detrunked & Principal Roads - Major Schemes										
A4158 Oxford Iffley Road (Phase 2)	408	584	0	0	0	0	0	992	584	0
Thames Towpath Reconstruction (Sonning Eye, Goring, Farmoor)	58	200	207	0	0	0	0	465	407	207

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
			2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
A4130 Bix dual carriageway	0	180	4,320	430	0	0	0	4,930	4,930	4,750
A420 Shrivenham Bypass	0	135	195	2,728	362	0	0	3,420	3,420	3,285
A420/A34 Slip Road	0	0	36	36	564	514	0	1,150	1,150	1,150
A415 Clifton Hampden	0	0	130	0	0	0	0	130	130	130
<u>Other schemes</u>										
Bagley Wood Reconstruction	0	150	705	45	0	0	0	900	900	750
Public Rights of Way Foot Bridges - Replacement & Repairs Programme	0	0	100	100	100	100	0	400	400	400
Rural Roads Dressing & Treatments	0	500	500	0	0	0	0	1,000	1,000	500
Completed Major Schemes		59	0	0	0	0	0	59	59	0
STRUCTURAL MAINTENANCE MAJOR SCHEMES TOTAL	466	1,883	6,193	3,339	1,026	614	0	13,521	13,055	11,172
STRUCTURAL MAINTENANCE PROGRAMME TOTAL	466	14,311	18,115	14,155	9,070	10,193	0	66,310	65,844	51,533
HIGHWAYS & TRANSPORT CAPITAL PROGRAMME EXPENDITURE TOTAL	4,156	20,350	24,532	22,008	10,809	10,853	0	92,708	88,552	68,202

Note: Please see Appendix B for a list of developer funding held for specific purposes for which schemes are not yet included in the programme.

* New budget allocation agreed through the 2012/13 Capital Budget Setting Process

ENVIRONMENT & ECONOMY CAPITAL PROGRAMME (EXCLUDING TRANSPORT)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
			2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
ASSET STRATEGY IMPLEMENTATION PROGRAMMES										
Asset Strategy Implementation Programme	4	50	250	2,850	1,175	523	0	4,852	4,848	4,798
Cricket Road Centre Closure (including Unipart House works)	96	52	0	0	0	0	0	148	52	0
ASSET STRATEGY IMPLEMENTATION PROGRAMME TOTAL	100	102	250	2,850	1,175	523	0	5,000	4,900	4,798
ENERGY EFFICIENCY IMPROVEMENT PROGRAMME										
SALIX Energy Programme	991	212	200	210	240	208	0	2,061	1,070	858
Energy Strategy Implementation (Non-Schools)	0	173	200	400	600	600	0	1,973	1,973	1,800
Energy Tax Reduction Programme (Street Lighting)	57	0	0	0	63	0	0	120	63	63
ENERGY EFFICIENCY IMPROVEMENT PROGRAMME TOTAL	1,048	385	400	610	903	808	0	4,154	3,106	2,721
ANNUAL PROPERTY PROGRAMMES										
Minor Works Programme		300	200	200	200	29	0	929	929	629
Health & Safety (Non-Schools)		24	24	24	24	24	0	120	120	96
ANNUAL PROPERTY PROGRAMMES TOTAL	0	324	224	224	224	53	0	1,049	1,049	725

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
			2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
WASTE MANAGEMENT PROGRAMME										
Waste Recycling Centre Infrastructure Development	0	0	0	0	2,799	0	0	2,799	2,799	2,799
Alkerton WRC	0	200	500	1,050	0	0	0	1,750	1,750	1,550
Oxford Waste Partnership PRG Allocation	413	104	53	0	0	0	0	570	157	53
WASTE MANAGEMENT PROGRAMME TOTAL	413	304	553	1,050	2,799	0	0	5,119	4,706	4,402
CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES										
Broadband (OxOnline) Project	0	0	5,000	4,000	2,860	2,000	0	13,860	13,860	13,860
Spendlove Centre, Charlbury*	0	0	30	318	0	0	0	348	348	348
Non-Schools Property Structural Maintenance Programme	0	0	150	150	150	150	0	600	600	600
CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES TOTAL	0	0	5,180	4,468	3,010	2,150	0	14,808	14,808	14,808
Retentions (completed schemes)		161	121	0	0	0	0	282	282	121
ENVIRONMENT & ECONOMY (EXCLUDING TRANSPORT) CAPITAL PROGRAMME EXPENDITURE TOTAL	1,561	1,276	6,728	9,202	8,111	3,534	0	30,412	28,851	27,575

* New budget allocation agreed through the 2012/13 Capital Budget Setting Process

CHIEF EXECUTIVE'S OFFICE CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2012 / 13 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and £'000s
			2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
COMMUNITY SERVICES PROGRAMME										
<u>Libraries</u>										
Introduction of RFID (Radio frequency identification) self service in Libraries - Phase 1 (CS9)	1,064	55	141	0	0	0	0	1,260	196	141
Introduction of RFID (Radio frequency identification) self service in Libraries- Phase 2 (CS11)	0	700	185	80	0	0	0	965	965	265
Bicester Library	0	25	100	575	500	0	0	1,200	1,200	1,175
<u>County Heritage & Arts</u>										
Abingdon Town Council (CS10)	100	200	0	0	0	0	0	300	200	0
COMMUNITY SERVICES PROGRAMME TOTAL	1,164	980	426	655	500	0	0	3,725	2,561	1,581
<u>Partnerships</u>										
Grants to Voluntary & Community Groups	134	41	0	0	0	0	0	175	41	0
Big Society Fund	239	0	0	0	0	0	0	239	0	0
Super Connected Cities Bid *	0	0	150	0	0	0	0	150	150	150
PARTNERSHIPS PROGRAMME TOTAL	373	41	150	0	0	0	0	564	191	150
CHIEF EXECUTIVE'S OFFICE CAPITAL PROGRAMME EXPENDITURE TOTAL	1,537	1,021	576	655	500	0	0	4,289	2,752	1,731

* New budget allocation agreed through the 2012/13 Capital Budget Setting Process

Appendix A

Capital Programme 2012/13 to 2016/17

Grant bids and allocations not yet included in the Capital Programme

Ref.	Scheme/ Programme Area/ Grant Name	Status	Description	Amount £000	Year
(1)	Children, Education & Families Performance Reward Grant	3	Individual Service Target Areas	38	2012/13
(2)	Short Breaks	3	Provide opportunities for disabled children and young people to have enjoyable experiences which help them become more independent and form friendships outside their family. (agreed allocation to SEN residential)	250	
Sub-Total Children, Education & Families				288	
Social & Community Services					
Sub-Total Social & Community Services				0	
(3)	Environmental & Economy Performance Reward Grant	2	Public Service Board agreed an allocation to the County Council for Broadband.	96	2012/13
(4)	Performance Reward Grant	2	Public Service Board agreed an allocation to the County Council for Adult Skills.	145	2012/13
Sub-Total Environmental & Economy				241	
(5)	Chief Executive's Office New Homes Bonus	2	New unringfenced revenue grant allocation. To be included within the Rolling Fund.	1,559	2011/12 & 2012/13
Subtotal Chief Executive's Office				1,559	
Total				2,088	

Key:

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

Capital Programme 2012/13 to 2016/17**Transport Developer Contributions - Agreements with restricted use not yet included in the Capital Programme**

This appendix shows the available developer funding for specific purposes where a scheme is not yet included in the capital programme.

When an initial assessment and costing of a scheme has been carried out, if the cost is within the funding available the scheme will be brought into the Capital Programme.

If the cost is greater than the available funding and the scheme is to be progressed, approval to allocate additional flexible resources will be sought.

Inclusion into the programme will be reported as part of the monthly Financial Monitoring Report to the Cabinet.

	Estimate of Spend 12/13	Expenditure 13/14 Onwards
BANBURY		
Banbury, Ermont Way - cycling and public transport improvements		£93,465
Banbury, Ermont Way - cycling and public transport improvements		£35,218
Banbury, Middleton Road Area - cycling and public transport improvements		£13,916
BOTLEY		
Botley: Elms Road - side road entry treatment	£2,628	
CARTERTON		
DIDCOIT		
Didcot: Northern Perimeter Road		£775,570
FARINGDON		
Faringdon: public transport improvements - bus stop laybys and shelters		£60,723
WALLINGFORD		
Wallingford: Wantage Road - possible enhanced crossing or speed cushions		£50,265
WANTAGE		
Wantage / Grove, Grove St - bus shelter	£1,204	
Wantage / Grove, Portway - pedestrian crossing	£7,878	
Wantage, Grove Street - highway infrastructure including traffic calming/improvements in Grove Street	£132,446	
WITNEY		
Witney, Newlands - clearway marking	£2,564	
Witney, Bridge Street Mill		£13,211
Witney, Bridge St or Witan Way ped crossing		£105,610
Witney, Witan Way ped crossing		£12,287
Witney, Witan Way mini roundabout		£11,012
RURAL SOUTH OXON		
Chinnor: public transport infrastructure - new bus shelters	£15,000	
Sonning Common, 44 Wood Lane - loading & waiting restrictions	£6,312	
Going-on-Thames - General transport measures	£1,543	
Lewknor: The Old Inn, Postcombe - public transport infrastructure		
Watlington Road, Benson: Pelical crossing and traffic calming on the B4009		
RURAL WEST OXON		
Eynsham: Acre End Street - waiting restrictions	£1,600	£2,000
Long Hanborough: tree planting at access of former Oxford Scientific Film Studios.		
TOTALS	£171,175	£1,173,277

**Capital Programme 2013/14 to 2016/17
Schemes Remaining On Hold**

Appendix C

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

Ref	Directorate	Project/ Programme Name	Total project cost £000	Project Specific Funding Available £000	Flexible Funding Required £000	Priority Category
1	E&E - Transport	Bicester Market square (developer contribution funded scheme)	1,000	1,000	0	5
2	S&CS	Banbury Regeneration Scheme	5,785	110	5,675	5
3	S&CS	Thame Fire Station - relocation to new site	2,300	0	2,300	6
TOTAL			9,085	1,110	7,975	

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Priority Categories:

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

Appendix D

Capital Programme 2013/14 to 2016/17

NEW FUNDING STREAMS

Internal Rolling Fund

The Cabinet agreed to establish a capital rolling fund to facilitate, through forward funding, the timely provision of infrastructure that supports planned growth. The fund is set up as a £6.5m fund initially and its allocation will be determined by the Cabinet based on the recommendations by the Capital Investment Board in April 2012.

Provisional allocations agreed as part of the 2013/14 to 2016/17 budget setting process (not yet reflected in the capital programme):

M40 / Junction 9 - contribution to Highways Agency Scheme	Up to £2m
Bicester Park & Ride - development & design	£0.3m
Witney, Downs Rd	tbc

Growing Places Fund

A proposal by the Oxfordshire Local Economic Partnership for the Growing Places Fund (£6m) was approved in 2012. The fund is set up as a Rolling Fund and will be used to unlock stalled projects that support economic growth and to act as a catalyst for proposals that enable investment in jobs to be made by the private sector. The LEP determines the allocation of these resources. The County Council is acting as an accountable body for the fund.

Provisional allocations agreed by the OLEP:

	Revenue (£000)	Capital (£000)
Super Connected Cities Bid Preparation	20	
Enterprise Zone Manager	150	
West Oxfordshire villages 21st century broadband	28	
Super Connected Cities		300
Harwell Oxford employment access road		1,500
Milton Park employment access link		1,400
Globally competitive Enterprise Zone broadband		2,100

Capital Budget Setting Process 2012/13 - Agreed budget allocations

Directorate	Project	Total Project Cost £000	Project Specific Funding Available £000	Flexible Funding Required £000	Priority Category	Description/Notes
CE&F	Basic Needs Additional Pressure 2013/14 to 2016/17	13,000	0	13,000	1	£4m from schools structural maintenance programme
S&CS	Relocation of Rawley Training Facility	600	0	600	1	Released from schemes on hold
S&CS	Fire Review Development Budget	600	0	600	2	
E&E - Transport	Highways Major Projects - potential future requirements	6,000	2,500	3,500	1	Earmarked reserve. £2.5m from existing structural maintenance programme
E&E - Transport	Risk of subsidence	1,500	0	1,500	1	Earmarked reserve
E&E - Transport	Bicester Perimeter Road- Development & Design	1,000	1,000	0	3	S106
E&E - Transport	East/West Rail- Delivery	1,980	0	1,980	5	£9.9m contribution over 15 years = £660k per year
E&E - Transport	Oxford Transport Strategy	10,000	10,000	0	3	Not yet reflected in the capital programme
E&E - Other	Charbury - Spendlove Centre (Contribution)	347	347	0	3	£347k held in trust as contribution towards project.
CEO	Super Connected Cities Bid (conditional)	5,200	5,025	150	5	Match Funding with City Council
	TOTAL PRESSURES	70,227	48,872	21,330		

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

**CABINET – 29 JANUARY 2013
BUSINESS STRATEGY & SERVICE AND RESOURCE
PLANNING 2013/14 – 2016/17**

**Cross Cutting Community Impact Assessment – First Assessment
January 2013**

1. Introduction and approach to budget setting

- 1.1. The Council's budget proposals were published on 4 January 2013 in papers going to Scrutiny Committees. Comments from Scrutiny Committees will be fed back to Cabinet for consideration on 29 January 2013. The final budget will be set by the Council on 19 February 2013.
- 1.2. Halfway through our four-year financial plan, we are on track to deliver the £119m savings already announced in previous council budgets. A combination of the recent Government funding announcement and growing pressures in some areas means a further £46m needs to be saved between 2013/14 and 2016/17. Some of the savings will be reinvested in services – particularly children's services and adult social care. The Council is committed to protecting frontline services and avoiding redundancies as far as possible
- 1.3. However the council is conscious that the proposed budget for 2013/14 to 2016/17 still includes some significant changes and these may have an impact on communities and particular groups defined in equalities legislation. This report therefore provides a summary of key issues arising in the full assessments produced for each change.

2. The Council's Assessment Process

- 2.1. Section 149 of the Equalities Act 2010 ("the 2010 Act") imposes a duty on the Council to give due regard when exercising its functions to the need to:
- eliminate any conduct which is prohibited by or under the 2010 Act;
 - advance equality of opportunity between persons who share any of the protected characteristics listed in section 149(7); and
 - foster good relations between persons who share a relevant protected characteristic and those who do not.
- 2.2. Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.
- 2.3. The need to advance equality of opportunity involves having due regard to the need:
- to remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
 - to take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs of other people, and

- to encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- 2.4. The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding. Compliance with these duties may involve treating some persons more favourably than others; but that does not permit conduct which would otherwise be prohibited by the 2010 Act.
- 2.5. One way in which the Council can show that it has had due regard to the statutory needs is by assessing the impact of proposed budget and services changes on service users and Council-paid staff, particularly in relation to people with a “protected characteristic”. These protected characteristics are:
- Age** (people of different age groups)
 - Disability** (e.g. physical or sensory impairments, long-term illnesses and conditions, hidden impairments such as a heart condition, frailty, learning disabilities or mental health problems)
 - Gender and Gender Reassignment**
 - Ethnicity** (including race and nationality)
 - Religion/belief** (including people with no religion or belief)
 - Sexual orientation**
 - Marriage and civil partnerships**
 - Pregnancy & Maternity**
- 2.6. In addition to the characteristics above, the Council also considers the effect of the proposals on particular communities (e.g. urban, rural, deprived).
- 2.7. The assessment process the Council has undertaken involves:
- A high-level Council wide assessment of the broad impacts on the groups and interests defined above. This paper considers the impacts of key budget proposals, but does not examine proposals that have already been implemented or agreed by Cabinet.
 - An individual service-level assessment of the potential impact on vulnerable groups for each proposal, where a significant change to the service is proposed. These are available on the council’s public website [here](#).
- 2.8. Proposals may change as a consequence of the political process or consultation with service users and residents. We will therefore revise assessments as required once formal decisions on individual service changes are taken. Comments on draft and initial assessments are therefore welcome and help ensure we have fully considered the impact of decisions on communities and staff.
- 2.9. We hold and actively use data and other evidence to ensure that the council, as far as is possible, is aware of and able to serve the needs of particular communities and groups in Oxfordshire. For example our strong Joint Strategic Needs Assessment is a critical tool, being used across adults and children’s services to identify groups where particular needs are not being

met and who are experiencing poor outcomes. We also have a Needs Analysis focusing on children and young people that supports the council's Children and Young People's Plan. We also publish datasets on the [Oxfordshire Insight](#) website, making key information about the county available to staff, partner organisations, and the wider community. We use all these tools as a guide to support individual service level impact assessments and ensure that decisions that are being taken, as far as possible, protect services for those most in need.

Early Assessment of possible implications of proposals

3. Rural and Deprived Communities

- 3.1. Four of our districts are classified as rural, and almost one-third of our population (28%) lives in settlements of fewer than 10,000 people. Nearly half of the population (49%) live in the market towns with more than 10,000 people. The largest settlement is Oxford with a population of close to 152,000 (23% of the county's population).
- 3.2. Oxfordshire has generally low overall levels of deprivation. However there are ten areas in Oxford City and two in Banbury which fall within the 20% most deprived areas in the country. It should be noted that deprivation extends beyond these specific areas, but may be hidden within the overall affluence of an area potentially making the impact on individuals even greater.
- 3.3. The reduction in the highways maintenance fund and the removal of the Area Stewards Fund in 2014/15 might mean a reprioritisation of resources onto roads with greater traffic flows. However, by prioritising the overall highway maintenance budget (including rural routes) on the basis of good asset management principles we will ensure that the condition and safety of the county's roads, as well as issues arising from customer feedback are addressed within the scope of the available resources. On-going dialogue with local councillors and rural communities will ensure that maintenance issues are captured and prioritised accordingly.

4. Age and disability

- 4.1. 16% of the population is over pension age (now 65 years for both genders) and this is expected to increase to over 20% by 2031. Numbers of the very elderly (85 years plus) are projected to more than double by 2031. In the 2011 Census 14% of residents reported having a limiting long-term illness, health problem or disability which limited their daily activities or work.
- 4.2. As well as those issues identified in the "Communities" section above, older people and those with disabilities are more likely to be users of social care than the rest of the population.
- 4.3. Extra funding has become available to relieve some of the pressure on the older people's pool budget caused by rising demand and complexity of cases, and we are increasing resources available to social work teams helping to reduce delays in getting people discharged from hospital. We will

continue to invest in both preventive and reablement services to help older people and people with disabilities remain independent, safe, and less likely to need more complex care later.

4.4. The Council continues to move social care to self-directed support, meaning that individuals can take responsibility for their own care and are able to arrange the provision of services most beneficial to them. As the commissioner of services in future the council will play a role in clustering suppliers and managing the costs of services.

5. Gender

5.1. Women use some public services more than men. For example there are more women in old age than men and therefore women are more likely to need social care.

5.2. The proposals for changes to adult social care funding assume a greater dependence upon informal carers to continue caring. We know that two thirds of carers are women (carers survey 2009). Spending on carers has been protected in the proposals in recognition of their contribution and the vital role they play.

5.3. Over 80% of the Council's workforce is comprised of female workers (rising as high as 96% in some services such as Early Years). Changes in staffing or conditions might therefore affect women in greater numbers. We will continue to carefully monitor the impact of changes to the workforce as a result of the budget proposals, to ensure employment policies are applied fairly and to minimise any disproportionate impact on any particular groups. The Council annually publishes a review of its progress in promoting equality of opportunity within the workforce.

6. Ethnicity

6.1. People from minority ethnic backgrounds make up 15.4% of the county's population, with variations across the districts ranging from 6.6% in West Oxfordshire to 34.7% in Oxford City. In addition, 14.1% of the county's population were not born in the UK.

6.2. Two proposals may affect service provision and access to services for people of particular ethnicities or nationalities:

- Adjustments to Hate Crime reporting Service (MANTRA funding)
- The introduction of human rights assessments for care leavers over the age of 18 who are asylum seekers with All Rights Exhausted status and moving a specific budget for asylum seekers into the general fund for Adult Social Care.

6.3. Stop Hate UK now provide the hate-crime reporting service so that people in Oxfordshire remain able to confidentially report hate crimes and receive appropriate support.

- 6.4. In the past, the council has provided specific budgets for asylum seekers. A reduction in the number of eligible asylum seekers needing support has meant that this additional funding has not been required at the levels we have been setting aside for it. It is also likely that changes to both to legislation and how the UK Border Agency operates will result in fewer asylum seekers being eligible in the future. There will be no change to the service provided to this group as the council has a duty to support eligible individuals regardless of the budget and the way they are supported will not change.
- 6.5. In addition, the council proposes to introduce human rights assessments (HRA) for care leavers who are 18 or over and are asylum seekers with All Rights Exhausted (ARE) status. The UK Border Agency (UKBA) and the Home Office are expecting all local authorities to undertake these assessments and will only fund local authorities for 3 months after the decision of ARE status if a HRA has been undertaken. The outcome of the majority of these assessments will be that support services should cease and they should be assisted in returning to their country of origin. Most of our AREs are already connected within their communities, friends and occasionally family by the time their status is confirmed. Withdrawing services should not therefore generally result in destitution. All are offered Voluntary Assisted Returns to their country of origin, which offers financial support for flights and start up funds, and where they would not be destitute and could work.
- 6.6. As well as those issues identified in the discussion above, many minority ethnic groups such as refugees, recent migrants and victims of racial harassment may have particular service needs which are impacted by the budget proposals. We will use our Joint Strategic Needs Assessment and other evidence to ensure that as far as possible we protect service provision for those most in need.

We will continue to support all those who are eligible for our services, including those with illnesses and conditions that are more prevalent amongst minority groups such as HIV/AIDS discussed below. The wider provision of personal budgets will provide greater choice in the way all people who use adult social care services are able to meet their individual needs.

7. Sexual orientation

- 7.1. The removal of funds that have been budgeted for in previous financial years but then not required from the HIV/AIDS budget might have an impact on communities and groups where incidence of HIV/AIDS is higher than county or national norms. Although transmission rates of HIV/AIDS in Oxfordshire are not significantly associated with particular sexual orientations, the incidence of HIV/AIDS is much greater amongst men who have sex with men than amongst the heterosexual population as a whole. In addition, there is also a high prevalence amongst people from Black African backgrounds, regardless of sexuality. The existing service is partly delivered through venues and materials targeted at these high-risk groups. As the surplus funding has not been spent in this area in recent years and there is no

evidence of any unmet needs, there should not be a negative impact if this funding is removed from the budget.

8. Other protected characteristics

8.1. At this stage we have not identified any specific impacts of our proposals on people sharing the protected characteristics listed below, beyond those issues discussed above:

Religion/belief
Gender reassignment
Marriage/civil partnerships
Pregnancy & Maternity

SUE SCANE

Assistant Chief Executive

Background papers: Nil

Contact Tel: 01865 816081

January 2013

Division(s):NA

CABINET - 29 JANUARY 2013

FUTURE DEVOLVED GOVERNANCE: LOCAL TRANSPORT BOARD

Report by Director for Environment & Economy

Introduction

1. The purpose of the report is to set out the opportunity to establish a Local Transport Board (LTB) to receive the devolution of local major scheme funding from the Department of Transport, to consider the potential governance and scheme assessment options and to assess whether the LTB should take a role in prioritising other funding streams where they relate to major transport projects.
2. In response to the Coalition Government's commitment to localism the Department of Transport (DfT) has announced its firm intention to devolve funding for local major transport schemes to Local Transport Bodies (LTBs) from 2015. LTBs will be voluntary partnerships between Local Authorities (LAs), Local Enterprise Partnerships (LEPs) and other stakeholder organisations. In order to ensure that the devolved system provides appropriate safeguards for the use of public funds and is able to deliver value for money it will need to have an Assurance Framework in place.
3. The DfT has asked that local partners submit their draft Assurance Framework by the end of February 2013 and an indicative list of prioritised local major schemes by the end of July 2013. Local partners will need to be consulted in order to provide evidence of agreement to the Assurance Framework. It is intended to report the proposals to the Oxfordshire LEP Board on 8 February and adopt a written consultation procedure with other partners over the forthcoming period.

Key Principles and Instructions

4. The arrangements to establish and operate the LTB have been set by the DfT: the key principles and instructions are:

Principles

- The DfT has confirmed that all LTBs need to put in place an Assurance Framework, setting out their governance and working arrangements, and that those frameworks will need to be submitted to, and approved by, DfT before any devolved funding will be transferred – a draft Assurance Framework for Oxfordshire is provided in the Annexe.
- While the devolved major scheme funding in the next Spending Review period post-2015 will be determined by population, in which case the allocation for Oxfordshire will be £16m over 2015-19, the DfT reserves the right to determine future funding allocations according to performance.

- LTBs may decide to take on wider remits and to pool their devolved major scheme funding with funds from other sources provided the major schemes funding is ring-fenced within the wider pool and its use restricted to arrangements that are compliant with the guidance.

Instructions

- All prospective local transport bodies should submit their assurance framework documents by the end of February 2013. The DfT requires this in order to provide it with confidence that the LTB is a fit for purpose organisation that can begin the process of prioritising and commissioning schemes.
- The DfT will also expect to receive an indicative list of prioritised schemes by July 2013. Any delay in this submission, or a submission that is not compliant with guidance, could therefore put at risk the ability of the LTB to have schemes ready from 2015 and therefore the DfT may consider delaying the devolution of funding to those areas.
- The DfT expects that the local assurance frameworks developed in line with the guidance will last for the duration of the post-2015 spending review period.

Options for Establishing the Local Transport Body

5. A number of options could be considered for the governance of the LTB including a new partnership body, the Board of the LEP or the adaptation of an existing partnership arrangement. A key proviso of the DfT guidance is that “elected members on an LTB cannot be outvoted by non-elected members”. This would seem to rule out the LEP Board acting as the LTB without a complicated and contrived voting arrangement to comply with the guidance. Setting up a new partnership body from scratch would be difficult to do if the DfT timetable is to be adhered to. Meaning that the most sensible and appropriate option in the Oxfordshire context is to ask the Spatial Planning & Infrastructure Partnership (SPIP) to establish the LTB under its auspices.
6. It is therefore proposed that the SPIP Board be requested to establish the LTB from amongst its members, which now includes representatives from the LEP, in accordance with the draft Assurance Framework attached as an Annex. As the South East Midlands LEP (SEMLEP) area covers the Cherwell District it is proposed that SEMLEP be offered Associate Member status, that the transport agencies – the Highways Agency and Network Rail – have a standing invitation with observer status, and the transport operators attend by invitation when relevant items appear on the LTB agenda.
7. There is a sound rationale for proposing that the SPIP Board should create a subsidiary Board to act as the Local Transport Board. The SPIP has a successful track record of collaborative working; the partners support an integrated approach to infrastructure investment; it already has the experience of undertaking a prioritisation process for key schemes and it has the opportunity to support the pooling of resources to meet strategic objectives.

8. The DfT require a lead authority to act as the Accountable Body for the devolved funding and it seems sensible and appropriate that the County Council take on this role as the Local Transport Authority (LTA). Given that position, it will be important that the representative of the LTA on the LTB has a 'golden share', including the right of veto in an extreme case, to protect the Council given the significant risk it will be taking on as the Accountable Body
9. It is proposed that views are sought from the District Councils, the Oxfordshire Local Enterprise Partnership, the SEMLEP, Network Rail, Highways Agency and the public transport operators are on the Assurance Framework set out in the Annexe.

Scheme Assessment and Appraisal

10. A minimum requirement of the DfT's Assurance Framework is an open and transparent assessment framework and a robust appraisal process that is independent of the scheme promoter. It includes specific requirements to set out a detailed transport business case and demonstrate high value for money. In order to comply, an independent Programme Office would be established by the Accountable Body, this office would co-ordinate all scheme appraisals in conjunction with partners and would not become involved in scheme promotion.
11. Preliminary discussions with colleagues in neighbouring authorities have indicated that there may be an approach to independent cross-boundary appraisal that would satisfy the DfT requirements. The Programme Office would liaise with a nominated neighbouring authority to undertake the formal appraisal work on a scheme-by-scheme basis.

Corporate Policy, Financial and Other Implications

Corporate Policies & Priorities

12. The Corporate Plan highlights that preparing an infrastructure plan and tackling transport priorities are two of the key priority actions to securing a **World Class Economy**. It also outlined that the County Council needed to demonstrate its Leadership of Place and take an integrated approach to the planning of infrastructure that will support the delivery of jobs, housing and community facilities that are fit-for-purpose and provided in the right place at the right time for the right reason. The proposed devolution of the local major scheme funding to be prioritised by local partners support this aim and will assist the Council in supporting a 'coherent approach across public agencies'.

Financial & Staff Implications

13. The DfT has stated that it will allocate the first tranche of local major scheme capital grant on a pro-rate population basis for the first spending period 2015-19. This will mean that Oxfordshire as the functional economic area will receive £16m in allocation over that period. It is proposed that as this is capital grant, although it will be provided to an independent body in the LTB

that as the accountable body the Council manages this as it would any capital grant with the rigour and control of the capital programme applied to this programme.

14. At the present time the DfT are not suggesting that there is a competitive bidding process for the devolution of local major scheme funding although for future spending review periods the allocation may be decided on performance against delivery. There is the opportunity, should local partners accept it, of pooling the devolved local major scheme funding with other funding streams, such as the Growing Places Fund. There may also be the opportunity, as part of the emerging City Deal proposals, to negotiate with DfT the form in which the funding is provided, e.g. switching from capital grant to revenue to provide the basis for a greater level of capital borrowing.
15. In terms of staffing capacity, it is proposed that the Local Transport Board will be supported by staff within the Transport Plans & Priorities team within the realigned structure of the Environment & Economy (E&E) Directorate. There is a limit to this capacity which can be estimated at roughly 1.5 FTE. In order to develop the joint work that will be necessary to support the LTB it will require the LEP to provide support from its recently announced resource base, for stakeholders who wish to engage with the LTB to resource the capacity to do so and for any external appraisal to be funded from the non-staffing budget within the E&E Directorate on a priority basis.

Legal Implications

16. There will be significant legal and financial input required on behalf of the Monitoring Officer and Section 151 to help develop, approve and then monitor the application of the assurance framework. In taking on the role of the accountable body on behalf of the LTB there will be certain legal liabilities and burdens that the Council will shoulder in supporting investment decisions, letting contracts and monitoring compliance with corporate policies and audit requirements. There will also need to be a memorandum of Understanding put in place between the LTB and the Council as Accountable Body and legal agreements with scheme promoters where delivery is undertaken by third parties. This will involve a dedicated level of resource particularly in the initial stages and wherever possible costs will be recouped although elements of the Accountable Body role will be a burden that the Council will have to accept as a consequence of supporting the devolved arrangements.

Equality & Inclusion Implications

17. The decision by the Department of Transport to devolve the local major scheme funding to the Local Transport Board will allow local partners including the County Council in its role as Local Transport Authority to make decisions that will better reflect local needs and priorities. This should allow a more targeted and flexible approach to addressing the transport needs of target groups and deprived communities particularly in providing access to employment, housing and education thus promoting a greater level of inclusion. A detailed Equality Impact Assessment will be completed should the draft assurance framework be accepted by the DfT.

Sustainability Implications

18. The devolution of local major scheme funding should allow the integration of investment in jobs, housing and infrastructure thus paving the way for more sustainable decisions to be made. That will only be possible if a robust assessment and appraisal process is put in place that incorporates reference to an economic, environmental and social sustainability and a weighting system in determining priorities that pays due regards to sustainability factors as part of an approach that supports balanced judgement.

Risk Management Implications

19. At a strategic level, in taking on the role of accountability body on behalf of the Local Transport Board the County Council will be extending its financial risk in respect of capital provision and its reputational risk in respect of project delivery. These additional risks will need to be weighed against the benefits to be achieved from more effective local decision making. At a scheme level, the Local Transport Authority has a robust risk management framework in place and officers with the requisite level of skills to support the development and delivery of the local major scheme programme. These risks will be managed proactively to ensure that the overall allocation of funding is invested effectively and value for money is achieved. A policy statement on risk and how it is to be managed is a minimum requirement of this process.

RECOMMENDATIONS

20. **Cabinet is RECOMMENDED** to approve the following:
 - (a) That the County Council supports the proposal to devolve the funding of local major schemes and facilitates the creation of a Local Transport Board under the auspices of the SPIP Board.
 - (b) The County Council seeks views on the Assurance Framework set out in the Annex from District Councils, the Oxfordshire Local Enterprise Partnership, the SEMLEP, Network Rail, Highways Agency and the public transport operators;
 - (c) That the Director of Environment & Economy, in consultation with the Deputy Leader, be authorised to develop the Scheme Prioritisation Process and progress the Assurance Framework to completion for submission to the Department of Transport in accordance with their timetable in consultation with the Section 151 and Monitoring Officer.

HUW JONES
Director for Environment & Economy

Contact Officer: Tom Flanagan, Service Manager - Planning & Transport Policy
Tel: 01865 815691 10 January 2012

OXFORDSHIRE LOCAL TRANSPORT BOARD ASSURANCE FRAMEWORK

PURPOSE, STRUCTURE AND OPERATING PRINCIPLES

Name

1. The name of the Local Transport Body is the “Oxfordshire Local Transport Board”.

Geography

2. The geography covered by the Oxfordshire Local Transport Board is the functional economic area of the County of Oxfordshire.

Membership

3. The following table details the membership of the Oxfordshire LTB, those organisations that will be invited to participate in its proceedings with voting rights and those organisations that would have a standing invitation to attend as observers without voting rights.

Members	<p>The following organisations have an automatic right to full LTB membership with voting rights:</p> <ul style="list-style-type: none"> •Oxfordshire County Council as the Local Transport Authority represented by the Leader of Council (or the Cabinet Member with responsibility for Transport) •Oxfordshire Local Enterprise Partnership represented by the Chairman (or nominated Board Member with responsibility for Transport) •The following District Councils represented by their nominated Leader(s) of Council <ul style="list-style-type: none"> Cherwell District Council Oxford City Council South Oxfordshire District Council Vale of White Horse District Council West Oxfordshire District Council
Observers with Standing Invitation	<p>The following organisations will have a standing invitation to attend the LTB with non-voting observer status:</p> <ul style="list-style-type: none"> •Highways Agency represented by the Regional Director (or their nominee) •Network Rail represented by the Regional Director (or their nominee)

4. The following organisation will have associate members status that will allow them to have a standing invitation to attend the Oxfordshire LTB and to have the ability to vote on matters that fall within their geographical sphere of influence.

Associate Member	<p>The following organisation will have a standing invitation to attend the LTB with the ability to vote on matters that lie within their geographical sphere of influence:</p> <ul style="list-style-type: none"> • South East Midlands Local Enterprise Partnership represented by the Chairman (or their nominee)
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5. The following organisations will have observer status that will allow them to attend the Oxfordshire LTB by invitation, participate in the proceedings and comment on matters that have an impact on their operational sphere of influence.

Observer Status by Invitation	<p>The following organisation will have observer status by invitation to the LTB with the ability to comment on matters that lie within their operational sphere of influence:</p> <ul style="list-style-type: none"> • Transport Operators
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6. The democratic accountability of the LTB will be assured by maintaining that a majority of votes are held by the nominated democratic representatives and adopting a 'golden share' for the representative of the LTA in order to protect the position of the Accountable Body.

7. The membership of the LTB will be reviewed on an annual basis and it will have the ability to co-opt members with specialist technical expertise or from associated stakeholder organisations to advise it on an on-going basis.

Conflicts of Interest

8. The LTB will manage conflicts of interests between members' LTB role and their role in their host organisation, by seeking to ensure through the constitution that LTB members act in the interests of the area as a whole and not according to the narrow sectoral or geographical interests of their member organisations (except of course where that relates to their defined sphere of influence, e.g. in the case of SEMLEP).

9. The LTB will ensure that a register of personal interests of its decision making members is maintained and available to the public. In the case of elected councillors a reference to their own council's register of interests will be made and this will be expanded to cover associate members and observers.

Conflict of Interest	<p>The LTB will have a statement defining how conflicts of interest are managed within its constitution and terms of reference.</p> <p>The LTB will maintain and enable access to, publicly available registers of members' interest(s).</p>
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Gifts and Hospitality

10. The LTBs will have a clear policy on the acceptance and declaration of gifts and hospitality and maintain appropriate records. This will be based on the process and practice of Oxfordshire County Council as the Accountable Body.

Status and Role of Accountable Body

11. The Oxfordshire LTB will be an informal partnership, consisting of the local authorities within Oxfordshire and the existing LEPs with a geographic sphere of influence in the area, namely the Oxfordshire LEP and SEMLEP.

12. The Accountable Body for the LTB will be Oxfordshire County Council as the strategic authority for the area and the Local Transport Authority.

13. The primary role of the Accountable Body will be to hold the devolved major scheme funding and make payments to delivery bodies such as Local Authorities. It should be able to account for these funds in such a way that they are separately identifiable from the Accountable Body's own funds, and provide financial statements to the LTB as required. The local agreements that underpin the LTB will ensure that the funds can be used only in accordance with an LTB decision.

14. It is confirmed that the accountable body will take on the following responsibilities:

- ensuring that the decisions and activities of the LTB conform to legal requirements with regard to equalities, environmental, EU issues etc.;
- ensuring (through their Section 151 Officer) that the funds are used appropriately;
- ensuring that the LTB assurance framework as approved by DfT is being adhered to;
- maintaining the official record of LTB proceedings and holding all LTB documents;
- the decisions of the LTB in approving schemes (for example if subjected to legal challenge).

15. The operation of the LTB will be underpinned by a Memorandum of Understanding with the Council as Accountable Body, funding agreements and associated performance measures with scheme promoters, and appropriate legal agreements where delivery is undertaken by third party delivery partners. The delivery partner will need to have their own assurance framework in place to be able to receive funds and deliver projects on behalf of the LTB.

LTB Accountable Body	<ul style="list-style-type: none"> • The accountable body for the LTB will be Oxfordshire County Council • Funding agreements linked to assurance frameworks will be put in place for any devolved funding for project delivery
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Local audit and scrutiny

16. The LTB will be subject to the local audit and assurance framework adopted by Oxfordshire County Council as the Accountable Body for its partnership arrangements.

Local Independent Audit	<ul style="list-style-type: none"> • A local independent audit will be established by Oxfordshire County Council as the accountable body that reflects its current arrangements with partnership bodies
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Strategic Objectives and Purpose

17. The strategic objective and purpose of the Oxfordshire LTB will be fully defined in its constitution and terms of reference. By illustration it will have the defined responsibility of making decisions on devolved LA major funds and for determining the priority of investment in transport schemes for other pots of devolved funding, such as the Growing Places Fund, where they are utilised for transport purposes, i.e. decisions will be made in one place on transport priorities where the funds are not already within the remit of the Local Transport Authority.

<p>Strategic Objectives and Purpose</p>	<p>The strategic objective and purpose of the Oxfordshire LTB will be fully defined in its constitution and terms of reference and will include in respect of devolved LA major scheme funding</p> <ul style="list-style-type: none"> • Responsibility for ensuring Value for money is achieved • Identifying a prioritised list of investments within the available budget • Making decisions on individual scheme approval, investment decision making and release of funding, including scrutiny of individual scheme business cases • Monitoring progress of scheme delivery and spend • Actively managing the devolved budget and programme to respond to changed circumstance [scheme slippage, scheme alteration, cost increases etc.]
<p>Prioritisation</p>	<p>The Oxfordshire LTB will have the role of prioritising transport schemes to be funded from other devolved funding sources, not already within the remit of the Local Transport Authority, to ensure that decisions are made in one place and supported by all relevant partners and stakeholders.</p> <p>The LTB will also have the ability to comment on wider consultations and funding investment decisions from national agencies, e.g. Network Rail, Highways Agency, where these have a strategic impact on the local transport network.</p>

Support and Administration Arrangements

18. The LTB will receive administrative support and professional advice from officers of the Local Transport Authority and, where appropriate, from officers of the Local Enterprise Partnership. Professional advice from senior officers in the local District Councils will also be sought on locality matters as will advice from SEMLEP where the investment or prioritisation decision impacts on their areas. The LTB will enjoy full time and part time support depending on workload and prioritisation of schemes over the period.

19. The establishment of any LTB sub-groups (working or technical groups) for the designated growth areas or for sector consideration, e.g. rail strategy or bus strategy, will be decided in due course and be part of the annual review of governance arrangements.

Support and Administration	The LTB will enjoy both full and part time support from officers of the Local Transport Authority subject to workload demands and professional advice from the LEPs and associated District Councils.
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Working Arrangements and Meeting Frequency

20. It is anticipated that meetings of the LTB will be on a quarterly basis with more regular meetings as the Board becomes established. In any event, there will be a minimum of two meetings during the year, one to determine the priorities of the local major schemes and to review governance arrangements and a mid-year review to monitor progress against scheme delivery and strategic objectives.

Meeting Frequency	It is anticipated that the LTB will meet quarterly with a minimum of two meetings per year, one to review priorities and review governance arrangements and a mid-year review to monitor progress against scheme development and delivery.
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Transparency and Local Engagement

21. As with all partnerships supported by Oxfordshire County Council the LTB will ensure a high level of transparency, ensuring the active involvement of the public and key stakeholders.
22. The protocols for LTB meetings and circulation and publication of agendas, minutes, will reflect Oxfordshire County Council's custom and practice as the Accountable Body for the LTB. This will include the presentation of agenda papers for the Board and working groups on a publicly accessible web site and the depositing of papers in public libraries and access points. Channels of communication with stakeholders will be developed and maintained on a regular basis. The LTB will produce an annual report and review of its work that will be published and open to scrutiny.
23. The LTB as a non-statutory body will not itself be subject to the Freedom of Information Act 2005 or the Environmental Impact Regulations 2004. However, Oxfordshire County Council as the Accountable Body that is responsible for holding all formal LTB records will be the focal point for statutory information requests. Any applicants for information to the LTB will be made aware of their right to access information through the Accountable Body.

Transparency	<p>The LTB will routinely publish meeting papers and minutes, scheme business cases and evaluation reports (or link to them on LAs own websites), funding decision letters with funding levels and conditions indicated, and regular programme updates on delivery and spend against budget.</p> <p>The LTB will have a defined process to provide public and stakeholders with meaningful input before decisions are made.</p> <p>The LTB will adhere to Local Government Transparency Code.</p> <p>The LTBs will publish a clear statement of the approach that will be followed by the LTB when making major investment decisions.</p> <p>The LTB will ensure that FOI and EIR requests are dealt with in accordance with the relevant legislation through Oxfordshire County Council as the Accountable Body.</p>
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Channels of Communication	<p>The LTB will have a dedicated web page and will deposit papers at public libraries and access points.</p> <p>The LTB will make published material accessible to the general public to help inform debate (particularly technical material such as modelling and appraisal) via the nominated Project Director for each scheme.</p>
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24. The LTB will deal with and resolve complaints from stakeholders in accordance with the current protocols in place for Oxfordshire County Council acting as the Local Transport Authority. This will include complaints from members of the public, or internal whistleblowers, in cases where it is alleged that the LTB is acting in breach of the law or failing to adhere to its framework or failing to safeguard public funds.

BACKGROUND PAPERS

The following documents will be utilised in further developing the assurance framework:

1. Devolving Local Major Transport Schemes: <https://www.gov.uk/government/publications/guidance-for-local-transport-bodie>
2. Description of the Transport Business Case: <http://www.dft.gov.uk/publications/transport-business-case>
3. WebTAG (DfT's modelling and appraisal guidance): <http://www.dft.gov.uk/webtag/>
4. DfT Value for Money guidance: <http://assets.dft.gov.uk/publications/value-for-money-assessments-guidance/vfmguidance.pdf>
5. Early Assessment and Sifting Tool (EAST): <http://assets.dft.gov.uk/publications/transport-business-case/east-guidance.pdf>; and <http://assets.dft.gov.uk/publications/transport-business-case/east.xls>
6. HMT Green Book (Appraisal and Evaluation in Central Government): http://www.hm-treasury.gov.uk/d/green_book_complete.pdf
7. Documentation from the Development Pool (guidance, examples of business cases and assessments): <http://www.dft.gov.uk/publications/local-major-transport-schemes>

Division(s):

CABINET– 29 JANUARY 2013

South West Bicester, New Primary School – Funding Agreement

Report by Director for Environment and Economy

Introduction

1. Delivery of the Kingsmere housing development (1,585 homes in south west Bicester) is now underway. Provision of a new primary school is included as part of the development.
2. In November/December 2010 the governing body at St Edburg's CE (A) Primary School Bicester ran a public consultation to gauge opinion on the proposal to expand the school from 1 to 2 Form Entry and to alter the lower age range to admit 3 year olds. As part of the proposal, the school would be relocated to the Kingsmere development and become its designated area school in a new purpose-built building.
3. The formal representation (Statutory Notice) phase was from 18th April 2012 to 30th May 2012. A Statutory Notice was publicly displayed at St Edburg's CE (A) Primary School, made available on the County Council website and published in The Bicester Advertiser newspaper on 18th April 2012. The notice was also posted at the school gate and sent to the local library. A copy of the full proposal and the notices was sent to the governing body and the Secretary of State for Education and made available on the Oxfordshire County Council website.
4. The decision to permanently expand St Edburg's CE (A) Primary School (to a 2 Form Entry) and alter its lower age range with effect from 1 September 2014 was approved by Cabinet on 17 July 2012.
5. As part of the Section 106 Agreement related to the planning permission for Kingsmere, the developer (Countryside Properties) is required to transfer the land for the new school to the County Council and to contribute towards the cost of delivering the new Primary School. The timing of the financial contributions is linked to predetermined trigger points related to the occupation of new properties.
6. The new school will be commissioned from and delivered by the Diocese of Oxford, using the contributions delivered through a formal funding agreement. The funding provided by the County Council for the project will be capped at the level received under the Section 106 agreement, with delivery risks transferred to the Diocese.

Pupil Pressures

7. As set out in July 2012 the size of the Kingsmere development is such that a 2 Form Entry primary school is required to provide sufficient pupil places for the new community. When Kingsmere is fully occupied it is expected that almost all St Edburg's pupils will live within the development.
8. Pupil numbers across Bicester are rising; with the various housing developments (in addition to Kingsmere) expected in the town additional pupil places will be needed, quite apart from the expansion of St Edburg's. The pressure is exemplified by the fact that there were virtually no spare first year entry school places across Bicester last September.
9. This increased demand for pupil places in Bicester is forecast to be sustained and to increase in the coming years. Pupil planning pressures demand additional school places in Bicester by September 2014, which require funding to be made available by April 2013 if the pressures are to be met through the construction of the school.

Options for Delivery

10. In order to deliver the new school to meet the needs identified in Bicester the proposal is that the County Council forward fund the delivery of the construction of the new primary school so that it is ready to open in September 2014. By that time it is expected that the S106 payments from the Kingsmere development are expected to have been received or close to being received by the County Council.
11. Once the existing St Edburg's school transfers to Kingsmere it is proposed that the site will be placed on the market for disposal. The capital receipt of a subsequent disposal would then be released to the school trustees who would in turn pass it across (net of the Trustees' costs of sale) to the County Council in order to support further improvements to the educational infrastructure serving Bicester.
12. The alternative approach to meeting the growing primary place needs of the Kingsmere development would be to provide temporary accommodation at the existing St Edburg's school site, and await receipt of the S106 contributions before progressing with the delivery of the new school.
13. Were the County Council to forward fund delivery of the new school, the funding agreement would limit its financial exposure to the total amount due under the S106 agreement: thereby transferring the risk associated with potential cost over runs to the Diocese. There would remain the risk that the timing of the S106 payments to the County Council might be delayed given that they are linked to the occupation of new properties. However with a number of developers now active on the site, and with the prospect of a new school being delivered in the short term, new sales are expected to receive a stimulus.

14. The alternative of relying on the use of temporary accommodation in the short term to meet pupil pressures until such time as the S106 payments have been received would incur costs the majority of which would not be recoverable. Those costs would have to be funded from the Basic Needs budget. In addition such an approach would not meet the aspirations of the school.
15. On balance, the preferred way forward is for the County Council to forward fund delivery of the new school.

Funding Agreement

16. In order to deliver the preferred way forward the County Council will need to enter into a funding agreement with the Diocese. The agreement will make provision for an initial transfer of funds so as to enable the Diocese to develop the design of the new school, gain statutory consents and obtain tenders for its construction. Upon gaining gateway authorisation the remaining funds will be transferred in stages to enable construction and fitting out, up to the maximum amount secured through the S106 Agreement.
17. Provision will be included to cover circumstances where the Diocese fails to deliver the new facilities by the agreed date.
18. Provisions will be included to ensure that the Diocese meet the obligations of EU and other legislation regarding procurement of public works.
19. The detailed scheme and cost estimates will be subject to review by OCC in line with capital governance requirements.

Outline Communication Strategy

20. The architects for the new school have been instructed by the Diocese (acting on behalf of the School Trustees), and are therefore consulting the Head Teacher, School Trustees/governors on design issues, and are also liaising with OCC on design, costing and timescales. The new school plans will be subject to public consultation as part of the planning process.

Financial Assessment

21. The capital budget provision for the project is £6.664m (plus indexation). The scheme is identified in the Capital Programme within the Growth Portfolio section of the CEF Capital Programme. The S106 Agreement provides for Countryside Properties to make £6.2m of contributions for the Primary School, broken down into three staged payments, plus a further payment of up to £0.464m: together the payments cover the estimated cost of the project.
22. Once the school has transferred to the new site the existing (St. Edburg's) site is proposed to be placed on the market for disposal. The resultant funding is expected to be in the region of £700,000, which is intended to be re-invested in the provision of places on existing school sites serving Bicester.

Timing of contributions

23. In order to deliver the primary school by September 2014 construction needs to have started in June 2013, before the receipt of the main education contribution under the S106 Agreement.
24. The cash flow implication of the preferred way forward for delivering the new primary school is that the County Council funds up to £6.264m from its capital programme reserve in anticipation that this is repaid in full upon receipt of the outstanding S106 monies (forecast to be received in 2014/15).
25. If the payment of the outstanding S106 monies is delayed beyond 2014/15 this would create a cashflow pressure within the capital programme which could impact on the delivery of other capital projects within the capital programme. If that was looking likely the County Council could seek from the Countryside Properties earlier payment of the outstanding education contribution.

Outline Revenue Costs/Benefits & Value for Money Analysis

26. The new school building running costs will be more cost efficient than the existing building due to benefits gained from modern building techniques and improvements, incorporating the latest design technology for windows systems, lighting, insulation etc. which are all aimed at reducing energy costs. This will partially compensate for the increase in costs arising from the increased building area.
27. The school is responsible for all running costs which will be funded from the school's delegated School Budget Share. There will be additional costs to the school in relation to extra staff for the increased number of classes, and for maintaining the increased building area. The school budget share will increase in proportion to increases in pupil numbers. Resources for school budget shares are provided by government through the Dedicated Schools Grant, which will increase proportionately to increases in overall pupil numbers in Oxfordshire.
28. In addition to the school budget share, current financial arrangements can provide some financial support for schools which are forming additional reception classes at the request of the authority.
29. The revenue costs of managing the move to another site will be met by the School Budget Share. The school is currently facing some financial challenge due to small cohorts moving through some year groups, which appear likely to mean that the school will enter into the new build and relocation project without significant reserves. It may be necessary at a later date to consider making a loan to the school to assist with the transitional costs.

RECOMMENDATION

30. The Cabinet is RECOMMENDED to:

- (a) authorise the Director of Environment & Economy to enter into a funding agreement with the Diocese of Oxford which enables transfer in stages of a maximum capital grant of £6.664m; and**
- (b) transfer (in accordance with such funding agreement) funds from developer contributions forward funded from the Capital Programme reserve, having deducted any direct costs incurred by the County Council in supporting delivery of the project.**

HUW JONES
Director for Environment & Economy

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January 2013

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Division(s):

CABINET - 19 JANUARY 2013

CARE HOME FEES

Report by Director for Social & Community Services

Introduction

1. The services that care homes provide within Oxfordshire play an important role in helping to meet the needs of vulnerable adults. The Council has to ensure that there is sufficient capacity within the social care market to meet its current and future commissioning requirements.
2. The cost of adult social care and how it should be funded has for many years been the subject of discussion and much media attention. These discussions have taken place at both a national and a local level and in many respects have focused on the cost of care home services.
3. At a local level the council has stated that we are keen to ensure the sustainability of care home services in Oxfordshire to meet the assessed needs of vulnerable adults. We have also said that we are committed to work alongside providers to ensure that the same is of the highest quality. The council is also working to support more people to live at home in the community so that they do not need to go into a residential care home. Working with the District/City Councils and Housing Associations, we have embarked on a major expansion of Extra Care Housing. We are also discussing other housing options which help support people to live in their own homes.
4. In relation to care homes services for older people it has largely been providers who have expressed concern that prices paid by local authorities do not reflect the true cost of care. They have also argued that there is a "cross-subsidy" from care funded privately by individuals and families. Disagreements over fee rates are not new however, over the last two years there have been a number of legal challenges made by care home providers against the way that some local authorities have undertaken their annual reviews of the rates they pay for the services delivered.
5. This report is now brought to Cabinet to
 - (a) describe the process the Council has undertaken to review the amount it pays for care homes this year and
 - (b) agree the Target Banding Rates to be applied for 2012-13 and 2013-14.

The Council's Obligations

6. Under Section 21 of the National Assistance Act 1948 the Council has an obligation to make arrangements for providing "residential accommodation for persons aged 18

or over who by reason of age, illness, disability or any other circumstances are in need of care and attention which is not otherwise available to them;....”

7. Local authorities are required, in the exercise of their social services functions, to “act under the general guidance of the Secretary of State” (section 7 of the Local Authority Social Services Act 1970). In this respect the relevant Local Authority Circular LAC (2004) 20 provides guidance and sets out what individuals should be able to expect from a council that is responsible for funding their care, subject to the individual's means, when arranging a care home place for them.
8. The Guidance intends to ensure that when councils with social services responsibilities make placements in care homes or care homes providing nursing care, that, within reason, individuals are able to exercise genuine choice over where they live. Individuals have the right to move in to more expensive accommodation than they would otherwise have been offered in certain circumstances (if they chose to pay a ‘top-up’).
9. The general rule is that if, following an assessment, it is agreed that an individual needs care in a care home, the individual concerned can express a preference for particular accommodation (“preferred accommodation”) within England and Wales and the council must arrange for care in that accommodation, provided:
 - (a) The accommodation is suitable for the individual’s assessed needs
 - (b) To do so would not cost the council more than what it would usually expect to pay for accommodation for someone with the individual’s assessed needs. This is often referred to as the ‘usual cost’.
 - (c) The accommodation is available.
 - (d) The provider of the accommodation is willing to provide accommodation subject to the council’s usual terms and conditions for such accommodation
10. If an individual requests it, the council must also arrange for care in accommodation more expensive than it would usually fund provided a third party or, in certain circumstances, the resident, is willing and able to pay the difference between the cost the council would usually expect to pay and the actual cost of the accommodation (to ‘top up’). These are the only circumstances where either a third party or the resident may be asked to top up.
11. As stated above one of the conditions associated with the provision of preferred accommodation is that such accommodation should not require the council to pay more than they would **usually expect to pay**, having regard to assessed needs (the ‘usual cost’).
12. With regard to the usual cost the Guidance states that this cost should be set by councils at the start of a financial or other planning period, or in response to significant changes in the cost of providing care, to be sufficient to meet the assessed care needs of supported residents in residential accommodation. Furthermore in setting and reviewing their usual costs, councils should have due regard to the actual costs of providing care and other local factors.

13. In general the law requires authorities to follow the path charted by the Secretary of State's guidance, but with liberty to deviate from it where the local authority judges that there is good reason to do so. A local authority must consider any such guidance with great care, and only depart from it if it has cogent reasons for doing so, which it is able to articulate convincingly.
14. There is also non-statutory guidance in this field (Building Capacity and Partnerships in Care). This guidance is a relevant consideration for the Council in this exercise. The approach set out in this non-statutory guidance is, in relevant respects, similar to that set out in the statutory guidance, and it does not add to factors mentioned above.
15. In summary we have to provide residential or nursing care to those that need it. We have to meet individual preferences. People can choose to top up, or pay an additional amount, for a more expensive care home of their choice. Local Authorities have to set a rate for care annually. What we pay must be sufficient to meet assessed needs, and we must have due regard to the actual costs of providing care and other local factors.

Purchasing Care Home Services for Older People in Oxfordshire

16. At the end of October 2012 Oxfordshire County Council funded 1,713 older people in care home placements. 499 of these were in placements covered by a block contract with Order of St John and 1,214 were in spot placements.
17. 1,006 of the spot placements were permanent placements with 701 being in the nursing and 305 in the residential homes (a 70:30 split). The remaining spot placements were of a temporary or short-term nature.
18. There are 105 care homes in the county offering a total of c.4,500 placements. This means that 60% of places are occupied by private payers.
19. This council has traditionally set Target Banding Rates on an annual basis in order to spot purchase care home placements for older people. The Target Banding Rates indicate the target funding level that the council will seek to pay for an individual person following an assessment of their needs. There is therefore a relationship between the rate paid (target banding rate) and the level of need.
20. Officers from the council then use this guide to secure a care home placement at a funding level as close to the Target Banding Rate as possible. Within the process there is flexibility to fund above the target Banding Rate should a person's assessed needs require additional funding to meet the same. We also pay above the target Banding Rate where there is no alternative and we urgently need to find suitable accommodation that will meet someone's care needs.
21. The rates in place at 1st April 2012 covered 5 care categories.

Residential Care Home (Care without nursing)

Social Care - Substantial	£350 per week
Social Care - Extensive/Specialist	£403 per week

Nursing Care Home (Care with nursing) *

Social Care - Substantial	£473 per week
Social Care - Extensive	£527 per week
Social Care - Specialist	£612 per week

*The figures quoted for care with nursing include the single-rate Funded Nursing Care and Incontinence Payments

22. Each year these banding rates are reviewed and decisions made about any change that should be made from one year to the next.
23. In practice the lowest banding rate is not currently used by council staff making new placements. However we have historical placements made at the Social Care – Substantial Rate.
24. Our assessment is that we have council funded placements in nearly all 105 care homes in Oxfordshire. However we estimate that only 25 care homes will accept people placed under spot arrangements and paid for at the level of our target banding rates.
25. In summary the council purchases approximately 40% of the available care home places in Oxfordshire. We set a range of (target) rates to reflect different levels of need. In practice the actual amount paid can vary from these rates.

Recent Legal Challenges

26. In other parts of the country there have been a number of legal challenges made by care home providers against the way that their local authorities have conducted their annual price reviews.
27. In December 2010 there was the Pembrokeshire Judicial Review. In the latter part of 2011 there were two cases of note that have been specifically about the process of setting of fee levels by local authorities; namely the Sefton Council case and a case involving Leicestershire County Council.
28. The Sefton case highlighted the importance of ensuring compliance with Government guidance, thorough consultation and proper equality impact assessment when setting care home fees. The Leicestershire case restated the Sefton decision. More recently a decision involving Port Talbot Council confirmed that the level of resources available to the council could be taken into account by a council when deciding on the level of uplift to offer on payment rates.
29. These cases have specifically reminded councils of the government's expectations on local authorities when setting their fee levels and conducting annual price reviews. The courts have not stipulated what the rate of pay for care should be.
30. Some of the key themes that have arisen from these cases include
 - (a) A need for councils to assess the actual cost of care in their local area.
 - (b) A need to consult with providers to hear their views on the same
 - (c) A need to consider local market factors
 - (d) A need to carry out an Impact Assessment as part of the decision making process.

31. In summary there have been a number of successful legal challenges made by care providers against Local Authorities. These challenges focus on the process by which the council sets its rate including whether they have consulted appropriately with care homes. A range of factors have to be considered in setting the rate including the cost of providing care and the resources available to the council.

Consulting with the Care Home Sector

32. Oxfordshire County Council has carried out its own consultation with care home providers. In December 2011 the Director wrote to all contracted care homes to advise them of the approach that would be taken to the annual review of the Target Banding Rates. This communication explained that he would be
- (a) Writing to providers to seek information about their operating costs.
 - (b) Offering to discuss operating costs with a number of providers on an individual basis.
33. At the same time and alongside this work to help identify provider operating costs he would consider a number of the usual associated market factors, including:
- (a) Market Share
 - (b) New developments within the care home sector in Oxfordshire
 - (c) The Financial Health of the Care Homes Sector
 - (d) The quality of care available
 - (e) Average Length of Stay
 - (f) The numbers of new placements that need support each year
 - (g) User Experiences
34. On 21 February 2012 officers from the council met with the Chair of the Oxfordshire Care Home Association and other representatives to hear their views on how best to conduct the consultation about operating costs and to hear about the cost pressures they were facing.
35. The Association highlighted to officers their view that there was a 20% gap that had developed between the cost of providing care and the Council's Target Banding Rates in the last 5 years. This was as a result of cost pressures that had arisen over the same period.
36. In view of these discussions in March 2012 the Director again wrote to all care home providers and made several key proposals to the sector.
- (a) From 1st April 2012 we offered to uplift our payment rates for existing placements in care homes by 3%.
 - (b) We also offered to uplift our target banding levels for new spot placements in care homes by 3% from the same date.
 - (c) We proposed to continue to discuss and agree the cost of individual placements on a case-by-case basis with providers where appropriate in order to meet the costs of services for those most vulnerable.
 - (d) During the 2012/13 financial year we proposed to undertake a review of the cost of purchasing care home services to inform the Council's decisions on the target banding levels to be used from April 2013

37. We advised providers that the council's proposal to uplift its current rates and target banding levels by 3% was an **interim proposal** pending a more thorough review and consultation as to the costs of care.
38. We believed this proposal to increase payment levels by 3% to be both reasonable and affordable in the current financial climate; payment levels have subsequently been raised to reflect this commitment.
39. To help us understand the cost of care and to set this at a rate that reflects local circumstances we had to consider the options available for care home fee modelling. The choice was between using the Laing & Buisson model (nationally recognised healthcare Consultants) or developing a model of our own that reflected the actual cost of care. We also had available to us the model currently being developed by the Association of Directors of Social Services (ADASS).
40. We included the Laing & Buisson model in the consultation process as a readily available toolkit that care homes could complete to help inform our decisions. At one of the Care Home Association meetings we encouraged providers to come forward with their costs so that these local costs could be used to inform the Laing & Buisson model. We also highlighted a Council concern around the Return on Capital used in the model.
41. In addition, during the period of consultation, the Association of Directors of Adult Services had convened workshops of interested parties to develop a new costing model.
42. The outcome of the consultation is covered below together with a commentary on the cost models available.
43. To ensure that there were a number of opportunities to obtain feedback we
 - (a) Met face to face with representatives from Oxfordshire Care Homes Association on three occasions (21st February, 19th March and 23rd April 2012).
 - (b) Embarked on an open consultation process that asked all care home providers to comment on our proposals and take part in a review of the cost of providing care home services in Oxfordshire. This formal consultation exercise was organised through the Council's website and ran from March 2012 to the middle of May 2012.
 - (c) Asked care home providers to upload (onto the website) their cost structures to support responses contained in the questionnaire; the format to be used being the industry recognised costing tool that has been used by Laing & Buisson (Healthcare consultants) for a number of years.
 - (d) Reminded providers of the consultation and the opportunity to take part.
 - (e) Offered to meet individual providers on a confidential basis to discuss operating costs and set up meetings at 4 venues (Witney, Oxford, Banbury and Abingdon) on 4 separate dates between 20th April and 18th May 2012 in order to do the same.
 - (f) Reviewed the local market factors associated with care home provision in Oxfordshire.

Feedback from the Consultation Process

44. There has been a disappointing response to the consultation exercise.
45. There are 105 care homes that provide services for older people in Oxfordshire. 19 of these homes are operated by The Orders of St. John Care Trust and contracted to the council through a long-term development arrangement that runs through to 2026. They, therefore, fall outside of this price review arrangement as provisions for price increases are contained within the contract in place.) There are therefore 86 homes potentially affected by the council banding rates.
46. Only 14 out of 86 providers responded to the web based consultation. 10 of these responses came from providers operating within Oxfordshire with 4 responses coming from care home providers located outside Oxfordshire.
47. In addition a further 11 care home providers from Oxfordshire attended confidential individual meetings to discuss operating costs. Less than half of the 11 providers were willing to share their costs. The council has consequently received a total of 5 sets of operating costs.
48. Where providers shared their costing information this was compared to both the Laing & Buisson model and the Association of Directors of Adult Services model. Direct comparison of cost headings was not always possible and a judgement was made by County Council officers as to which cost heading, expenditure should fall. A summary of the costings for Nursing homes are shown in the table below.

	Cost Model		Provider Costs				
	L&B	ADASS*	Home A	Home B	Home C	Home D	Home E
Beds	50	48	49	60	50	30	30
Costs per week							
Staff Costs	384	370	434	474	324	462	601
Repairs & maintenance	37	15	21	15	58	15	19
Non-staff costs	88	65	105	156	83	344	86
Capital Costs	213	118	229	77	297	131	32
Total	£721	£568	£789	£721	£762	£952	£738

(NB: * Association of Directors of Adult Services cost model still being developed)

49. From the information received we can conclude that:
- (a) There were limited responses to the consultation overall
 - (b) Few Care Homes were prepared to provide full or detailed costs
 - (c) Of those provided the average nursing cost was £781 with a range of £721 to £952
 - (d) There was only 1 residential rate at £800 with no detailed costings
 - (e) In terms of payroll costs - Hourly rates for care staff were comparable across all providers, averaging at £6.70 with a range of £6.40 to £7.12. The blended rate in the updated Laing & Buisson model is £6.44 to £7.33, hence a comparable rate. The Association of Directors of Adult Services model suggests a care staff hourly rate of £6.90.

- (f) Hourly rates for Nursing staff were also comparable averaging at £12.21 with a range of £11.22 to £13.72. This is comparable to the blended rate in the Laing & Buisson model.
 - (g) The expenditure on management, administration and reception staff in Oxfordshire is higher than the Laing & Buisson model.
 - (h) Expenditure on Repairs & Maintenance, non staff expenses and cost of capital is difficult to align
 - (i) In all cases, the cost is higher than the Laing & Buisson model updated by County Council officers.
 - (j) In all cases, the cost is considerably higher than the Association of Directors of Adult Services model.
50. The information received gave a consistent message on staffing costs which ties into the updated L&B model. However the usefulness of the remaining information is limited by the number of responses and lack of responses from residential care homes.
51. Overall the general view from those providers that took part either through the consultation process or through individual meetings is that:
- (a) The County Council's approach to consultation and the open dialogue is helpful.
 - (b) The council should increase its Target Banding Rates. This is because providers feel there are cost pressures in all areas of their business and past fee decisions have not kept up with operating pressures.
 - (c) Whilst the cost structures we received did suggest cost of provision above that which the council currently pays, providers appeared to acknowledge the financial position that the council is in. There also appears to be a general acceptance of a two tier approach to fee levels (private fee levels and local authority fee levels) although some providers consider this is morally wrong while others are happy to accept the council's residents.
 - (d) Our decisions have a much greater impact on those homes that are prepared to accept council rates and those that have a high proportion of council funded residents in situ.
 - (e) Providers are looking for ways to diversify their services. Several were discussing options for providing day services or building/designating wings for specialist service and are looking for guidance from the council on what our future commissioning needs are.
 - (f) Concerns that there had been little or no increase in our banding rates in the past.
 - (g) Perceived unfairness that council get the benefit of the increased client contributions (through increased pensions) but did not pass this on as part of the Target Banding Rate.
52. Despite the Care Homes Association suggesting that a 20% increase is needed to it did not provide any evidence of substance that can stand up to interrogation to support this claim.

53. In summary there was an extensive consultation running over several months. The consultation was inclusive of all care home providers and was conducted by letter, web based consultation and face to face meetings. A 3% increase in the fee level was made for 2012/13 as an interim measure while the consultation took place. In all, 16% of care home providers participated in the consultation and only 6% of care home providers were willing to share their costs with us. Costs at those 6% of homes appeared to be higher than either the banding rates of the County Council or the actual fees agreed by the council.
54. We do not know why the majority of providers did not come forward with their costs, despite ample opportunity to do so in confidence.

The Oxfordshire Care Home Market

55. As stated above, recent legal challenges have also emphasised the need to take into account local market factors when considering price changes.
56. We already monitor closely developments within the Oxfordshire care homes market through regular reviews, performance information and on-going day-to-day contact with individual homes and organisations as part of our quality monitoring work. The following is a summary of our views:
- (a) Firstly we expect to continue to purchase nursing care home services in the future. Alongside this we anticipate purchasing fewer residential care home services and instead we will look to alternatives such as extra-care housing and care at home. This is something that we have shared with the care homes sector on a number of occasions and has been set out in our Business Strategy for some time.
 - (b) In terms of **market share** we estimate that we purchases about one-third of all care home places in Oxfordshire. We estimate a further 9% of places are purchased by Oxfordshire Primary Care Trust or by other local authorities meaning that just under 60% of all places are purchased privately. Whilst this means that we are in volume a minority purchaser of places it also suggests that the council is the largest single purchaser.
 - (c) **Changes within the care homes market** - Over the last few years there has been good interest in developing new care home services and extra-care housing in Oxfordshire. In respect of the latter the council already has 406 extra care housing flats available, a further 55 units opening in early 2013 and a strategy agreed with District/City Councils to develop a total of 1,000 units by 2015/16
57. During 2011 we estimated that a number of providers added c.200 beds through the development of new homes or through extensions to existing homes. We are aware of further developments that are planned in the future.
58. The danger here is that if supply outstrips demand then vacancies may increase creating an imbalance between expenditure and income for some care homes.

59. A further concern is that if new developments concentrate on the private market then the proportion of the market that the council can access to support its vulnerable adults may reduce.
60. How we are purchasing - The following table shows the placements made from 1st April 2012 to 20th November 2012 and the average price paid. The table shows that we are paying above the target rate for all levels of need. It also shows that we are not using the lowest rate – Residential – Substantial.

Category	Target Band Price (inc +3%) per week	Placements	Average Purchase Price per week
Res - Substantial	£360	1	£680
Res - Extensive/Specialist	£415	93	£555
Nursing - Substantial	£487	4	£696
Nursing - Extensive	£542	101	£600
Nursing - Specialist	£630	69	£701

61. The **financial health of the sector** is regularly checked by the Council as part of our response to managing risk and business continuity in the current financial climate. In terms of sustainability our assessments suggest that the current financial health of the sector is similar to that of 12 months ago. More recently the council has changed its system for monitoring the financial viability of providers. Recent analysis is showing that of those providers checked nearly all are rated secure, stable or normal.
- (a) Secure - Companies in this sector tend to be large and successful public companies. Failure is very unusual and normally occurs only as a result of exceptional changes
 - (b) Stable - company failure is a rare occurrence and will only come about if there are major company or marketplace changes.
 - (c) Normal - This sector contains many companies that do not fail, but some that do.
62. Despite the situation in Oxfordshire there are of course concerns nationally about the financial health of some providers particularly following the demise of Southern Cross in 2011. We are therefore maintaining a review of care home services in the county to monitor their financial viability and sustainability.
63. Our general view is that **the quality of care** in Oxfordshire is good and that there is a good foundation of quality care home providers in the county. We have reviewed the Care Quality Commissions latest checks on the Essential Standards of Care that are published on its website. These cover the areas of
- (a) Treating people with respect and involving them in their care.
 - (b) Providing care, treatment and support which meets people's needs
 - (c) Caring for people safely and protecting them from harm
 - (d) Standards of staffing
 - (e) Standards of management.
64. In nearly all homes in Oxfordshire, the Care Quality Commission is reporting that when last checked all standards were being met. In December 2010, a local benchmarking study on length of stays in care homes with 6 other authorities suggested that people live in care homes in Oxfordshire for longer than in other parts

of the country. Furthermore people in Oxfordshire had the longest length of stay in care homes. On average this is 5 months longer than the average authority in the study (an extra 20%).

65. The council is concerned that **some people may be entering a care home setting too early in their life**. In 2011, the Council funded about 492 new permanent placements. , 109 (over 20%) of these were people who had originally funded their own care but who now required support from the council. Further analysis suggests that a number of these people may not have needed care home services when they first went into a care home as determined by our eligibility criteria for social care. With this in mind we are actively looking to encourage people who fund their own care to look at alternatives to care home placements at the time of potential admission.
66. For council funded residents the length of stay in a care home is approximately 2.92 years.
67. We are committed to help people stay in their own home. We anticipate the number of our permanent care home admissions to reduce and have reported to Oxfordshire's Health and Wellbeing Board that we expect to make no more than 400 permanent care home admissions during the next 12 months. Of these we expect 100 to be into block beds, with no more than 300 placements being purchased through spot arrangements.
68. Peoples' **experience in a care home** generally appears to be positive. Across Oxfordshire, people are generally happy with services they receive. Of a survey of 546 social care clients in February 2012 the questionnaires returned in respect of care home services indicated that overall 91% were satisfied with services (71% of them being extremely or very satisfied), and only 2% were dissatisfied.
69. This has been further emphasised by a recent report from Oxfordshire's Local Involvement Network that found that residents were well looked after, safe and secure with input from external agencies such as GPs and other professionals.
70. In summary there is a thriving care home market in Oxfordshire with new entrants coming in all the time. The council places approximately 500 people in to care homes every year, although its strategy is to support more people at home or, for those that require it, nursing care. Currently supply and demand are reasonably well balanced. The quality of care is good and people are satisfied with the care that they receive.

Considerations

71. We find it disappointing that our consultation process has generated such a limited response. Indeed whilst there has been a near unanimous view from a few respondents that the council should increase its banding rates the low number submitting cost structure returns would in the council's view not provide a robust argument for substantially increasing funding to the sector above that already given.
72. Furthermore although the cost structures we did receive indicated cost of provision above that which the council currently pays, providers appeared to acknowledge the financial position that the council is in.

73. The County Council's service and resource planning process has identified that there are significant pressures on the older people's budget. As a result we need to focus resources for the benefit of an increasing number of vulnerable people. Increasing our spending on care home services goes against our stated business strategy for the future.
74. Of interest is that a legal case this year suggested that local councils could take into account the availability of resources when determining the outcome of a price review. Given the financial pressures that we face now and will face in the future we believe that increasing spending in this service area for 2012/13 beyond the increased expenditure this year is unsustainable.
75. However these are clearly challenging times for both providers and purchasers and it is important to the council to make sure that there is a sufficient provision to meet existing and increased future service demands. Sustainability appears to be the key but the care homes market is itself responding to demographic changes with new services being planned and developed.
76. One area of vulnerability may be some of our smaller homes as Laing & Buisson identify the operation of an efficient home starting at 48-50 beds capacity. But smaller more homely establishments clearly have a place in our commissioning strategy and they may be more viable if they have lower overheads and less debt due to how long they have operated.
77. What this suggests is that we need to recognise that whatever cost model is used the resulting figure generated is only an aid to discussion about what is an appropriate banding level or price to pay. In any model there are local variations that will inevitably be challenged by both sides as each drives to obtain the best outcome. In this respect the existence and use of a costing model does not in itself generate a solution to the question about what is the true cost of care.
78. We propose that we should simplify the banding rates to delete the currently unused rate of Residential-Substantial. The care received by people living in care homes or needing future care will not be affected.
79. The Laing & Buisson model is based on broad assumptions. The Council has tested the model through the consultation process. It has attempted to test the assumptions by gathering local information that may inform the model. It is argued by the Council that as payroll costs are broadly similar, there is no need to change the model for these. As stated above, the remaining cost information received via consultation is difficult to interpret in order to apply relevant local cost elements to the model. Furthermore the Council would question whether the rate of return on capital within the L&B model is appropriate for circumstances in Oxfordshire. Given that the Council does not seek to encourage new build, the costs that need to be covered are the repayment of existing build costs and an element of profit.
80. The ADASS model is only for Residential Care. It makes the assumption that the allowance of £108 for Full nursing care can cover the additional costs of a Nursing establishment. The update Laing & Buisson model suggests that the cost of nursing care is staffing & medical supplies which amounts to £117 and that is broadly

comparable. Although consistent on staffing costs with the Laing & Buisson model and the provider returns, the Association of Directors of Adult Social Services model assumes lower running costs particularly on utilities.

81. The Association of Directors of Adult Social Services model addresses the rate of return issue by allowing an element of profit 6% and recognising a funding cost. The funding cost takes a new build cost of £60,000 per bed and applies a 6% interest rate and 2% depreciation to this. This build cost is similar to Laing & Buisson but Laing & Buisson includes a start-up loss element and applies a rate of return of 12% on build cost. As new build is not being considered, the start-up loss element is not required so the Association of Directors of Adult Services approach seems reasonable. In addition the Association of Directors of Adult Social Services model allows a profit assumption of 6% on total cost. The Association of Directors of Adult Social Services model is cumulatively allowing a 12% rate of return but the basis for the calculation is different.
82. On balance the ADASS model is preferable as it offers a cost of capital that reflects the council's market view of no growth. The council has used the ADASS model with a £6.70 hourly rate to arrive at a weekly residential cost of £452. The Funded Nursing Care element is then applied to arrive at a Nursing Rate of £560.
83. However whatever model is used providers are looking at reasonable cost while councils have to consider finite resources, affordability and achieving best value for money. Inevitably there will be a difference between these goals at the time of making a placement.
84. Local market conditions in terms of supply and demand will have a legitimate impact on price. Local factors may also generate a situation that genuinely allows the local authority to purchase service at a lower than cost price. If expansion outstrips placements then there may be an increase in the number of vacant beds available (unless these are taken up through demand resulting from demographic changes). Inevitably this will add to operating pressures for some providers as they experience vacancies and changing income levels.
85. The result may be that in the future the council may be able to more easily access beds at a lower than cost price as providers seek to generate income. The counter argument is that some homes will go out of business and the market may end up being dominated by providers aiming only at the private market.
86. The Service & Community Impact Assessment indicates that should a significant increase in the care homes budget be made then there will be less money available to spend within Adult Social Care. The impact on vulnerable people of having less money to spend on other types of support (including support to support people in their own homes) will have a greater negative impact on vulnerable and disabled people than a care home fee level increase.

Financial and Staff Implications

87. If the Council sets the residential banding rate at £452, then the cost to increase all Care Home placements below that rate to the new level is £3,169 per week or £164,800 per annum.

88. If the Council sets the lowest nursing banding rate at £560, then the cost of increasing all current placements below £560 to that level is £4,620 per week or £240,300 per annum.
89. If the Council were to accept the above recommendations the total cost therefore is £405,000 per annum.
90. Across the Council, inflation is given to all budgets including Adult Social Care budgets and income budgets. A balanced Council budget is then achieved by seeking savings from Directorates. So, although Adult Social Care received an inflation allowance on expenditure and demography for additional clients, at the same time to balance the Council's budget Adult Social Care was given a savings target of delivering spending reductions of £35m a year by 2014/15. So effectively all the funding given to Adult Social Care is offset by required efficiency savings.
91. This leaves Adult Social Care with a dilemma. That is, whether an increase for inflation, and higher banding rates, should be given to Care Home providers, or whether the funding should instead be spent on supplying a Social care service to a wider client base.
92. Despite the above
- (a) We have reaffirmed our intention to maintain a significant level of investment in care homes in our draft Older Persons Commissioning intentions. We aim to make 400 placements a year.
 - (b) We are working on making available financial advice to self-funders so that their personal funds can be invested in such a way that it will sustain them for the rest of their time in care. This is good for them, good for us and good for care homes.
 - (c) Where a care home is experiencing particular hardship or financial problems we will review their financial standing as part of our Safeguarding and Business Continuity strategies to determine appropriate action.
93. We have been mindful of the above points when coming to a conclusion about Banding Rates for 2012/13 and 2013/14
94. We reaffirm our view that care homes in Oxfordshire have an important role to meet the needs of vulnerable adults. We also recognise that the Council has an important role to ensure that there is sufficient capacity within the social care market to meet its future commissioning requirements.

RECOMMENDATION

95. **The Cabinet is RECOMMENDED that in view of the above:**
- (a) **for 2012/13 and for Care Home Placements in Oxfordshire to:**
 - (1) **Confirm the 3% uplift agreed as an interim payment for all existing placements in care homes from April 2012.**

(2) Confirm the 3% uplift agreed as an interim payment for all new placements in care homes from April 2012.

(b) for 2013/14 to:

- **Revise our Target banding Rates from April 2013 and**
 - (i). Delete the Residential-Substantial Target Banding Rate**
 - (ii). Increase the Target Banding rate for the Residential-Extensive Specialist Category to £452 per week for new placements.**
 - (iii). Increase all existing weekly Residential payment rates that are currently paid below £452 per week to £452 per week**
 - (iv). Delete the Nursing - Substantial Target Banding Rate**
 - (v). Increase the Nursing-Extensive Target Banding Rate to £560 per week**
 - (vi). Increase all existing weekly Nursing Extensive and Substantial rates that are currently below £560 per week to £560 per week.**
 - (vii). Retain the Nursing-Specialist Target Banding Rate at £630 per week**
 - (viii). Continue to use these rates as a guide to secure a care home placement at a funding level as close to the Target Banding Rate as possible.**
 - (ix). The above to apply from April 2013 and for care home placements in Oxfordshire.**

(c) To consult the care home providers in Oxfordshire on the above points (b) (i)-(ix); and

(d) To review the Equality Impact Assessment once the outcome of the consultation is known. Fee setting is a function to which section 149 of the Equality Act 2010 applies, and the Equality Impact Assessment is the method by which the Council will have due regard to the needs set out in section 149.

JOHN JACKSON
Director for Social & Community Services

Background papers: None

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January 2013

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Division(s):

CABINET - 29 JANUARY 2013

Day Opportunities and Transport Strategy Consultation

Report by Deputy Director, Adult Social Care

Introduction

1. This paper provides feedback on the public consultation which took place from 1 June to 31 October 2012 in Tier 2 and Tier 3 services providing day opportunities for older people and people with a physical disability. The proposals are to introduce transport charges in Tier 2 services and increase charges in Tier 3 services for attendance and transport.
2. Tier 2 services are provided by small and medium sized voluntary sector organisations in small local venues such as village halls or community centres. Tier 3 services are the 8 larger resource centres providing support to people with higher needs. Seven of which are run by the County Council internal service and one by Leonard Cheshire in Witney. *The relevant Tier 3 services are listed in Appendix 1*
3. On 6 March 2012 scrutiny committee received a report on the Day Opportunities and Transport Strategy, which detailed Social & Community Services commissioning intentions in regard to 3 Tiers of day service provision for older people and people with a physical disability, including transport.
4. The report discussed the need for sustainable services and the introduction of charges which better reflected the cost of providing services, although not the full cost. A high percentage of people using the day services are not eligible for social care support but may prefer to have access to the service and pay for it.
5. Full consultation was required and scrutiny committee was asked to review the results of the consultation, consider any changes to the proposals and comment on ways forward.

The Proposals Consulted on

6. Tier 2 services
 - Introduce daily transport charges of £5 for a return journey.
7. Tier 3 services
 - Increase the attendance charge (from £4.18 per day to £15.00 per day) for a 5 hour day (10am-3pm).
 - Introduce the option of a 3 hour day for £9, (11am to 2pm)
 - Increase the transport charge from 82p to £5 for a return journey
 - Offer of additional subsidised services to support health & wellbeing such as basic foot care, massage and seated exercise classes.

8. It is important to note that these charges only apply to people who do not meet the criteria to receive services under Fair Access to Care Services which is the criteria against which support is allocated. People who are assessed as having Critical and Substantial needs under Fair Access to Care , and do not have alternative means, will continue to have their care funded by the Council via a personal budget. For these people a charge applies against their Support Plan, so they are effectively already paying towards their day service. Therefore these proposals are to extend this charge to people who do not have a personal budget. In Tier 3 services approximately 30% of current users are Fair Access to Care eligible, however all service users have been encouraged to seek an assessment if they are uncertain of their eligibility. Basic information and guidance on Fair Access to Care eligibility was made available in each centre for all users. The locality teams have been made aware to support any additional resource planning should demand exceed capacity; however the number of people requesting the assessment is low. Some people will have enquired through the Social & Health care team but they are not reporting increases. Tier 3 centre managers have recorded 6 expressions of interest by people whom they have supported to contact their locality team accordingly.

Consultation – Tier 2 Services

9. The consultation took place from 1st June to 31st October 2012. Each service user was sent a questionnaire with an explanatory letter. The questionnaires were distributed by the local centres who worked with people on any queries they had.

Consultation results – Tier 2 Services

10. Approximately 150 questionnaires were sent out and 73 responses were returned, which is a high level of response.

Table 1: Number of responses from centres

Centre	No of surveys returned	Centre run by:
Bromsgrove, Faringdon	5	u/k charity
Bullington Community Club	1	Age UK
Christchurch Centre	1	Age UK
Grove	4	Independent charity
Hinton Waldrist	7	Age UK
Long Hanborough	4	Independent charity
Marston Court	14	OSJ
Eynsham	7	Independent charity
Cotteslowe	1	Age UK
Oakwood House	8	Age UK
Shipton on Cherwell	2	Age UK
St Francis Court	10	Age UK

Not Identified	9	
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- 57% of respondents that stated their age were aged 75-90
- 29% that stated their age were aged 90+

Responses to questions about changes to the cost of transport.

11. Of those who responded:
- Just over half (52%) said they would continue to use the transport at the proposed cost.
 - Under half (44%) said they would not reduce the number of days they attend if the cost increased to the proposed level.
 - Under half (44%) of those that stated they would not reduce the number of days they attend only attend one day a week.
 - Less than 1 in 5 (19%) said they would want to find alternative transport e.g. asking a friend or relative

Table 2: Numbers of responses to questions

Response	Changes to the cost of transport.		
	Would you continue to use the transport service if it cost £5?	Would you change the number of days you attend if the transport cost £5?	Would you want to find alternative transport? e.g. asking a relative or friend?
Yes	33	25	14
No	38	32	52
N/A	2	16	7

Analysis of comments on surveys

12. In addition to the answers to the "closed" questions reported above, 37 people gave their views on the survey in the "general comments" box. There were various comments but the main ones relating to key themes are listed below:

Issue	No. of comments
Comments on not wanting/able to pay in advance	18
Expressing concern about the rise in cost	17
Concern that would not be able to afford it	14
Comments on attendance at the centres being very important for social contact	9
Suggestions to phase the implementation of charges more gradually or to levy a lower cost	6
Expressing concern about the impact on carers	2
Concern that it will isolate people living in villages	2
Suggestion that this charge should be means tested	1

13. It must be noted that transport is a major proportion of the cost for attending one of the Tier 2 services and that whilst there has been considerable feedback from people and the centres themselves that they welcome

transport still being provided increasing the charges, as shown above, may impact their attendance patterns.

14. Many of the Tier 2 providers organise their own transport and it is thought that this might happen in even more cases.

Consultation – Tier 3 Health & Wellbeing Resource Centres

15. The consultation took place from 1st June to 31st October 2012 and involved:
 - People who attend the centres
 - Families and carers.
 - Staff and volunteers
 - The general public and friends of local centres.
16. We engaged with people through a survey, focus groups with service users and families in the centres, public meetings and through local contact.
17. Each service user was sent a questionnaire with a letter which explained why we were undertaking the consultation and other information, which included who to contact for help, some useful questions and answers about the proposals and details of the proposed additional services.
18. Staff at the local centres discussed and clarified queries from service users but did not support people to fill out the surveys to avoid any risk of the findings being influenced by staff. Local volunteers were made available in the centres to support people to complete the questionnaires and the survey was also available on the County Council public website.
19. Fifteen focus groups were facilitated by local and senior managers, two in each centre run by the internal service and one in the Witney centre run by Leonard Cheshire. These events took place in June and gave people who use the services and their families the opportunity to discuss the proposals, give their views and for officers to share useful information such as advice on FACS eligibility and support to complete the questionnaires. These meetings were minuted and a copy of the questions and answers from each centre was made available to service users, families and carers.
20. Three public meetings were facilitated by local and senior managers in the local centres, two evening ones in Bicester and Abingdon on 11th and 17th July and one in Oxford on Saturday 14th July.
21. Throughout the consultation local managers talked with service users and families, recording and answering queries where possible, and forwarding them to the engagement team and managers for responses as appropriate. These were also included in an overall Question and Answer document, which was made available for all stakeholders in addition to local ones coming out of the focus groups.
22. In addition to these events:
 - Information and email links to the County Council consultation pages were sent to County Councillors

- Staff and volunteer briefings took place in all the centres
 - Integrated Transport Unit staff attended briefings
 - Friends Associations had briefings
 - A Unison briefing took place
 - Updates for Council staff and associated colleagues were provided
 - Information and email links to the County Council consultation pages were sent to related organizations such as Local Involvement Network , Age UK, Carers Forum, Oxfordshire Advocacy and Broker organisations
23. A member of the engagement team also carried out a number of face to face and telephone interviews with centre users in September to explore the themes emerging from the survey returns. 7 interviews were completed, 4 with people who use the services and 3 carers. Although this is a relatively low number the responses concur with the survey and focus group feedback.
24. In early September the local and senior managers held meetings in the centres to outline the feedback in order to share with people the results up to then and talk them through the next steps regarding decision making.

Consultation Results - Tier 3

25. 830 surveys were posted and 461 were returned. Therefore over 50% of surveys were received back, a high level of response. In comparison, the Social Care User survey is sent out annually by the Directorate and a typical rate of return is 31%. The number of people using each centre is listed in Table 1 on page 6 of this report.
26. There was a good return rate from all centres with the highest return from Bicester and the lowest from Abingdon. 80% of respondents were aged 75 to 90. 69% of respondents were women and 31% are men.

Table 1: Response rates from each centre

Centre	No of Service users who received the survey	No of surveys returned	% returned
1. Abingdon	136	62	45%
2. Banbury	78	43	55%
3. Bicester	129	84	65%
4. Didcot	94	50	53%
5. Oxford Options	119	58	48%
6. Wantage	81	51	62%
7. Wallingford	73	44	60%
8. Witney	120	69	57%
Total:	830	461	Average 55% return

Responses to questions about increase in the attendance charge

27. Of those who responded where the question was applicable to them i.e. non Fair Access to Care eligible:
- Over two thirds (70%) said they would continue to attend at the proposed cost.
 - Just under two thirds (65%) said they would not reduce the number of days they attend if the cost increased to the proposed level.*
 - Three quarters (75%) said they would not be interested in the offer of a shorter day.

Table 2: Numbers of responses to questions:

Question/ response	Would you continue to attend at the proposed cost?	Would you reduce the number of days you attend?	We are offering half day sessions between 11am -2pm for £9. Would you be interested in this.
Yes	291	125	98
No	124	236	296
N/A	48	102	69

Note: In response to the question about whether people would continue to attend a relatively high number (102) ticked N/A on this question. What is meant by NA on this question is more open to interpretation than on the other questions - it would include people who were only attending 1 day a week and therefore could not reduce further without stopping attending altogether.

Responses to questions about increase in the transport charge

28. Of those who responded where the question was applicable to them i.e. non Fair access to Care eligible:
- Over two thirds (70%) said they would still use the transport at the proposed cost.
 - Over two thirds (69%) said they would not reduce the number of days they attended at the proposed cost.
 - Less than 1 in 5 (17%) said they would want to find alternative transport e.g. asking a friend or relative.

Table 3: Responses to transport questions:

Question/ response	Would you continue to use the transport service if it £5?	Would you reduce the number of days you attend if transport cost £5	Would you want to find alternative transport? e.g. asking a relative or friend?
Yes	241	95	55
No	104	209	268
N/A	118	159	140

Interest in additional service and support

29. People were asked to indicate their interest in a list of subsidised activities that might be included in the centre programme.

- Over 200 people indicated interest in garden centre visits (236), countryside visits (223), boat trips (219) and pub trips (211).
- Over 100 people indicated interest in hairdressing (139) and podiatry (123).
- Less than 100 people indicated interest in Sunday lunch club (94) and ten pin bowling (85).

Analysis of comments on surveys

30. In addition to the answers to the "closed" questions reported above, nearly 200 people gave their views on the survey in the "additional comments" box. There were various comments such as "I don't use transport" but the main ones relating to key themes are listed below:

Table 4: Summary of comments

Issue	No. of comments
Expressing concern about the rises in prices	23
Positive comments about the increase in activities	19
Comments on social contact being very important	16
Will reduce number of days	16
Do not think the increased activities are important and/or would like them to be optional rather than have price increase	11
Promoting phasing in	8
Expressing concern about the impact on carers	7

Calls/Letters of complaints

31. Approximately 15 calls from people who had received the survey were taken during June. Most of the calls expressed concern that a decision had been made on the changes and that they were being implemented immediately. People were reassured on the process of consultation, decision making and encouraged to return the questionnaire.
32. Nineteen letters of complaint were received and responded to in writing and one personal meeting was requested and held with a family member.

Focus groups, Public meetings and General Comments

33. The local focus groups were well attended and people gave feedback that these were useful and constructive; however the public meetings were less well attended, particularly in the City and Abingdon.
34. Throughout the survey feedback, the focus groups and public meetings some general themes were consistent:
- The centres and staff are held in high regard by their users, carers and local communities as they are seen as essential to staying well, living independently and supporting carers, many of whom are above retirement age themselves.
 - Families and Carers value the respite and have confidence that loved ones are well cared for at the centres and are concerned that they will not be able to manage if they cannot afford to use them.
 - People recognized that the charges need to increase but felt the proposed increase is too high and will be cost prohibitive for some.

- Many people suggested a staged implementation over 12 to 24 months would assist.
 - People felt that the charges should have been reviewed every year to avoid this level of increase.
 - Fair Access to Care and finance assessments have been offered and some will take this up but others felt this was intrusive on their privacy.
 - Oxfordshire County Council Integrated Transport drivers are appreciated as very helpful and supportive but need more vehicles and drivers in some areas to avoid long runs and short days.
 - People are concerned that if people cannot afford to come to the centres what will happen?
 - The improved service offer and the options for a shorter day is appreciated by some.
 - There were also a number of general comments about ensuring maximum use of building and monitoring attendance.
35. In the Witney centre, which is run by Leonard Cheshire, people had concerns about having a bigger increase in attendance charges as they currently only pay £1.30 for attendance as opposed to the £4.18p that Oxfordshire County Council charge in the other seven centres. However their current transport charge is £1.00 so the transport increase is fractionally less.

Face to Face and Telephone Interviews

36. It was decided to carry out a small sample of face to face and telephone interview to explore individual feedback in depth. Of the seven people interviewed:
- 5 people said they would keep attending
 - 2 said they may have to stop or reduce their days.
 - 3 people said they knew of people who were planning to reduce or stop.
 - 1 person said they hoped to increase their days despite the charges
 - A common comment was about needing to attend, “not attending is not an option despite the increase”
 - The carers strongly advocated the centres in terms of the vital respite they provide, knowing the person was well cared for and centre staff were praised.
 - All people interviewed said attending the centre was their main or only source of social contact (beyond their carer)
 - 5 people used and relied solely on the county council transport provided.
 - The most commonly described benefit of attending the centre was of social contact.
 - 3 people commented on the excellent food at the centres but one said more should be done about desserts for people with diabetes.

Online and Public Consultation

37. From 1st June to 31st August the online consultation was directed at service users, families, staff and associated groups such as Age UK. However from 1st September the consultation was opened up to the public on the council website and extended to 31st October.

38. There were 50 responses to the online consultation. 9 from the initial consultation that ended on 31st August and 41 from the subsequent consultation which ended on 31st October. All comments expressed opposition (sometimes very strong opposition) to the increased charges. Many of the comments overlapped with those on the questionnaires and other forums and indicated that the responses were from the General Public and one City Councillor.

Service and Community Impact Assessment

Issue	No. of comments
Expressing concern about the rises in prices	50
Comments on social contact being very important	15
Expressing concern about the impact on carers	14
Potential impact on other services	9
Potential impact on people's ability to live independently	8
Puts viability of centres at risk	8
Concern that the monitoring of people's health and wellbeing would be lost if people cannot get to centres	5
Promoting phasing in increases	4
Concern about additional pressures on people's income - utilities' prices rises, benefit cuts, pension cuts.	4

39. As part of the consultation a Service and Community Impact Assessment was produced and made public on the website. There have been no direct comments on this document however there are themes that have been identified in the Service and Community Impact Assessment that have been picked up in the responses.
40. A key theme is of the ability of people with certain requirements and needs to access transport to services and the choices they face. There are many community transport schemes and volunteer arrangements for people but for many who have wheelchairs or need greater levels of support many of these schemes are not suitable. Therefore ensuring that transport is still available for people is key to addressing needs.
41. The other theme is isolation and the ability for people to still access services in the rural parts of Oxfordshire or perhaps in those built up areas such as the City. Ensuring that there are a range of services and continued transport provision, which complements the public transport provision and other local facilities, is key to ensuring fair access to services.

Conclusions – Outcomes of the Consultation

42. It is apparent that the Tier 2 and Tier 3 services are highly valued by the current users, their families and carers and play an important role in the overall prevention and ageing successfully agendas. They support and enable carers, many of whom are above retirement age. They reduce social isolation and in addition the Tier 3 centres provide health and wellbeing support and monitoring to people who may live alone, therefore enabling people to live at home longer by reducing the likelihood of admission to hospital, residential or nursing care.

43. The Tier 3 centres have developed local partnerships to support community use and improved services for users and carers through shared use of buildings. Over the next 18 months they plan to increase shared use to support best use of resources and develop accessible local community services. The current and proposed partners include Guideposts, The Alzheimer Society, The Stroke Association, County Council and Health services such as the Blue Badge team, Occupational Therapy and Physiotherapy. It is anticipated that this should improve local access and encourage people into the buildings who may not otherwise have been aware of them.
44. At the March scrutiny committee the idea to consider a waiver scheme was put forward. Waiver is a term used in the Fairer Charging process and is currently intended to apply after a financial assessment has been completed. If a person is assessed as needing the Tier 3 service but the charges are cost prohibitive, and not attending would be particularly detrimental to them, this could be taken into consideration and potentially result in a reduced charge. However further work would be required to develop this and agree appropriate procedures, which could passport people accordingly.
45. There is an obvious tension in how best to fund the Tier 3 centres and ensure a programme of continuous improvement and development so that they remain an attractive and vibrant resource in their local communities. There are risks in increasing the charges; however the current rates are not sustainable. Whilst the current charges only represent a fraction of the actual costs even with the proposed increase the County Council will still be subsidising the attendance and transport costs significantly. It is estimated that the actual cost of attendance is at least £30 per day and the actual transport costs are £15 per person for a return journey so the subsidy by the authority is significant. However as preventative services they reduce potential expenditure on more expensive services such as residential and nursing care or hospital admissions, particularly as they support people with higher needs. They provide support to family carers. They reduce loneliness.
46. The income of any increases should support development of the Health & Wellbeing model and assist with future efficiencies.
47. The Council recognizes and supports the importance of sustaining these services so based on peoples feedback and the concerns raised about the level of increase it is proposed that the charges are introduced gradually over a phased two year period commencing September 2013.

Financial and Staff Implications

48. The approximate current customer profile of these services is:
- 30% are Fair Access to Care eligible customers with assessed care needs
 - 40% are non Fair Access to Care eligible customers with assessed care needs, which are moderate or low.

- 30% are self-funding customers without an assessed care need
So these proposals directly affect up to 70% of current users.

49. The future income is calculated to include possible reductions in attendance, as indicated in the feedback, and the figures are based on 50 weeks delivery per year of the average current attendance in internal resource centres and an average attendance in The Elms, Witney. We have taken a very pragmatic view on the numbers we are estimating will attend on a daily basis in order to minimise the risk as far as is practical. It is important to note that the figures are indicative and not definitive at this stage.
50. Gross current expenditure on direct delivery of Tier 3 services is £3.5 million. The income projections listed below are modelled on a phased introduction of the proposed increased charges.
51. Current position - 2012/13 (based on actual current attendance)
Internal Resource Centres
Current charge of £4.18 for attendance and 82p for a daily return journey on Oxfordshire County Council transport.
Income £127,600 attendance and £20,000 transport. (Total: £147,600)
Witney Resource Centre, current income £1,236
Overall Total Income: £148,836 (4.2% of gross expenditure)
52. Phase 1 of Charges from September 2013 (assuming a possible 20% reduction in attendance when new charges are introduced)
Internal Resource Centres Charge
April to August 2013: Current charge of £4.18 for attendance and 82p for a daily return journey on OCC transport.
Sept 13 to March 14: £7.50 for 5 hours and £4.50 for 3 hours plus £5 for a daily return journey on OCC transport.
Annual Income: £146,400 attendance and £104,900 transport. (Total: £251,300)
Witney Resource Centre income £4,900
Overall Total 2013/14: £256,200 (7.2% of gross expenditure)
- Phase 2 of charges from April 2014 to March 2015
Internal Resource Centres Charge
£10 for 5 hours and £6 for 3 hours plus £5 for a daily return journey on Oxfordshire County Council transport.
Overall Total: £413,300 (11.7% of gross expenditure)
- Phase 3 of charges from April 2015 to March 2016
Internal Resource Centres Charge
Charge of £15 for 5 hours and £9 for 3 hours plus £5 for a daily return journey on Oxfordshire County Council transport.
Overall Total: £ 524,800(14.8% of gross expenditure)

The phased charges are consistent with the Service & Resource planning assumptions for day services.

Summary of the Proposals

53. Tier 2 Services

- Introduce the transport charges of £5 per return journey from September 2013.

54. Tier 3 Services

1. As of September 2013 introduce increased transport charge of £5 per return journey.
2. Phase the implementation of increased attendance charges commencing September 2013.
3. As of September 2013 increase charge to £7.50 per person for 5 hours and £4.50 per person for 3 hours.
4. As of April 2014 increase charge to £10 per person for 5 hours and £6 per person for 3 hours.
5. As of April 2015 increase charge to £15 per person for 5 hours and £9 per person for 3 hours.
6. Further work should be carried out on options for reduced charges where the costs are too prohibitive.
7. Introduce a payment scheme which reduces the need to collect cash at the local centres.
8. Ensure any future increases are reasonable and service users are made aware of them well in advance of implementation dates.

RECOMMENDATION

55. **The Cabinet is RECOMMENDED to approve the proposals set out in paragraphs 53 and 54.**

LUCY BUTLER
Deputy Director, Adult Social Care

Background papers: Consultation Responses

Contact Officer: Karen McIndoe, Operations Manager, Independent Living Services, Adult Social Care; Tel: 01844 354951

January 2013

Appendix 1

Oxfordshire County Council Resource Centres

Wallingford Resource Centre
Westgate House, Millington Road
Wallingford, OX10 8FE

Bicester Resource Centre
Launton Road,
Bicester OX26 7DJ

Oxford Options Resource Centre
Horspath Driftway,
Oxford OX3 7JQ

Wantage Resource Centre
Stirlings Close, Garston Lane,
Wantage OX12 7AQ

Didcot Resource Centre
The Meadows, Britwell Road
Didcot, OX11 7JN

Banbury Resource Centre
Stanbridge Hall, Ruskin Road
Banbury OX16 9FZ

Abingdon Resource and Wellbeing Centre
Audlett Drive,
Abingdon OX14 3GD

Leonard Cheshire Resource Centre

The Elms
Witney Resource centre
6 Moorland Road
Witney, OX286LF

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Division(s):

CABINET – 29 JANUARY 2013

EQUALITY POLICY 2012-17: ANNUAL UPDATE

Report by the Research and Major Programmes Unit Manager

Introduction

1. This report sets out the Council's progress in the first year of the 'Equality Policy 2012-2017', approved by Cabinet on 13 March 2012.
2. Under the Equality Act 2010, the Council is required to set and publish specific, measurable equality objectives, which was fulfilled in the 'Equality Policy'. The Council has to report at least annually on its progress towards these objectives, and must regularly provide information about actual and potential service users.

Objectives and Actions

3. In the 'Equality Policy', the Council set out four objectives:
 - Objective 1: Understanding the needs of individuals and communities
 - Objective 2: Providing accessible, local, and personalised services
 - Objective 3: Supporting thriving and cohesive communities
 - Objective 4: Promoting a culture of fairness in employment and service delivery
4. For each objective, specific priority actions for the year were set out in the 'Equality Policy' that were intended to meet them.

Performance

5. There were 27 priority actions set out in the 'Equality Policy' Completed actions are scored below as 'achieved'. Actions that are in progress with no cause for concern are scored as 'on-going', as are actions relating to new ways of carrying out the Council's functions to meet the equality objectives.

Objective 1: 5 actions – 4 achieved, 1 on-going

Objective 2: 10 actions – 5 achieved, 5 on-going

Objective 3: 5 actions – 4 on-going, 1 replaced

- The action that was replaced referred to developing and promoting the Mantra service for reporting hate crime. This service has since been replaced by a hate crime reporting system run by Stop Hate UK.

Objective 4: 7 Actions – 2 achieved, 5 on-going

6. The update does not set out new priority actions for the forthcoming year. As detailed below, these will be published in April to align with the Council's regular performance reporting calendar.

Information on actual and potential users

7. The council is also obliged to regularly publish information about the characteristics held by both actual and potential users of its services. The 'Equality Policy 2012-2017' contained an extensive appendix detailing what was then known about users of the Council's services and relevant demographic data about the residents of Oxfordshire.
8. With the release of data from the 2011 Census, the opportunity has been taken to publish an update on the demographics of Oxfordshire residents, and this is included as an appendix to the report. An update on the characteristics of service users will be included in the next update.

Further releases

9. The Council is obliged to report on its progress against the 'Equality Policy' on an annual basis. However, the current timetable does not align with the Council's regular performance reporting cycle. Therefore, new priority actions for the four equality objectives will be agreed with the council's directorates for the next financial year and published in April 2013, with the report on the council's progress against them being published the following March. This will allow the Council and its directorates to synchronise the equality actions within their regular reporting cycles.

Equality Implications

10. By definition both the 'Equality Policy 2012-2017' and the first annual update are intended to have a positive impact on all groups that share protected characteristics as defined in the Equality Act 2010.

Financial and Staff Implications

11. There are no financial or staffing implications arising from this report.

RECOMMENDATION

12. **The Cabinet is RECOMMENDED to**
 - (a) **Accept the first update on the 'Equality Policy 2012-2017'**
 - (b) **Agree to the adjustment of the reporting timetable for future updates on the 'Equality Policy 2012-2017'**

ALEXANDRA BAILEY

Unit Manager, Research and Major Programmes Unit

Background papers: None

Contact Officer: Philip Alderton, Analyst, 01865 81 6394

January 2013

First Update on the Equality Policy 2012-2017

Introduction

This report sets out the Council's progress in the first year of its [Equality Policy 2012-2017](#), and towards meeting the aims of the Equality Act 2010 and the obligations the Act places on public bodies.

Oxfordshire County Council is committed to making Oxfordshire a fair and equal place in which to live, work and visit. We aim to ensure that our staff are equipped with the knowledge and skills to meet the diverse needs of customers, that our services are accessible and to encourage supportive and cohesive communities through our service delivery.

The Equality Act 2010

The Equality Act 2010 sets out nine protected characteristics which, taken together, include everybody in the country. We all share some or all of these characteristics and it is an offence to use any of them as an excuse to treat people unfairly. These protected characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race, including ethnic or national origins, colour, or nationality
- Religion or belief, including the lack thereof.
- Sex
- Sexual orientation

The Act places specific obligations on public bodies. Section 149 sets out the Public Sector Equality Duty. Under this duty, all public bodies, including Oxfordshire County Council must have due regard to the need to:

- **Eliminate** unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- **Advance** equality of opportunity between people who share a protected characteristic and those who do not.
- **Foster** good relations between people who share a protected characteristic, and those who do not.

The Public Sector Equality Duty requires public bodies to consider how the decisions that they make, and the services they deliver, affect people who share different protected characteristics and publish information to demonstrate that they have done this.

The Council is also required to publish information to demonstrate it has considered how its activities as an employer affect people who share different protected characteristics. This will be available at:

<http://www.oxfordshire.gov.uk/cms/content/fairness-and-equality-work>

With the release of the 2011 Census results, we have also taken the opportunity to update our overview of Oxfordshire's population, which can be found in Appendix 1.

In addition, the Council is also required to set specific, measurable equality objectives and publish these, along with an equality policy. We have to report at least annually on our progress, and we have to revise our objectives every four years.

This report demonstrates our progress during the first year of our Equality Policy. In order to keep the Equality Policy in line with our reporting schedule, we will be publishing an interim update in April, setting our new actions for the forthcoming year.

Our Objectives

Last year, we set out four key equality objectives which we can use to guide our approach during the four years of our Equality Policy. These objectives are:

1. Understanding the needs of individuals and communities
2. Providing accessible, local and personalised services
3. Supporting thriving and cohesive communities
4. Promoting a culture of fairness in employment and service delivery

These key equality objectives align closely with the Council's overall strategic objectives, as set out in the Council's Corporate Plan. This helps to ensure that our work on equality and diversity is embedded within service planning delivery rather than being seen as separate, and supports our commitment to making equalities integral to everything we do.

Objective 1: Understanding the needs of individuals and communities

This objective is focused on how we understand the needs of the people and communities of Oxfordshire, including the wide range of consultation and engagement activities we already have in place. Our actions for the year focused on how we can use this better understanding of need to plan services in response to the needs we have identified.

1a) Investigate why levels of satisfaction with services that are generally high are variable between different groups, for example by running focus groups with adult social care service users.

In 2011 the council took part in a national survey of people who used social care. The survey asked how people felt they were able to cope after receiving social care across eight key themes:

- Increasing the level of control people have in their lives
- Ensuring people are able to keep themselves clean and presentable
- Ensuring people get enough to eat and drink
- Ensuring people's homes are as clean as they would want
- Ensuring people feel safe
- Ensuring people have as much social contact as they want
- Ensuring people spend their time as much as they want
- Ensuring people are treated with dignity.

The results of the survey showed that for all these areas people who used social care in Oxfordshire were happier than those nationally, with the exception of feeling safe. Oxfordshire County Council decided to run a series of focus groups to investigate why people did not feel safe. The participants identified the key issues for them around feeling unsafe. In 2012 the council re-ran the survey and added a local question which included the list of reasons for people feeling unsafe to identify the type and extent of the problem and allow us to address these issues. The number of people feeling safe has increased significantly. The small number of people who did not feel safe at all has dropped from 8% to 3%. This result has moved Oxfordshire from the lowest quartile nationally to the top quartile.

1b) Ensure that Oxfordshire Voice Citizens' Panel, our resident's panel, is broadly representative of the makeup of the county by increasing the number of people who share some of the protected characteristics to ensure it is balanced to reflect age, gender, ethnicity and disability.

Oxfordshire Voice is a citizens' panel made up of over 3,000 Oxfordshire residents who have volunteered to give up some of their time to answer surveys on a wide variety of issues. Panel members are invited to take part in three questionnaires a year. We either send these in the post or by email depending on the members' preference. Members could be also asked to take part in other activities such as online surveys or group discussions.

Panel members are carefully recruited to be representative of the population of Oxfordshire and are invited to stay on the panel for around three years. We continue to encourage people from under-represented groups to join the panel and participate in our surveys.

1c) Implement our new Strategy for Education to improve educational outcomes for all young people. In particular, we will take action to close unacceptable gaps in attainment levels between children from different backgrounds and who share protected characteristics (for example looked after children, some black and minority ethnic groups, and some children with special educational needs).

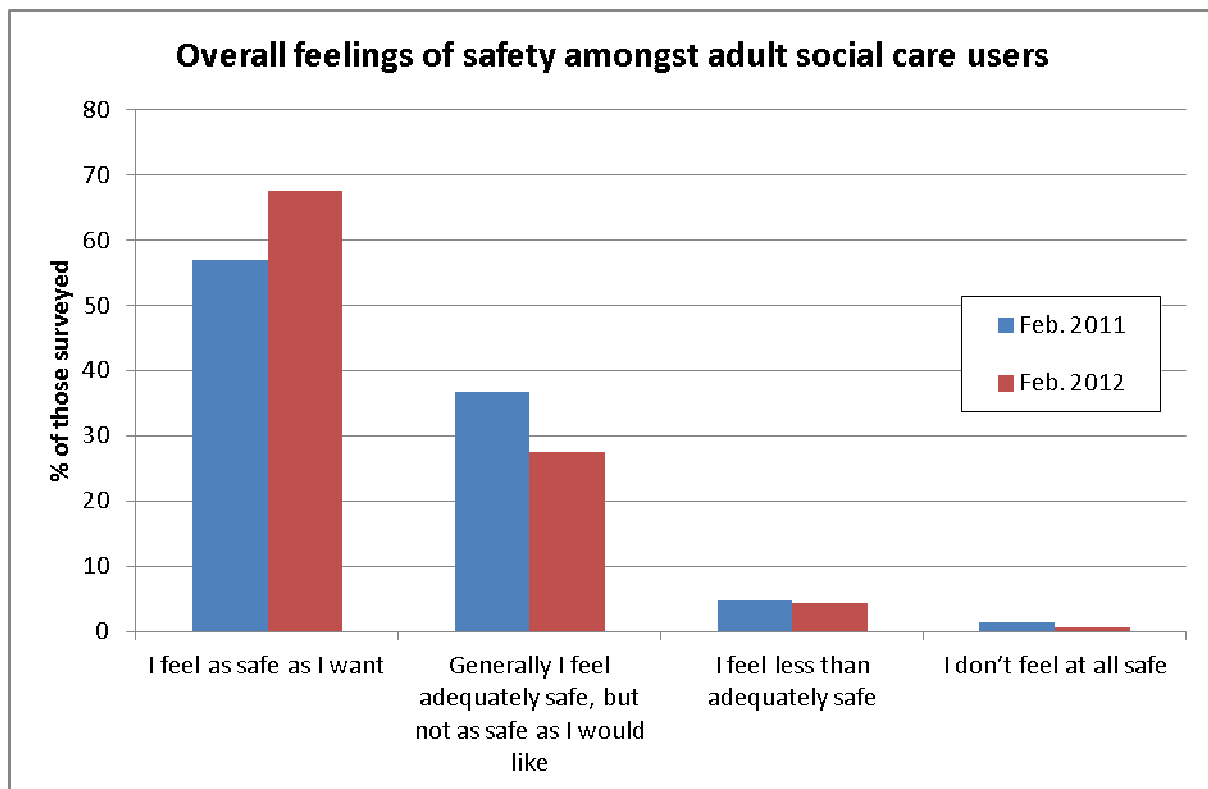
The Strategy for Education was approved by the Cabinet in July 2012. The projects within the Education Strategy have all commenced and are already showing promising signs of progress towards its aims. Recent meetings of the parent/carer and young people's sounding boards have focused on the Education Strategy, asking the boards to provide input and potential solutions for a set of questions relating to the strategy. Discussion is now planned on how to harness the strength and depth of

the feedback in ways that support parental engagement and helps young people make educational improvements.

Over the lifetime of the Strategy, we will be monitoring its success in raising standards for every child in the county and closing unacceptable gaps in attainment between children from different backgrounds and those who share protected characteristics

1d) Provide information and support to vulnerable adults so that more people who use services report that they feel safer each year.

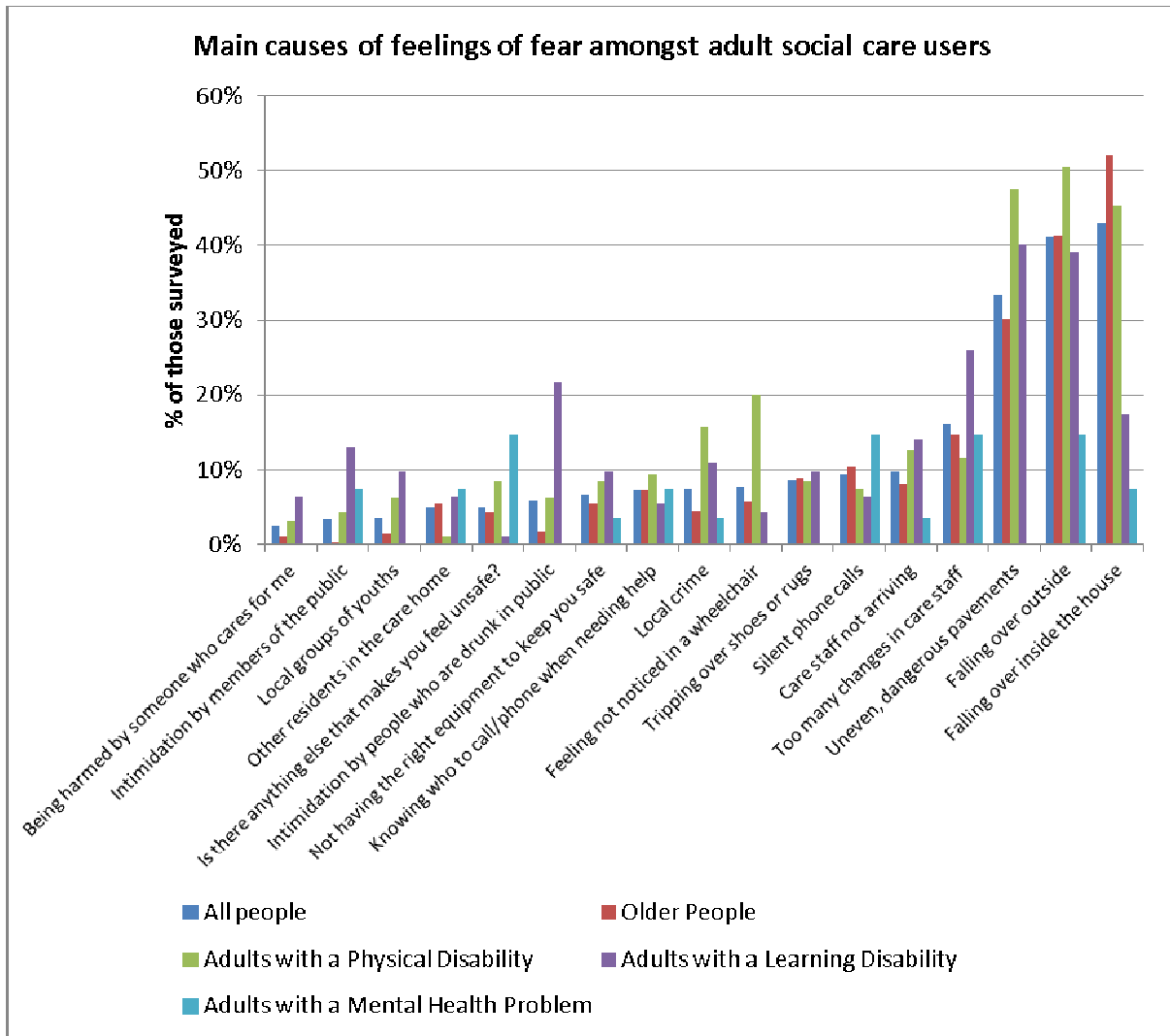
In 2012, as in in 2011, we ran a survey of people who used social care. The number of people feeling safe has increased significantly. The main movement has been between people feeling adequately safe to feeling as safe as they want. The small number of people who did not feel safe at all has dropped from 8% to 3%. This result has moved Oxfordshire from the lowest quartile nationally to the top quartile.



Fear of falling over, either in the home or elsewhere, was the main reason people gave for not feeling safe. We have shared this information with the community safety partnership and the adult safeguarding board.

Issues were also raised about the quality of care staff. Improving the quality of care is a major priority for social care this year.

Being intimidated in public was an issue for just over one in five people with learning disabilities. In November 2012 a dedicated helpline was set up in Oxfordshire to raise awareness and reporting of hate crime, as outlined below.



1e) Ask older people and people with a disability who we work with if we can pass on their details to other services and organisations, including the Fire and Rescue Service who will be able to undertake Fire Risk Assessments in their homes.

We are sending a letter to everybody known to Social and Community Services explaining that, unless they choose to opt-out, we will be passing their details to the Fire and Rescue Service. To date, the Fire and Rescue service have received around 1,800 names and addresses in this way. They are using these lists to identify the most vulnerable people and are contacting them to offer a Home Fire Risk Check.

Objective 2: Providing accessible, local, and personalised services

This objective, and the priority actions we set out of the year, is focussed on how the Council responds to the needs of the people and communities of Oxfordshire.

2a) Maintain our focus on preventing the need for more specialist services through early identification of problems and early intervention in adult and children's services.

Our seven Early Intervention Hubs work with children, young people, and their families across the county to provide intensive support designed to meet their individual needs. Although the usual age range is from birth to 19, we can extend this up to 25 if users have special educational needs.

Over the past year (September 2011- September 2012), around 2,300 children and young people were referred to the Early Intervention Service, of whom 41% were of secondary school age. 57% of these were male and 43% were female. 81% were from white British backgrounds. This was also the major ethnic background of the young people referred in all 7 hubs.

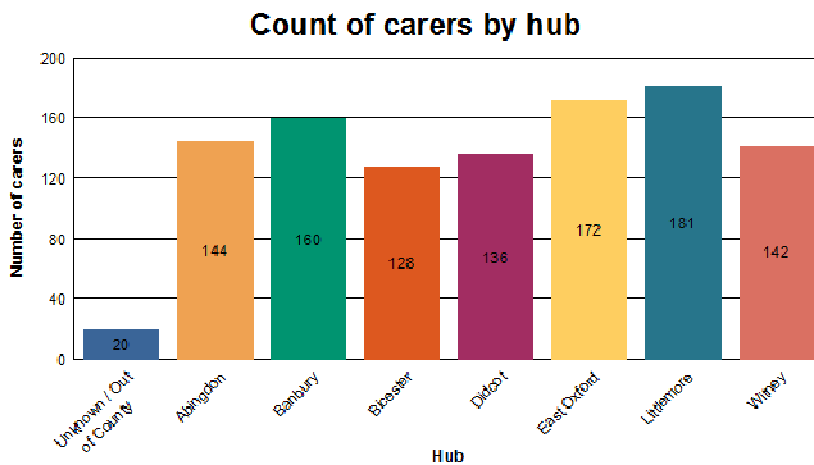
Almost two-thirds of the children and young people referred since September 2011 have special educational needs, of which 31% of those referred had particular behavioural, emotional, and social difficulties.

2b) Analyse the number of children from minority ethnic backgrounds on child protection plans. The findings will be used to develop plans to address any over representation identified, and to learn from where the number of young people from certain groups on child protection plans is lower than might be expected.

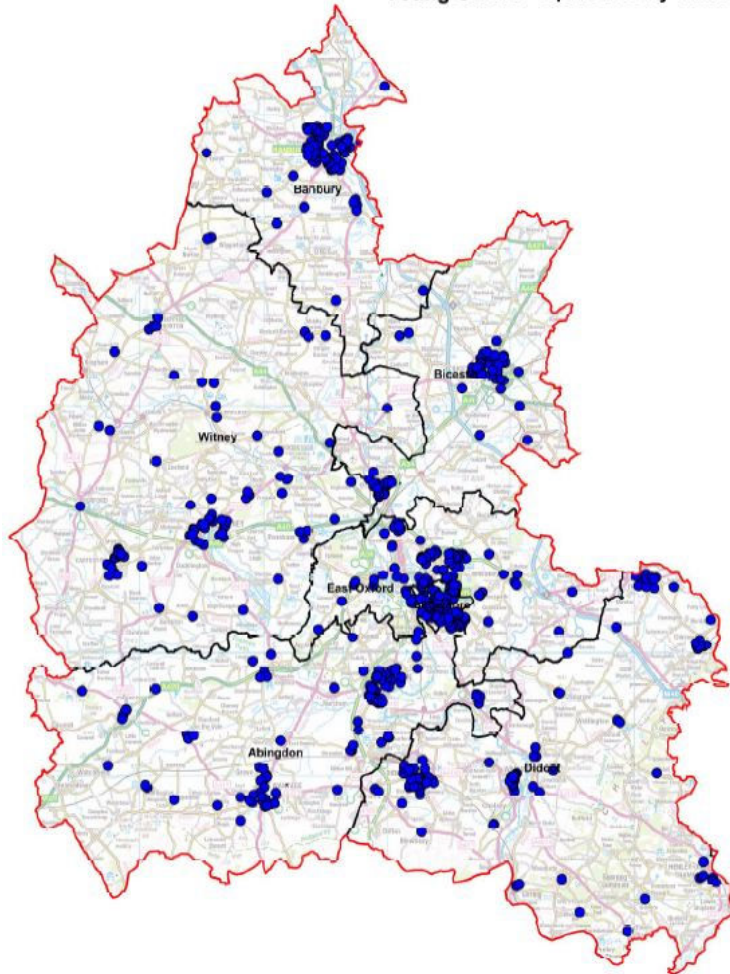
We monitor the ethnic backgrounds of people on child protection plans and the Quality Assurance and Audit subgroup of the Safeguarding Board receives regular updates. To date, no issues have been identified, but we will continue to examine the data we hold to identify any potential areas to address.

2c) Map the dispersal of young carers around the County to see if there are any geographical clusters or patterns, with a view to understanding why this occurs and what action is needed to address issues that cause it.

Our new database system makes it easy to analyse and to map the data we hold on our clients to see if there are any geographical clusters or other patterns. The young carers we have identified are reasonably evenly distributed according to hubs, with the largest number, as might be expected, in the major population areas.



Young Carers - April 2012 by Hubs



2d) Change the way day services for older people are provided, maintaining services in major towns, but focusing on community initiatives and local decision-making about how best to support older people in their community.

In 2011 the council agreed to move away from traditional day services for older people to a concept of offering a range of support and services accessible seven days a week during both daytime and in the evenings. Ideally these services will be run from different venues across the county with the aim of maximising independence, reducing isolation, and integrating older people within their communities by offering activities tailored to meet the needs of individuals.

Our new model is based on three tiers reflecting the range of universal services, specific support, and specialist social and health care provided to individuals and their carers:

- Tier 1: Community Engagement
- Tier 2: Community and Low-Level Support
- Tier 3: Health and Wellbeing Resource Centres

In order to support the delivery of innovative day services that remain open to people who are not eligible for social care (meaning that they do not currently meet criteria

for services under the Fair Access to Care Services guidelines), we are considering an increased charge both for attendance at the centre and for the provision of transport to and from the venue. An 11-week consultation was held, and the proposals were considered by the Adult Services Scrutiny Committee in December.

2e) Focus on giving people choice in the way they lead their lives and how they secure the services they need to support them. We will increase each year the proportion of people who receive a direct payment which allows them to secure the services they need to support them.

At the end of October 2012, just over 2,500 Adult Social Clients were on a personal budget, representing 69% all eligible people. Over 1,200 people (about 34% of all those eligible) were receiving a direct payment. In all, by the end of October 2012 £18.67m had been allocated to personal budgets for all client groups, and a further £5.3m was set aside for direct payments.

The Department of Health publishes annual performance statistics on the Adult Social Care Outcome Framework showing how authorities are performing against a set of key measures. Three relate directly to personal budgets, two measure clients' activity levels, and one relates to client feedback on the level of care. On all of these measures Oxfordshire is the top quartile nationally

2f) Support older people and people with a disability to live in their own home for longer by:

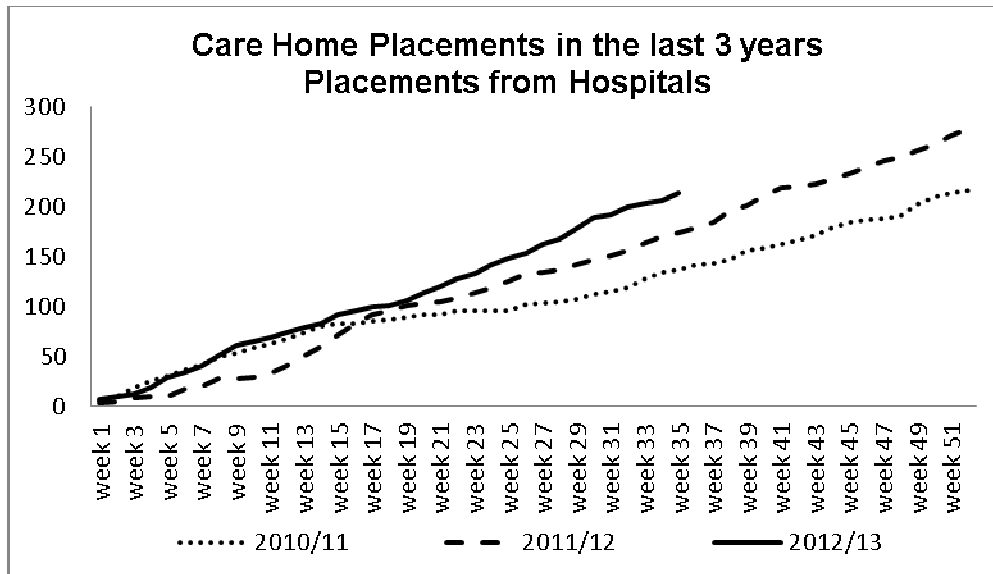
- i. Providing more support to help older people increase their ability to cope so that more of them can return home and stay there after hospital discharge*

In 2011/12 in Oxfordshire there were more people (per head of population) who were medically fit enough to be discharged from hospital but were unable to leave because onward services had not been arranged than anywhere else in the country.

At the end of March 2012 this figure stood at 182 people. By the end of October this had dropped to 108 people.

An audit commission report 'Joining Up Health and Social Care'¹ published in December 2011 showed that the number of people in Oxfordshire who left hospital and went into a care home bed was more than the national average (and was in fact in the top quartile). Some of these people would be people who paid for their own care and some would be people placed by the council. The council was aware that it was placing an increasing number of people in care homes from hospital (see graph below)

¹ <http://www.audit-commission.gov.uk/nationalstudies/localgov/Pages/joininguphealthandsocialcare.aspx>

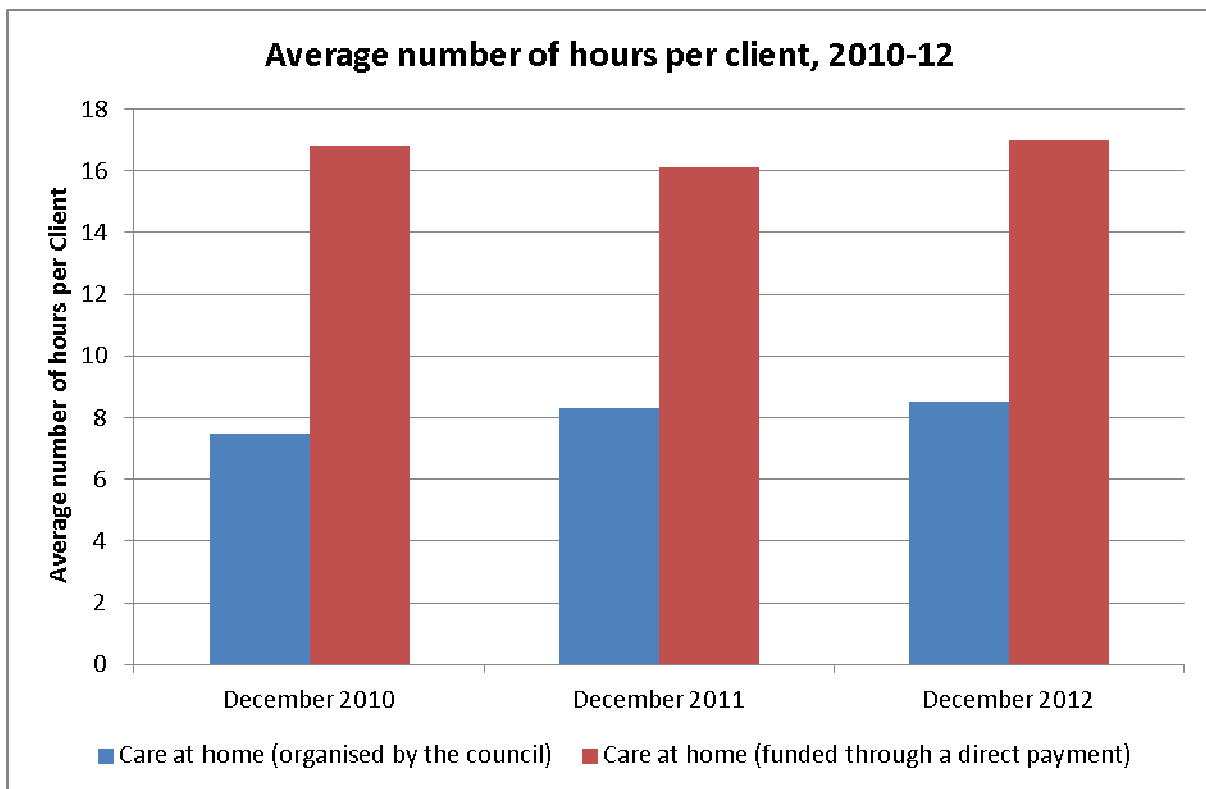
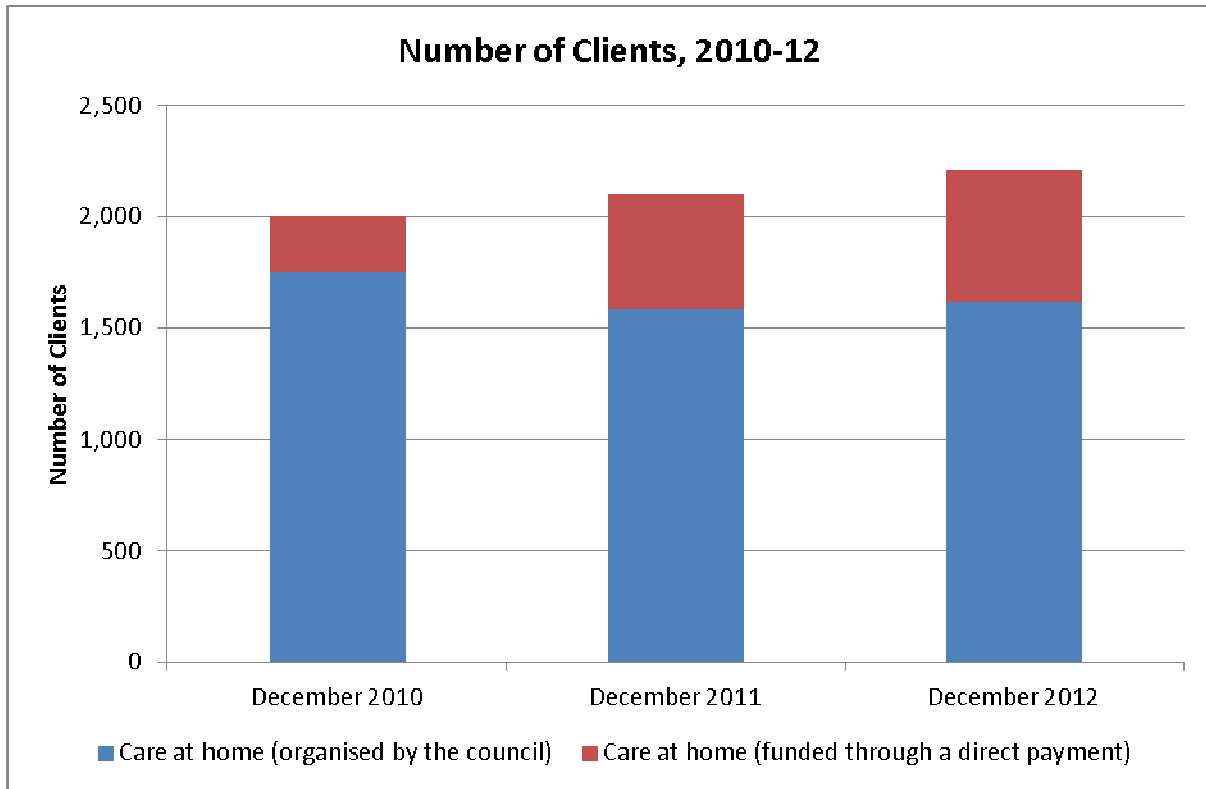


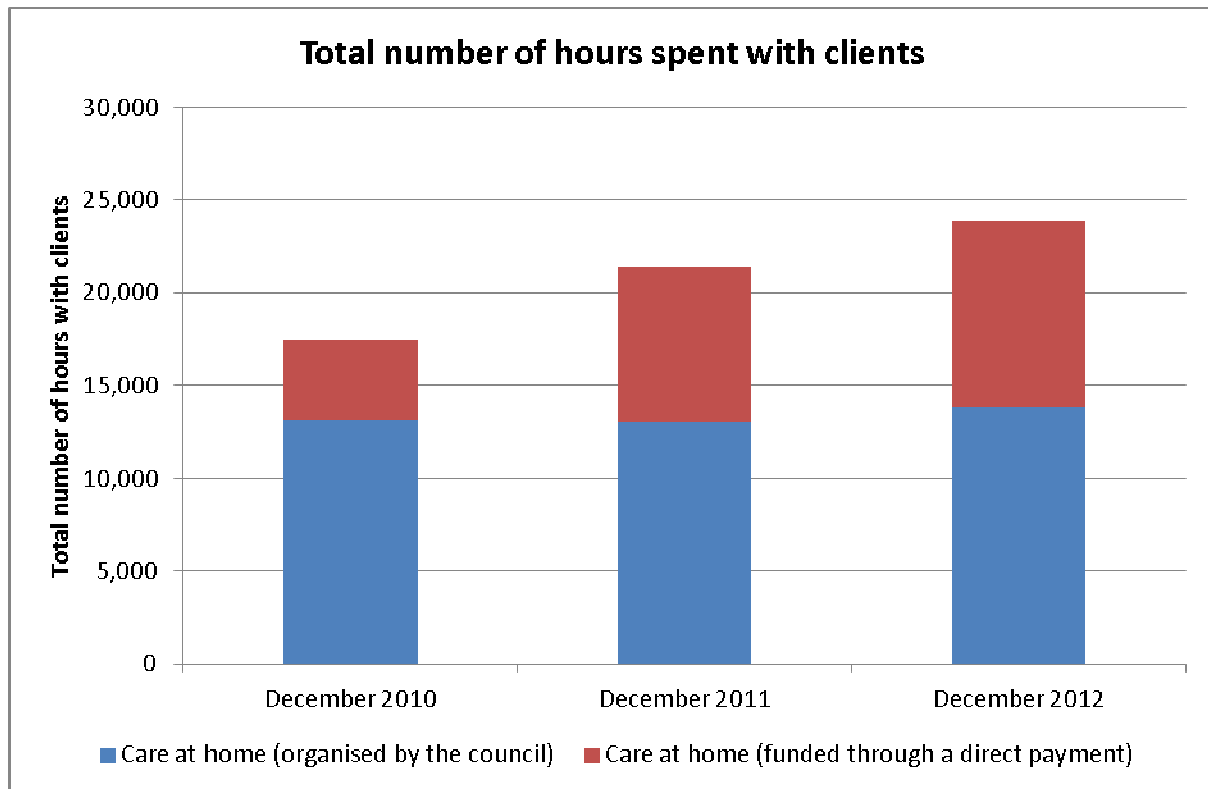
The council and its health partners have changed the way in which they support for people who will need further care when they leave hospital. People who need on going care now leave hospital via one of three pathways:

- A restart of any existing care package they had before entering hospital.
- A reablement service. This is a short term service for up to six weeks which supports people to return to their level of independence they had before their illness.
- Discharge to assess. People return home with support (which could be 24 hour live in support). The social worker will then assess their long term needs, while they are in their own home. This should reduce the number of people who are placed in care homes because assessments for long term future care will be carried out in the person's home and not when they are ill or at a point of crisis. Additionally there is evidence that longer than necessary stay in hospital institutionalises people and this service will give people the opportunity to return home with an intensive package of care rather than be admitted directly into a care home

ii. *Increasing the number of hours of long term support made available to clients*

We are working to ensure that people have the option to stay at home for as long as possible. As the charts below show, not only has the number of clients risen but so has the amount of care we provide for them. Over the last two years we have increased the amount of care provided to support people to live at home by 37%, from 17,468 hours to 23,849 hours. This has supported an additional 10% more older people. People are also getting much more support when they are supported.





- iii. Devolving budgets to local area managers so that they are specifically able to address the needs of their locality*

Just over £10 million has been devolved to locality teams for older people to spend either on care homes or home support depending on local pressures. A further £837,000 has been allocated to local physical disability teams to spend on home support.

- iv. Increasing the availability of extra care housing and assistive technology*

Extra care housing offers older people the combination of living independently in their own home with access to on-site support and services they might need. It is an increasingly popular alternative to residential care. In 2009, there were only 20 extra care housing units in Oxfordshire. This had increased to 276 last year and will rise to over 400 by March 2013. By March 2015, we expected the number of units to increase even higher to over 900.

We are investing additional money has been invested in assistive technology and are now supporting almost 300 people more than our original targets.

- v. Continuing to provide information and support to carers.*

We continue to offer information and support to carers. We have a dedicated website for carers (<http://www.carersoxfordshire.org.uk/>), and produce publications offering advice and information for everyone who

cares for others. We also offer grants to give carers the help or breaks they need.

2g) Work with business network providers to develop and implement a strategy for the roll out of super-fast broadband across the county, to improve access to online services.

Led by the council but in partnership with dozens of stakeholders, we are on track to deliver superfast broadband across the county, ensuring that no part of the county is denied the benefits of a speedy Internet connection. The total public sector capital investment for Oxfordshire is £13.86million, of which the Council is providing £10 million and the remainder from the Government, through its Broadband UK (BDUK) programme. We also expect a matching contribution from the private sector.

The contracting process to select an operator to partner with began in August. Negotiations are expected to result in a signed contract in the spring of 2013, with countywide roll out completed no later than 2015. More information about broadband in Oxfordshire can be found at <http://www.oxfordshire.gov.uk/broadband> .

2h) Enable all Adult Learning tutors to integrate equality and diversity into their teaching – content and classroom management – in order to ensure inclusivity for all learners

Adult Learning ran a training session for tutors in September 2012 to remind staff of our equality and diversity priorities and to share examples of good practice, helping tutors better understand their responsibility in relation to inclusivity and the content and classroom practices required to meet it. We are monitoring how tutors apply this knowledge during the observation process.

To help raise awareness about the diverse nature of the county's residents, the Adult Learning service has also introduced a poster scheme highlighting festivals and celebrations from around the world that are displayed in all learning centres.

2i) Continue to develop improved accessibility routes on the public rights of way network.

Our Transport Strategy commits us to improving accessibility on routes across the county. In close consultation with representative individuals, groups, and disability advisers, we aim to ensure that footway provision, parking, bus stops and other highway measures take full account of the needs of all people irrespective of movement or sensory ability. We work closely with bus and rail operators and assist taxi operators to encourage the best and most integrated provision of public transport services and infrastructure. For example, working with councillors, local people, and organisations, we have conducted audits of pedestrian routes in Wallingford and Didcot to improve accessibility in the built environment for elderly and disabled people.

2j) Provide training to Highways & Transport staff involved in policy and design to ensure they understand the constraints faced by customers with a disability using our services, and have regard to these constraints in service design and delivery.

With the help of Oxfordshire Unlimited, a local disability action group, and the Westgate Shopmobility Unit, we run regular training sessions for transport staff to make them aware of the needs of disabled users and to experience for themselves the difficulties the disabled face in poorly-designed environments. Over 60 members of staff have so far completed the half-day course.

Objective 3: Supporting thriving and cohesive communities

The County Council is committed to working closer to the communities we serve, to understand the challenges they face, and to make sure our services are working together as effectively as possible. We are also committed to empowering communities to do things for themselves, including identifying and/or responding when the public sector might not be able to continue to provide a service.

3a) Continue to work in partnership to improve the quality of life in the most deprived areas of the county. This will include promoting better engagement in education, employment and training; supporting the vulnerable and those with multiple and enduring problems; promoting healthy lifestyles and reducing health inequalities; reducing and mitigating the effects of child poverty.

We are continuing our 'Breaking the Cycle' programme that concentrates on the most deprived wards in Oxford and Banbury, identifying families most at need of help and providing them with intensive support from all agencies able to assist.

As part of our 'Thriving Families Initiative', we are working with the districts and other agencies, especially those dealing with anti-social behaviour and community safety. We are identifying families who either receive services or are known to others agencies, and deciding which agency is best placed to work with them. We are then monitoring their success to build up a picture of what works and how to identify other families likely to require support, so future interventions can happen early and effectively.

3b) Continue to provide a Big Society Fund that will support local communities and organisations who wish to identify local priorities and do things for themselves about issues that matter to them. We will also review expressions of interest, applications and funding patterns from 2011/12 and work with community groups to raise awareness and encourage access to the Fund.

At its launch in 2011/12, we set aside a pot of £600,000 for communities to bid for start-up funding to help them take responsibility for providing services in their community and to support new forms of service provision more tailored to local needs.

In its first year, the Big Society Fund proved a great success, recognising that Oxfordshire has a wealth of active communities ready and willing to take a lead on

services which matter to them. These communities are often much better placed than the public sector to develop services appropriate to their needs.

For 2012/13, each county councillor has a budget of £10,000, allowing them to support the projects that matter most to their local community. It is up to the councillors themselves to decide how to spend their budgets.

3c) Continue to work closely with our military partners to maximise the value obtained from the pupil premium by focusing on specific needs of children from armed forces families, and ensure schools have appropriate information to support these children.

We are working with our military partners to ensure that schools are providing appropriate support to children from armed forces families and to help guarantee that these pupils are not disadvantaged.

3d) Continue to work closely with military partners to ensure we maximise the support we offer to carers of vulnerable people. We will ensure that we provide more information and support to carers around military bases and ensure that we support developments such as good neighbours' schemes by military bases.

We have been working in partnership with the local military to ensure our work continually matches the needs of the military and veteran community in Oxfordshire. As such, the priorities and tasks we have set ourselves have changed over the year.

We are proud to have had a strong civilian-military partnership for a number of years and that working in partnership with the armed forces is embedded throughout the organisation. Through productive partnership working there have been real improvements in the lives of military personnel and their families.

So far this year, we have achieved the following:

- We have established a transition protocol for personnel leaving the service who have on-going care needs.
- New initiatives have been formed following a project conducted by The Oxfordshire Health Foundation Trust to identify veterans and develop a response to their particular needs. There is a focus on:
 - identifying veterans within the patient population
 - training and awareness for staff
 - developing the capacity to manage transition for servicemen who are discharged back to Oxfordshire on medical grounds.
- Oxfordshire MIND has continued to develop their peer support group with the base families. Work with the RAF and Oxfordshire MIND around supporting families is hoped to be rolled out to the Army.
- The Armed Forces Health and Wellbeing group meeting a couple of times a year. This brings together representatives of Armed Forces Bases in Oxfordshire with commissioners from the National Health Service and Social

and Community Services. This group facilitates strategic planning and problem solving which will result in better health outcomes for forces personnel, veterans and their families. The Health and Wellbeing board also has a military representative to represent the armed forces.

- There is a representative of the military on the steering group for the new Joint Strategic Needs Assessment, ensuring that the needs of the armed forces and armed forces families are identified.

3e) Raise awareness of the MANTRA (Multi-Agency Network for Tackling Racially Aggravated Harassment) service. We will also increase the number of agencies and venues people can use to report incidents of and concerns about hate crime, including in rural areas.

A review of the MANTRA service in May 2012 concluded that it was not as performing as effectively as intended and that our partners had lost confidence in it.

We have now replaced MANTRA with a free 24 hour telephone phone providing a single approach to third party reporting of hate crime across all local authorities in the Thames Valley area. The phone line is provided by Stop Hate UK, a registered charity and social enterprise based in Leeds. The service also offers users the option to use text relay services or online systems instead of the telephone.

Reports are referred on to either the Police, local Victim Support groups, or district Anti-Social Behaviour (ASB) teams as appropriate. Callers can remain anonymous and can choose whether or not to report to the Police. The launch of the Stop Hate UK service in our area received extensive and positive coverage both in the local press and on local television.

Objective 4: Promoting a culture of fairness in employment and service delivery

The county council is committed to ensuring equality of access, fairness, and consideration to all of our staff and potential future staff, and in the delivery of services to the people and communities of Oxfordshire.

4a) Ensure all managers and Councillors are aware of their responsibilities under the Equality Act 2010, and encourage all employees to access learning and development opportunities to increase their awareness and understanding of equality and diversity issues.

The Cabinet and every scrutiny committee received presentations and held discussions on the Equality Act and our Equality to ensure Councillors are aware of our responsibilities. Directorates regularly run their own training and refresher sessions for staff, and revised and updated guidance on equality issues is easily found on the council's intranet.

Staff are also required to complete the online 'Respect for People' e-learning course which outlines why we should value diversity and provides essential information

about the importance of fair and equal treatment for all service users and colleagues. We also encourage staff to repeat the course every two years.

We are also currently looking at commissioning refresher training for HR practitioners and managers to improve their knowledge of their employment responsibilities under the Equalities Act.

4b) Ensure equality and diversity is integrated into the culture of the Customer Service Centre by embedding it within the behaviour and attitudes of staff, as well as the routine policies, procedures and practices of the service.

The Customer Service Centre prides itself on how its culture, policies, and practices integrate and embed awareness of equality and diversity issues into its work.

All staff complete our mandatory online training in equality and diversity when they start working for us, and we ask people to repeat it on a rolling basis. We also run a series of briefings for staff and hold a bi-monthly lunchtime equality and diversity discussion forum. Internal staff satisfaction surveys always include questions about equality and diversity requirements. We are currently planning an equality and diversity awareness day to give everyone the opportunity to engage with a range of information covering the characteristics protected by the Equality Act.

As services join the Customer Service Centre we look to see whether they can be improved, and our Equality and Diversity steering group addresses any equality and diversity issues.

We regularly monitor calls to ensure people receive a quality service, including giving appropriate attention to any special requirements requested by the caller. We also offer supportive information in EasyRead format, and we now accept more on-line applications.

4c) Undertake a full review of existing equality and diversity policies to ensure they remain in line with best practice and meet the requirements of the Equality Act 2010.

In July 2012 a new 'Equality & Diversity in the Workplace Policy' was launched, dealing specifically with employment matters and underpinning the council's commitment to equality as set out in the 'Equality Policy 2012 – 2017'.

We have revised and re-launched our toolkit on 'Delivering our commitment to Equal Opportunities'. This is a toolkit designed primarily for managers providing information on a range of equality and diversity matters.

Our 'Dignity at Work' policy, dealing with bullying and harassment in the workplace, is currently under review and due to be re-launched in February 2013.

4d) Continue to encourage people from diverse backgrounds to apply for roles at the council, and do more to increase awareness of the support available to staff and guidance for managers to ensure that reasonable adjustments are made where appropriate.

We continue to encourage people from diverse backgrounds to apply for roles at the council, and are proud to have been successfully re-awarded the Disability Two Ticks Symbol for 2012/2013 following the annual review conducted by Jobcentre Plus. The review looked at the actions we take to attract and support disabled people in to council jobs.

HR are undertaking a review of the current guidance available for managers/employees and current practice in supporting employees who have a disability in terms of overcoming barriers and making reasonable adjustments

We have also updated and relaunched the information available to carers working for the council and the support that is available for them. We have also joined the 'Employers for Carers' Scheme run by Carers UK to access information on best practice in supporting carers in the workplace, and have run a number of briefing/information sessions for employees on this.

4e) Investigate the reasons for the lower levels of young workers employed by the council, and continue to expand the number of apprenticeship opportunities to create entry level posts.

We currently offer access to 12 different apprenticeship frameworks and a growing number of services and teams are taking these up. This means that our opportunities are not only open to people from a broader range of backgrounds but that where appropriate, we are also able to support the council's positive recruitment policy.

We have recruited 45 apprentices since the beginning of January 2012. 7 of these were Level 3 qualifications starting at Grade 1 SCP05. The rest of the apprentices were entry level, Level 2. The qualification level for entry to a Level 2 apprenticeship is Level 1 (GCSE Grades D-G). Of these 45 apprentices, 4 were care leavers. More information about the schemes and how representative our apprentices are of the wider community can be found in our latest 'Equality in Employment Report'.

The Council is tackling under-representation of young people in our workforce under section 159 of the Equality Act 2010 and for this reason a number of our apprenticeship vacancies are only open to individuals aged between 16 and 24 years old. Over the last 5 quarters (Q2 2011/12 – Q2 2012/13) our workforce has decreased by 15%, however, this figure for people under the age 25 is only 9% and we attribute that a large proportion of this is down to the success of the apprenticeship programme and other initiatives supporting young people into employment.

In Autumn 2011 a piece of research was carried out on young people (defined as those aged between 20 and 31) to understand more about their experience of working for the Council and identify any areas for improvement. Key findings were:

- 90% of respondents were happy or very happy with their relationships with colleagues and their teams
- 77% were happy or very happy with the relationship with their manager
- 62% feel they are making a difference to the people of Oxfordshire

- 25% were unhappy or very unhappy about the extent to which they feel appreciated and valued for the work they do

The things which were most important to this age group were having interesting and challenging work and having opportunities to develop. 78% said they were happy or very happy to be doing interesting or challenging work and 54% were happy or very happy with the training and development opportunities they were getting. Given the positive results and on-going organisational changes it was decided that further action was not a priority at that time.

4f) Identify opportunities to work with others to deliver services that improve outcomes for groups with protected characteristics more effectively and develop innovative approaches to common issues, whether through formal partnership arrangements or more informal collaborative arrangements.

Oxfordshire County Council proudly works in partnership with other organisations from the public, private, military, voluntary, and community sectors across the county on areas of common interest. There are several partnerships in operation, all overseen by the Oxfordshire Partnership Board. Over the past year several of the partnerships have undergone major changes due to national policy changes such as the health reforms.

We also maintain connections and informal collaborative arrangements when appropriate. For example, our Education service runs a multi-ethnic community forum where representatives of minority groups from across the county can discuss relevant educational issues. Recent meetings have considered the provision of English as Second or Other Language (ESOL) courses in the county, the impact of academies on black or other minority ethnic communities, and how to attract members of minority groups into teaching or school governorship.

Working with councillors, local people, and organisations, we have conducted audits of pedestrian routes in Wallingford and Didcot to improve accessibility in the built environment for elderly and disabled people. As part of our current transport strategy, we are committed to consulting with local access groups to ensure all new street schemes or developments take account of the needs of these groups. We have also used our links with local bus companies to ensure that priority places for wheelchair and scooter users are clearly identified and enforced. We maintain links with local access groups and encourage them to work with us.

4g) Ensure that where services are being restructured there is a well-managed approach to diversity, including completion of Service and Community Impact Assessments to ensure that under-represented groups are not disproportionately affected in the resulting staff reductions. Statistics for redundancy will also need to be closely monitored.

Service and Community Impact Assessments (SCIAs) form an important part of how we develop policies and make decisions. They are produced for every contemplated service change, and regularly updated as proposals change and develop, ensuring that under-represented groups will not be not disproportionately affected by the changes.

The HR department monitors the characteristics of staff leaving the organisation and the reasons for their departure, and presents their findings in the annual 'Equality in the Workplace' report.

Next steps

We are proud to have completed the vast majority of the actions we set for ourselves in 2012, all of which bring us closer to achieving our equality objectives. We will be devising new priority actions for the next financial year in April 2013, and will report on our progress in the following March. This will allow us to embed our equality actions within our performance reporting cycle.

Appendix: More about Oxfordshire

Last year, we produced an overview about what we know of Oxfordshire's population under the various protected characteristics. The release of the 2011 Census results has provided us with an opportunity to refresh this report with more up-to-date information on the populace, and provide a short overview of how diverse the county's residents are. We will be examining how the data we hold on our service users tallies with the new census results in our April release, allowing us to keep this analysis in step with our performance reporting cycle.

More information and data on these and other themes can be found on *Oxfordshire Insight*: <http://www.oxfordshire.gov.uk/insight> .

Population

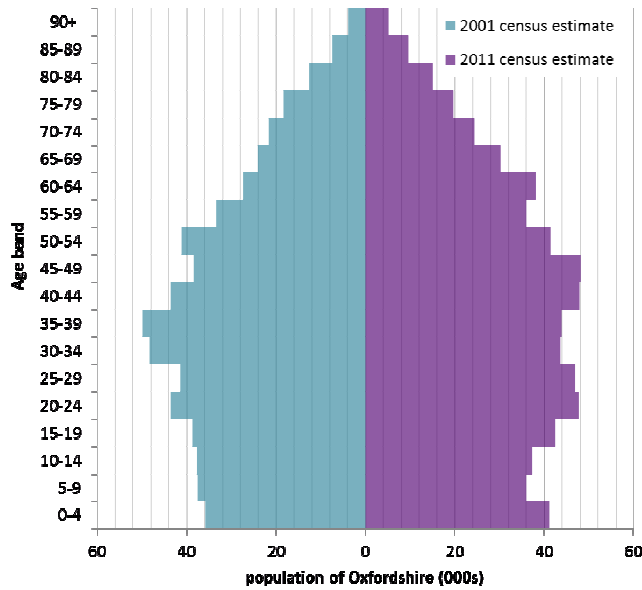
The 2011 Census showed that an estimated 653,800 people were living in Oxfordshire on 27 March 2011:

Oxfordshire	653,800
Cherwell	141,900
Oxford	151,900
South Oxfordshire	134,300
Vale of White Horse	121,000
West Oxfordshire	104,800

Oxfordshire's population has increased by 48,500 people (8%) since the last Census estimate in 2001, when the total estimated population for the 2001 Census was 605,500. Oxford City's population has increased the most (13%) followed by West Oxfordshire (10%). Cherwell's population has grown by 8%, while the populations of South Oxfordshire and Vale of White Horse have both grown by 5%.

Age

Oxfordshire's population has aged overall, due to the older age groups experiencing greater growth than younger groups. The 65-and-over population has grown by 18% since 2001, while the number of people aged 85 and over increased by 30%. The number of people in their 30s in the County has declined by 12%. The number of children aged 4 and under has grown by 13%.



Sex

	Men		Women	
Oxfordshire	323,000	49.4%	330,800	50.6%
Cherwell	70,100	49.4%	71,700	50.6%
Oxford	75,300	49.6%	76,600	50.4%
South Oxfordshire	66,000	49.1%	68,300	50.9%
Vale of White Horse	60,100	49.7%	60,900	50.3%
West Oxfordshire	51,400	49.1%	53,300	50.9%

Women remain in the majority across the county.

Gender reassignment

Figures for the number of transgender people in the county remain unobtainable, and no relevant question was asked in the census.

Race, including ethnic or national origins, colour, or nationality

The ethnic composition of Oxfordshire has changed since the 2001 census.

All of the county’s black or minority ethnic communities have grown, and now account for 9.2% of the population, just under double the 2001 figure of 4.9% .

There has been a growth in people from white backgrounds other than British or Irish, who now account for 6.3% of the population (up from 4% in 2001). This rise can be explained by the expansion of the EU. People from white gypsy or Irish Traveller backgrounds make up 0.1% of the county, and this is the same proportion across all

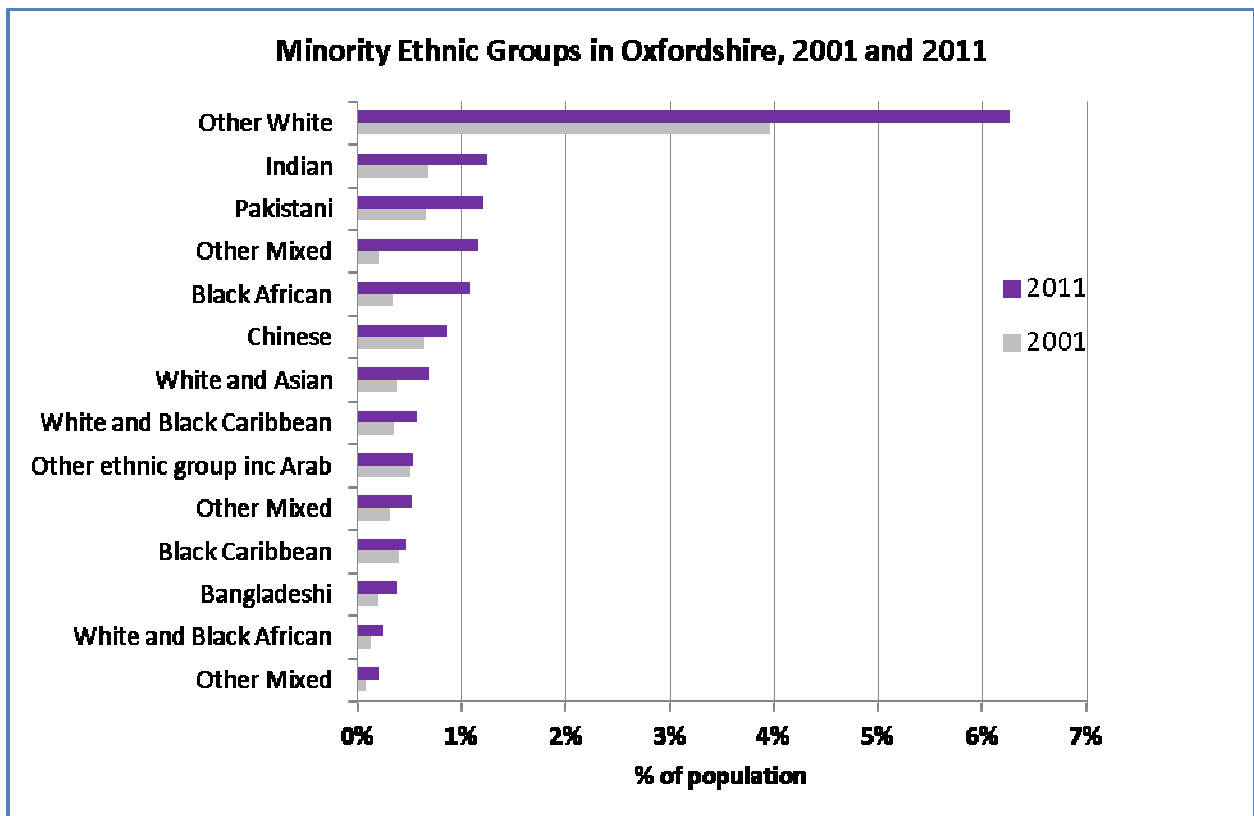
the districts aside from West Oxfordshire, where 0.2% of the population classify themselves as such.

4.8% of the population are from Asian backgrounds, twice the 2001 figure of 2.4%

People from Asian communities form the largest minority ethnic group in the county, and most come from Indian or Pakistani backgrounds (2.45%)

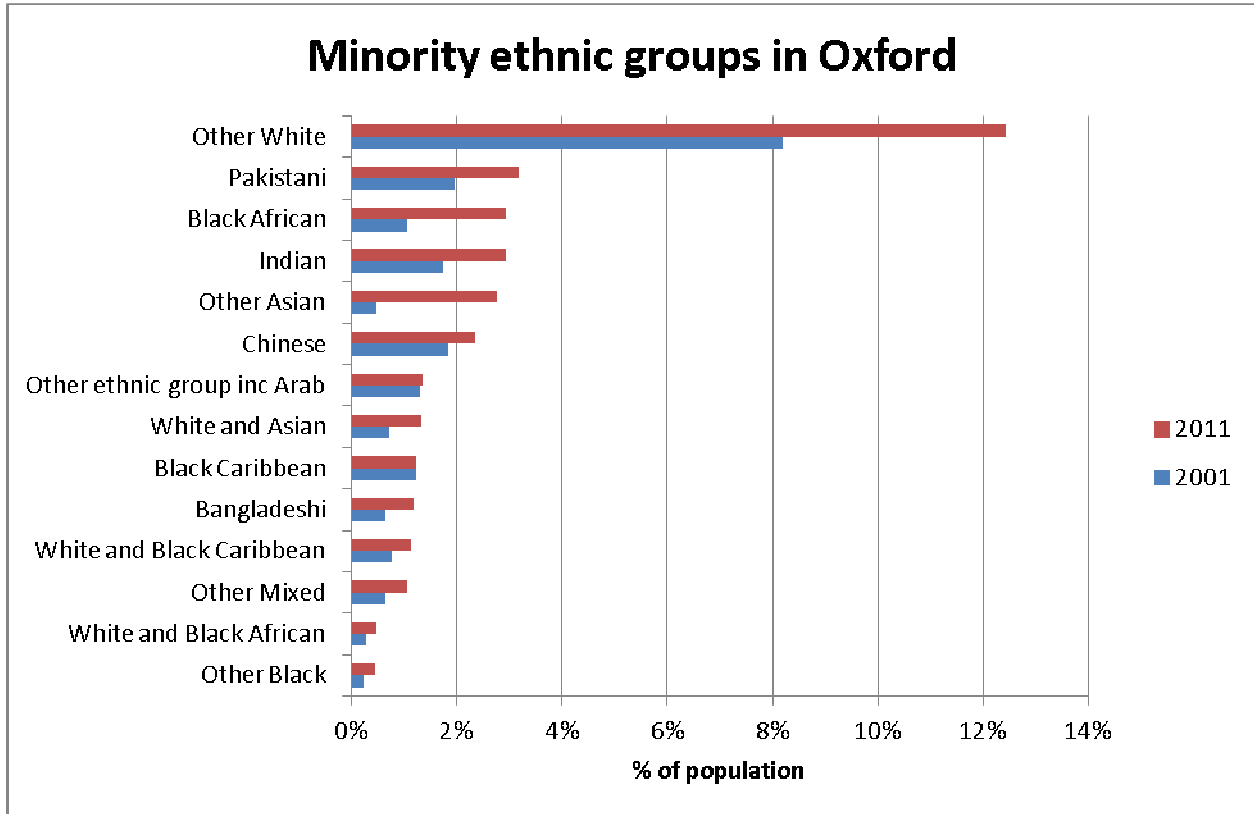
The proportion from all black backgrounds has more than doubled from 0.8% to 1.75% of the county's population.

People from mixed backgrounds account for 2% of the population (2001: 1.2%)



Source: ONS. In order to display minority groups on a chart, the categories of 'White British' and 'White Irish' are not shown.

Oxford remains the county's most diverse district. People from white British or white Irish backgrounds make up 65% of the city's population, down from 79% in 2001. Reflecting migration trends, the proportion of the city from other white backgrounds has risen to 12.4%, up from 8.2% in ten years.



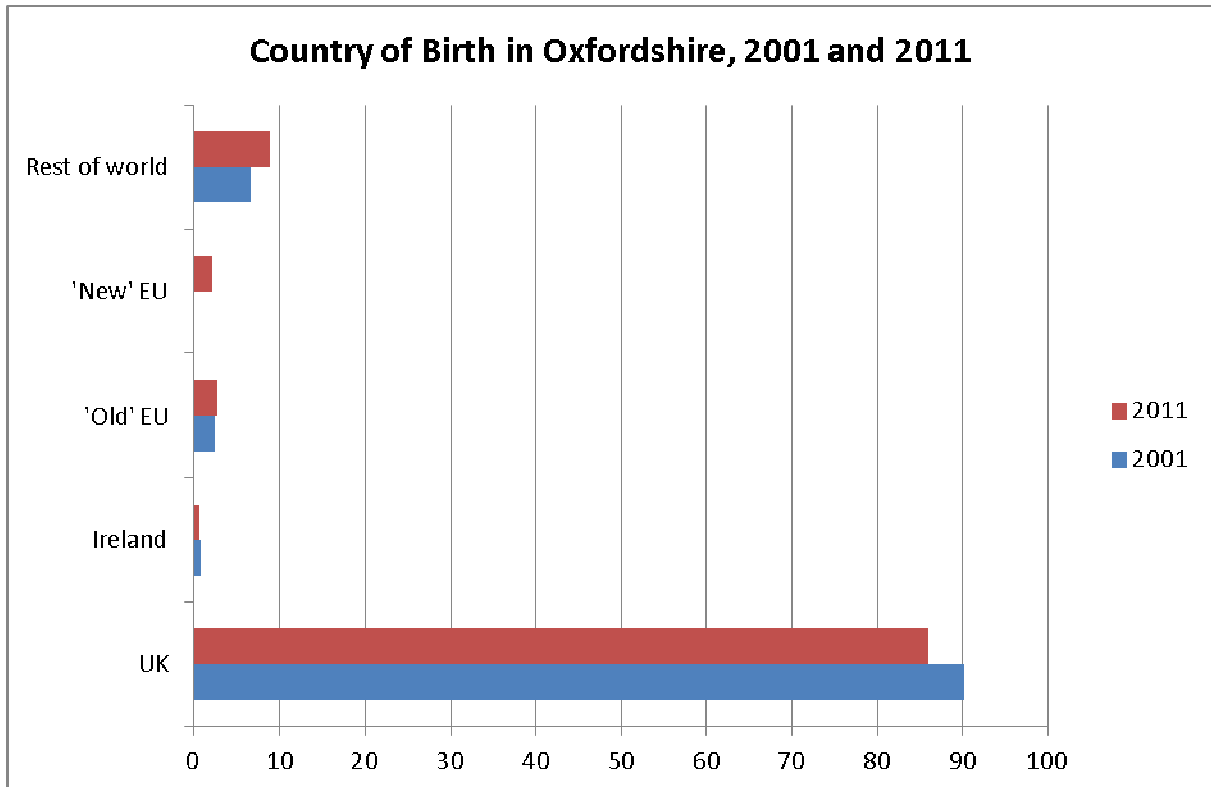
Source: ONS. In order to display minority groups on a chart, the categories of 'White British' and 'White Irish' are not shown.

Country of origin

There has been a rise in the number of people born outside the UK or Ireland since 2001. Not only has the number of people from the 'old' EU risen, but there has been a growth in people from both the new member countries and from the rest of the world.²

² 'Old' EU refers to the countries of the European Union at the time of the 2001 Census: Belgium; France; Germany; Italy; Luxembourg; Netherlands; Denmark; Greece; Portugal; Spain; Austria; Finland; Sweden

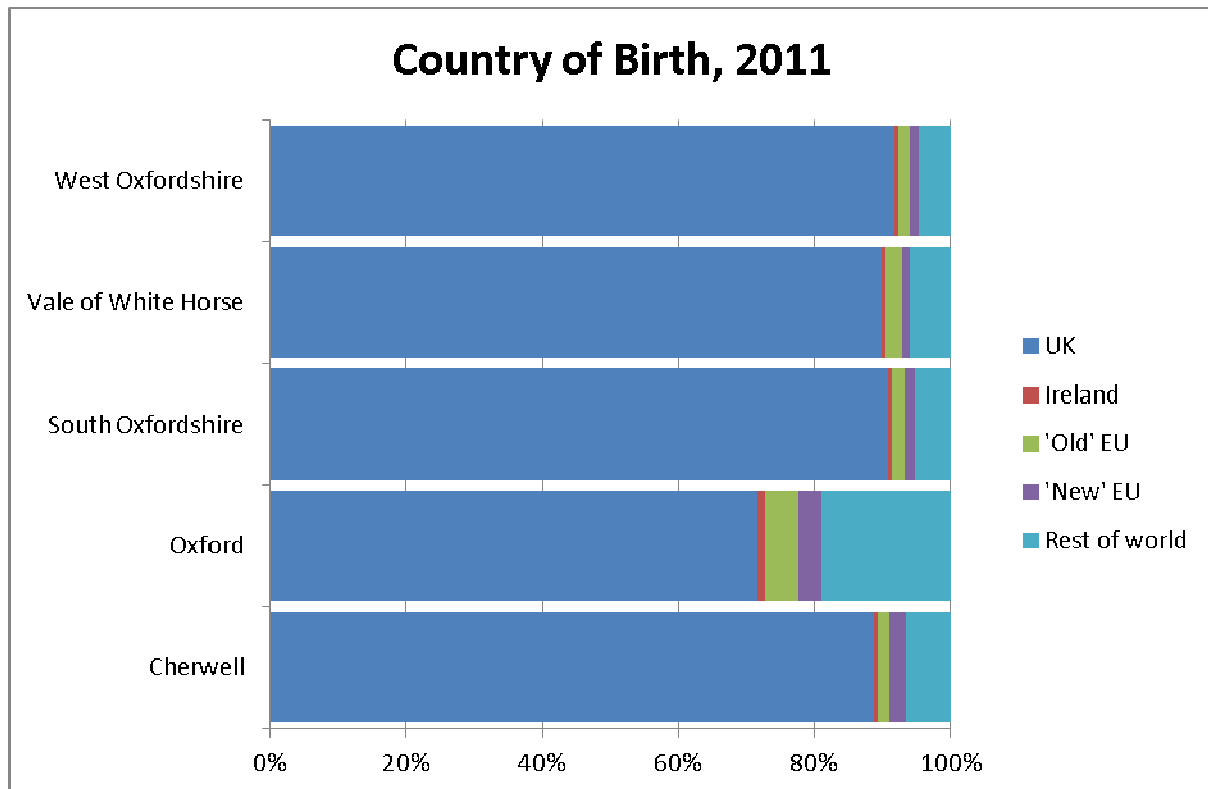
'New' EU refers to those countries joining the EU between 2001 and 2011: Cyprus; Czech Republic; Estonia; Hungary; Latvia; Lithuania; Malta; Poland; Slovakia; Slovenia; Bulgaria; Romania



Source: ONS. 'Rest of world' in 2001 would have included those countries yet to join the EU when the census was taken

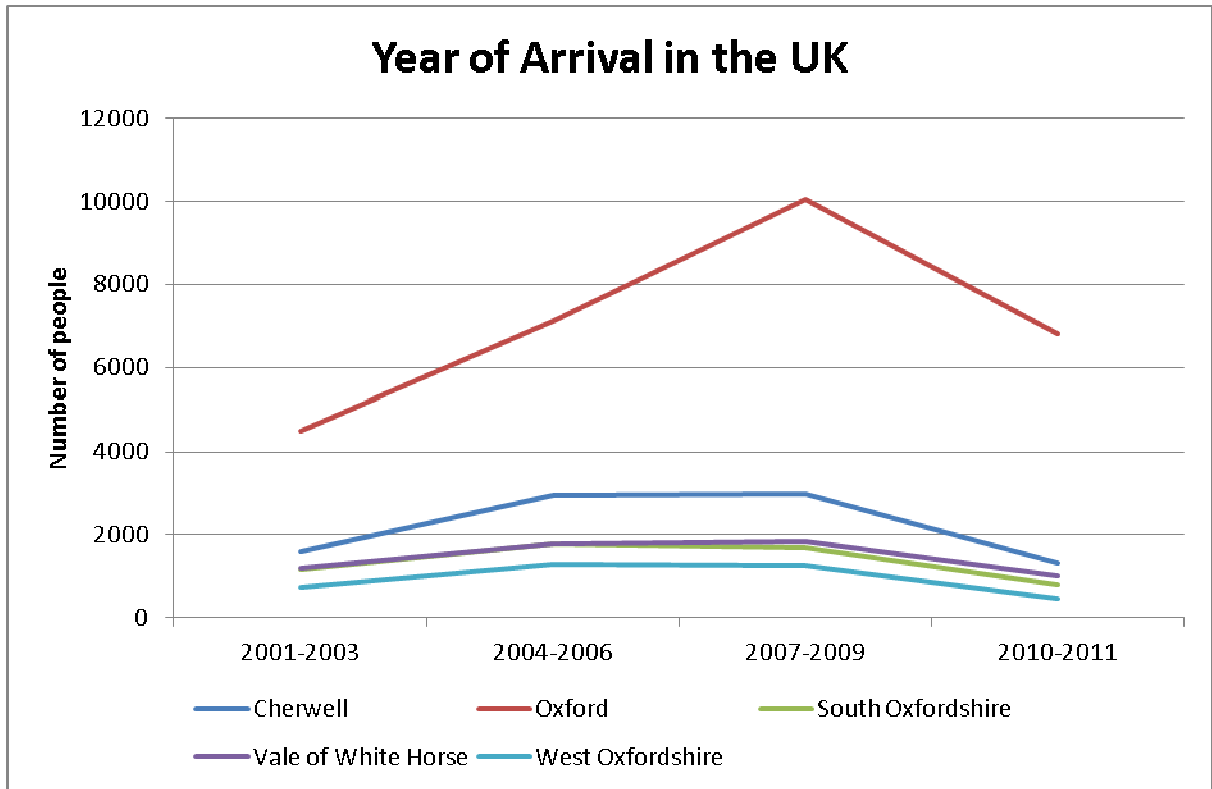
8.8% of the count's residents (about 57,500 people) were born outside the UK or the EU. 13,000 (2%) came from the new EU countries that joined after 2001.

Again, Oxford is the most diverse district. Only 72% of the population of Oxford were born in the UK, way below the proportion nationally or in Oxfordshire's other districts. It is noticeable how similar the other four districts are to each other.

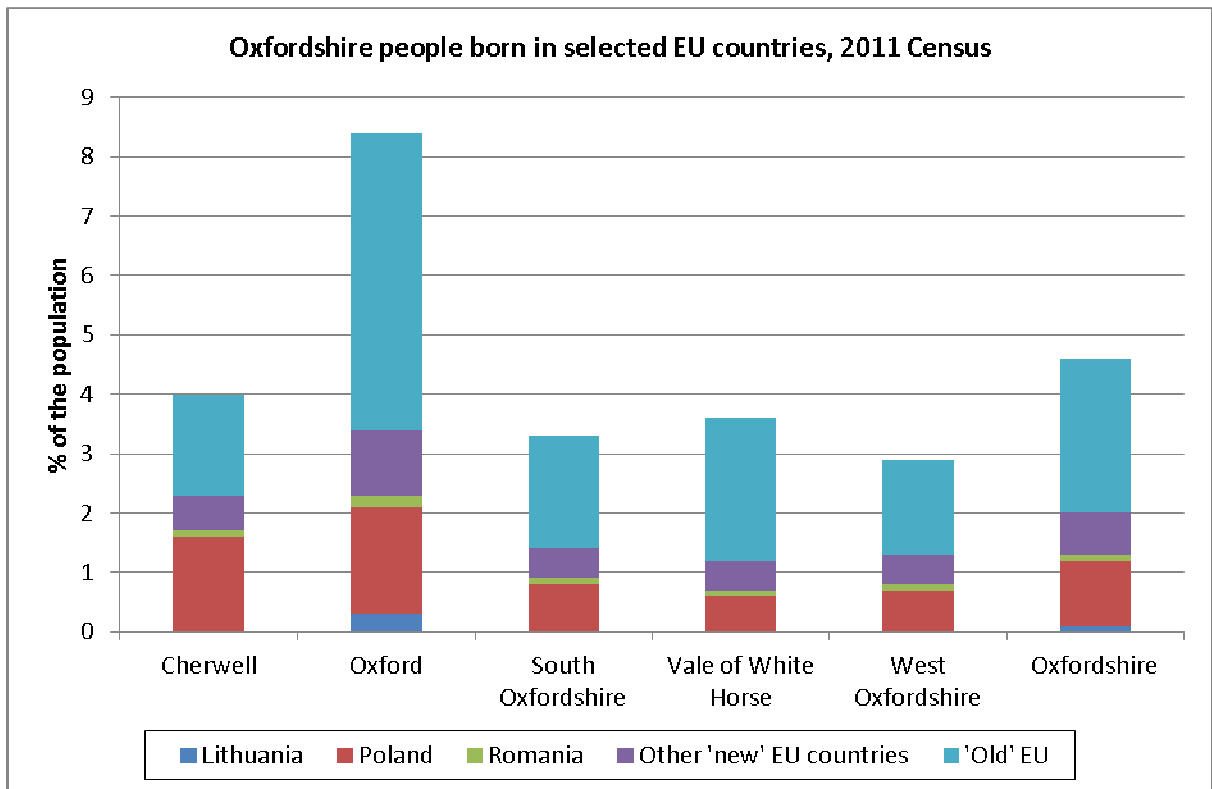


Source: ONS

The Census asked residents who were not born in the UK to give the year they arrived in the country. Over the course of the decade, the number of people rose, reaching a peak in 2007-09. The large increase after 2004 shows the impact of the eastward expansion of the European Union, especially in Oxford. 6.6% of Oxford's population arrived in the UK in 2007-09. The number of people who arrived in 2010-11 is noticeably lower, likely reflecting the economic situation.

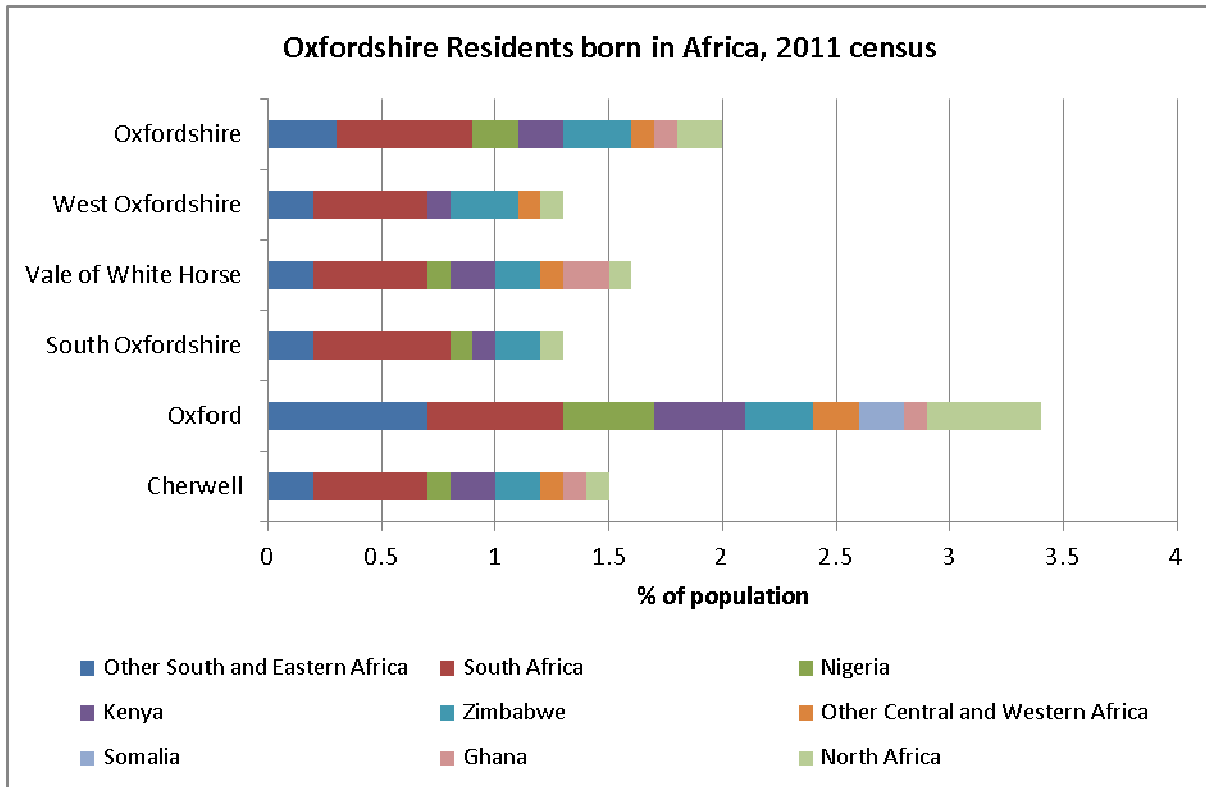


The eastward expansion of the EU during the last decade saw a rise in migration to the county, especially Oxford. The largest group in the county (1.1%) in 2011 were from Poland. Of the 7,500 people born in Poland, 2,700 live in Oxford and 2,300 live in Cherwell.



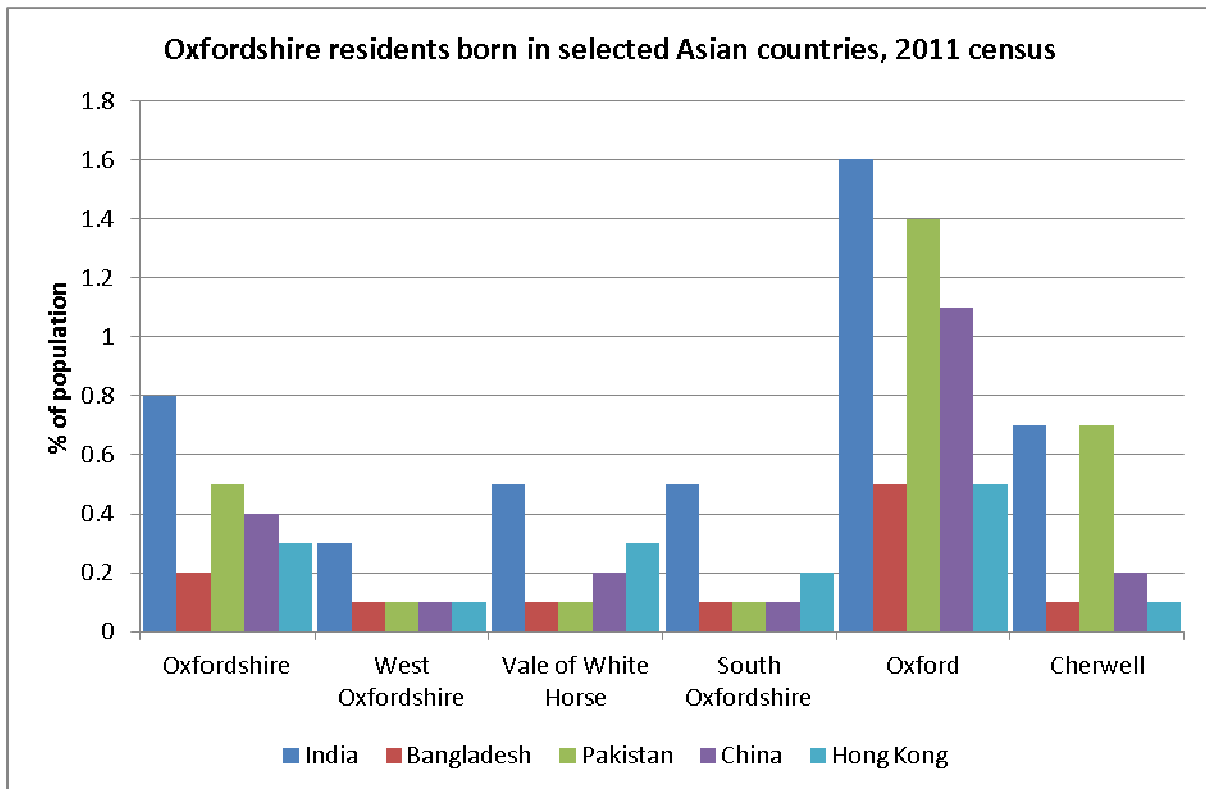
Source: ONS

Other Countries



Source: ONS

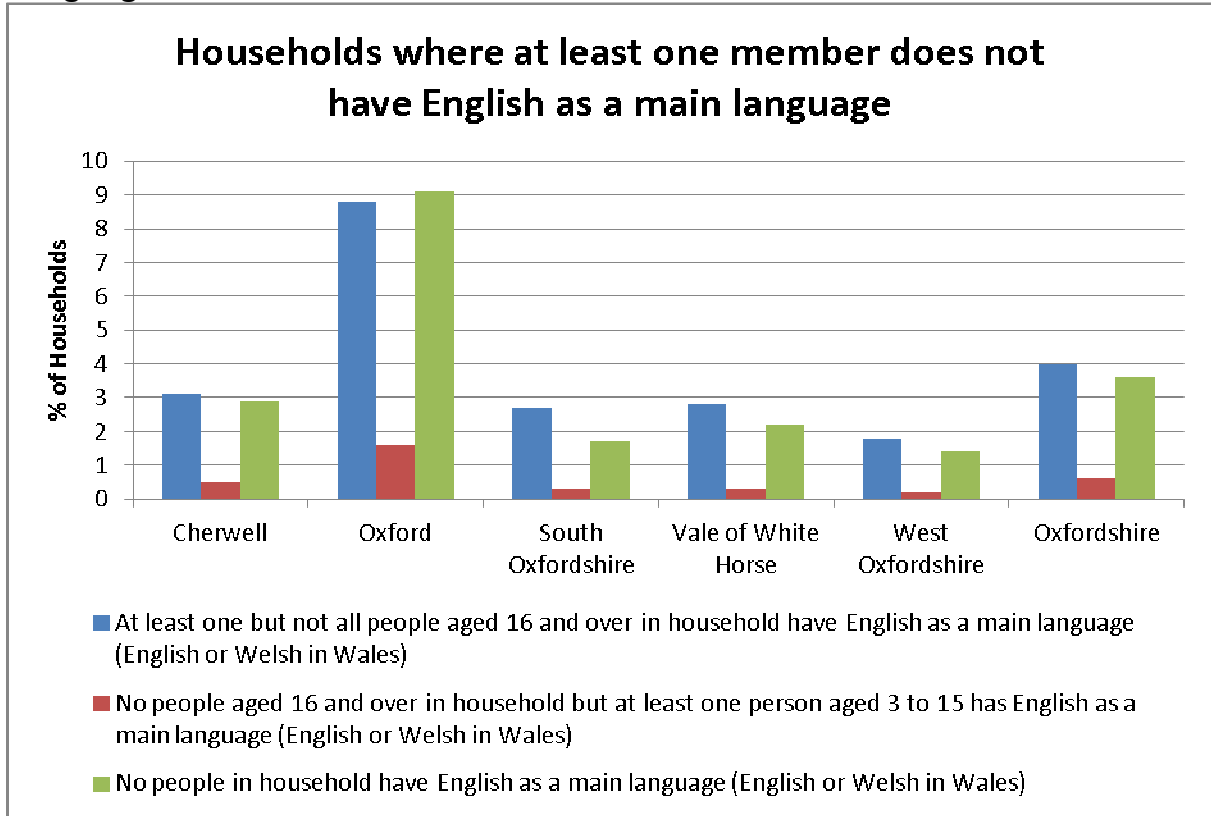
2% of the county's population were born in African countries.



Source: ONS

The population born in India is comparatively large across all the districts. Oxford has the largest community of people born in China, although part of this figure might represent students studying in the city.

Language

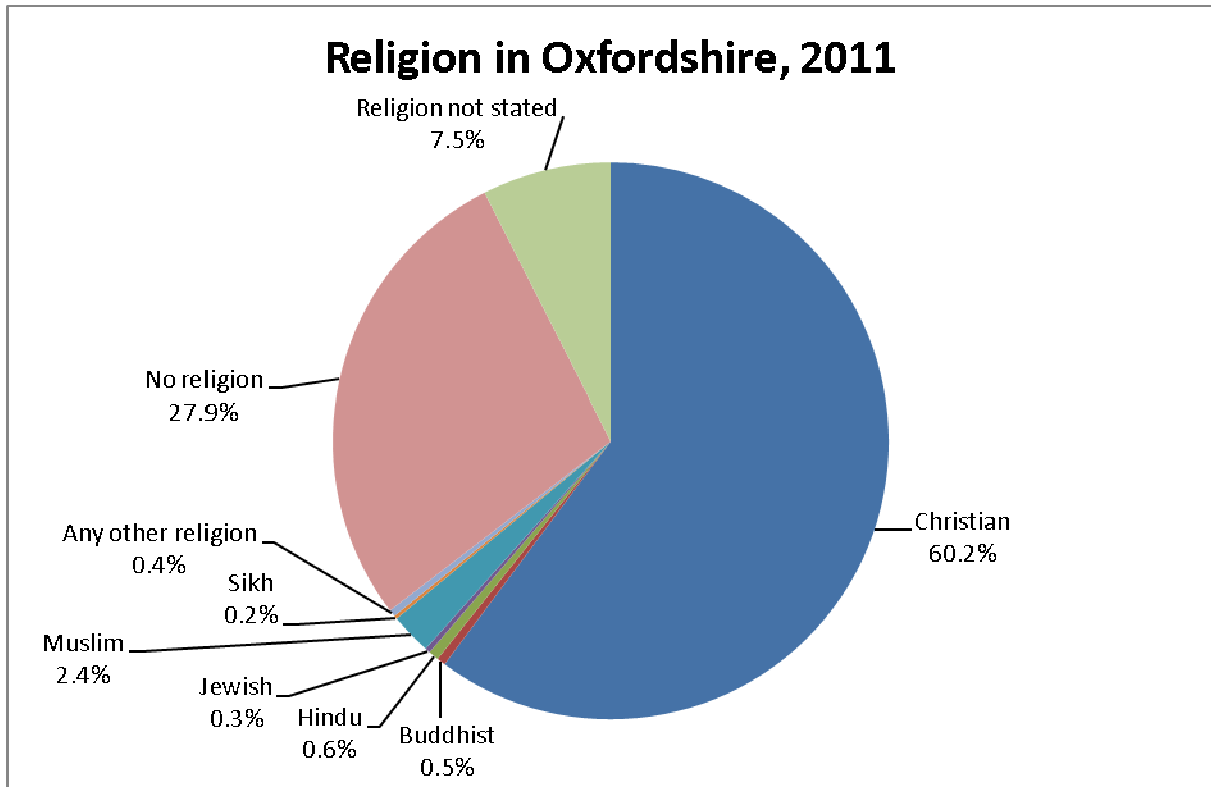


Source: ONS

Just over 9% of households in Oxford do not have anyone member who speaks English as a main language. This is over double the figure for the county as a whole.

Religion

60% of the county's population are Christian, whilst 28% do not have any religion. The county's Muslims make up 2.4% of the populace. The proportion of Hindus in Oxfordshire in 2011 was 0.6%. The size of the county's Jewish population is 0.3%. The growth and size of county's Buddhist population (0.5%) is in line with the regional and national figures.

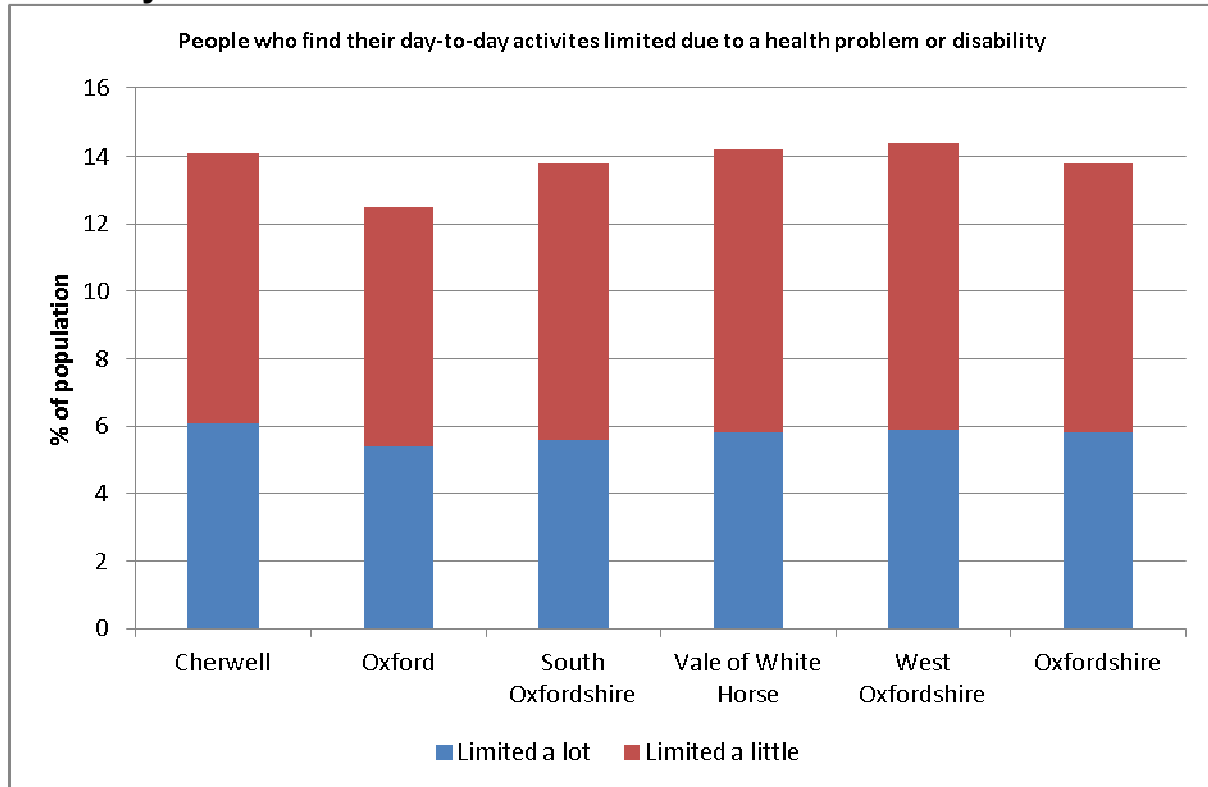


As the table below shows, Oxford remains the most diverse district in the county.

	Cherwell	Oxford	South Oxfordshire	Vale of White Horse	West Oxfordshire
Christian	64%	48%	64%	63%	65%
No religion	25%	33%	27%	27%	26%
Religion not stated	7%	8%	8%	7%	7%
Muslim	2.3%	6.8%	0.5%	0.9%	0.4%
Buddhist	0.4%	0.9%	0.3%	0.4%	0.3%
Hindu	0.4%	1.3%	0.4%	0.5%	0.2%
Any other religion	0.4%	0.5%	0.4%	0.4%	0.4%
Sikh	0.3%	0.3%	0.1%	0.1%	0.0%
Jewish	0.1%	0.7%	0.2%	0.2%	0.2%

Source: ONS

Disability



Source: ONS

The proportion of residents reporting that their day-to-day activities are limited either a little or a lot due to a long-standing health problem or disability is roughly the same across the districts.

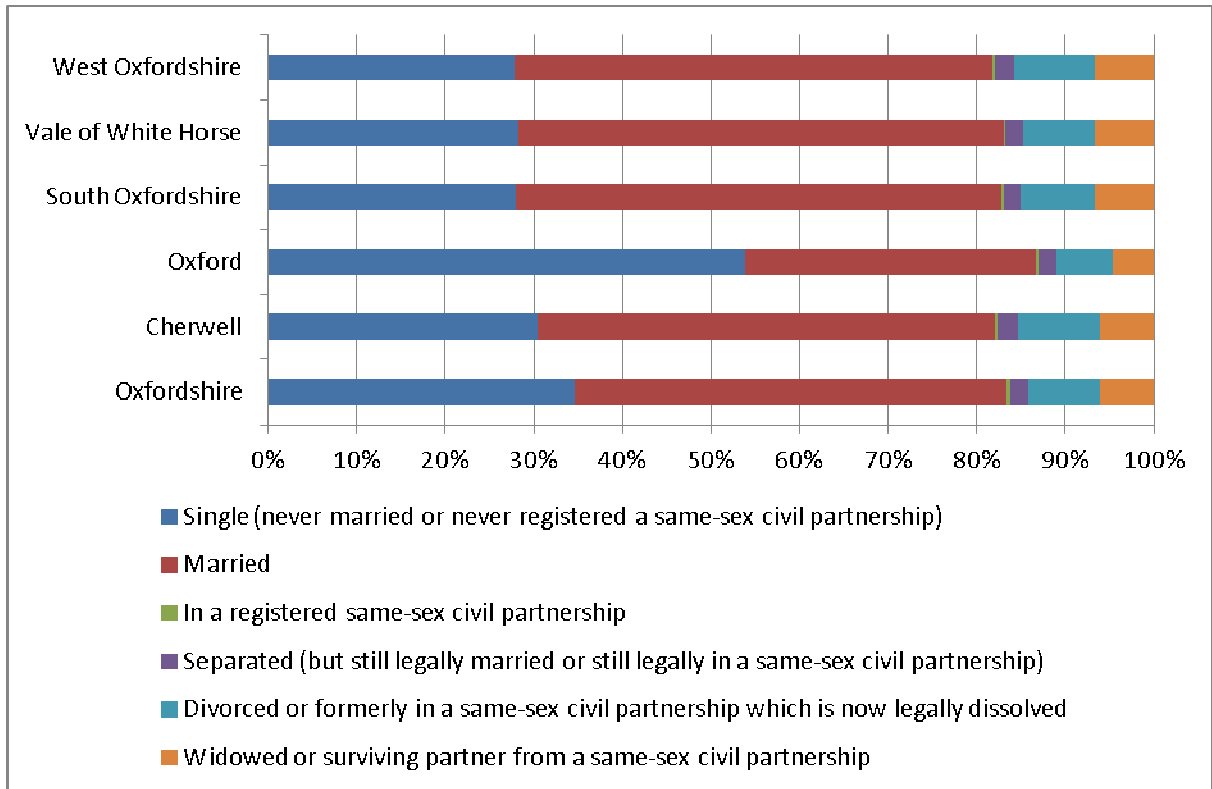
Sexual Orientation

Reliable figures on the number of lesbian, gay, or bisexual people in the county are still difficult to obtain. The Census did not include a question on sexual identity or sexual orientation, and using the number of people in a civil partnership will not capture those who are either in a relationship but are not registered or those who are single.

Experimental statistics from the ONS's 2011 'Integrated Household Survey' suggested that the proportion of people identifying as gay, lesbian, bisexual, or other was 1.6% in the South East, against a figure for England of 1.9%.

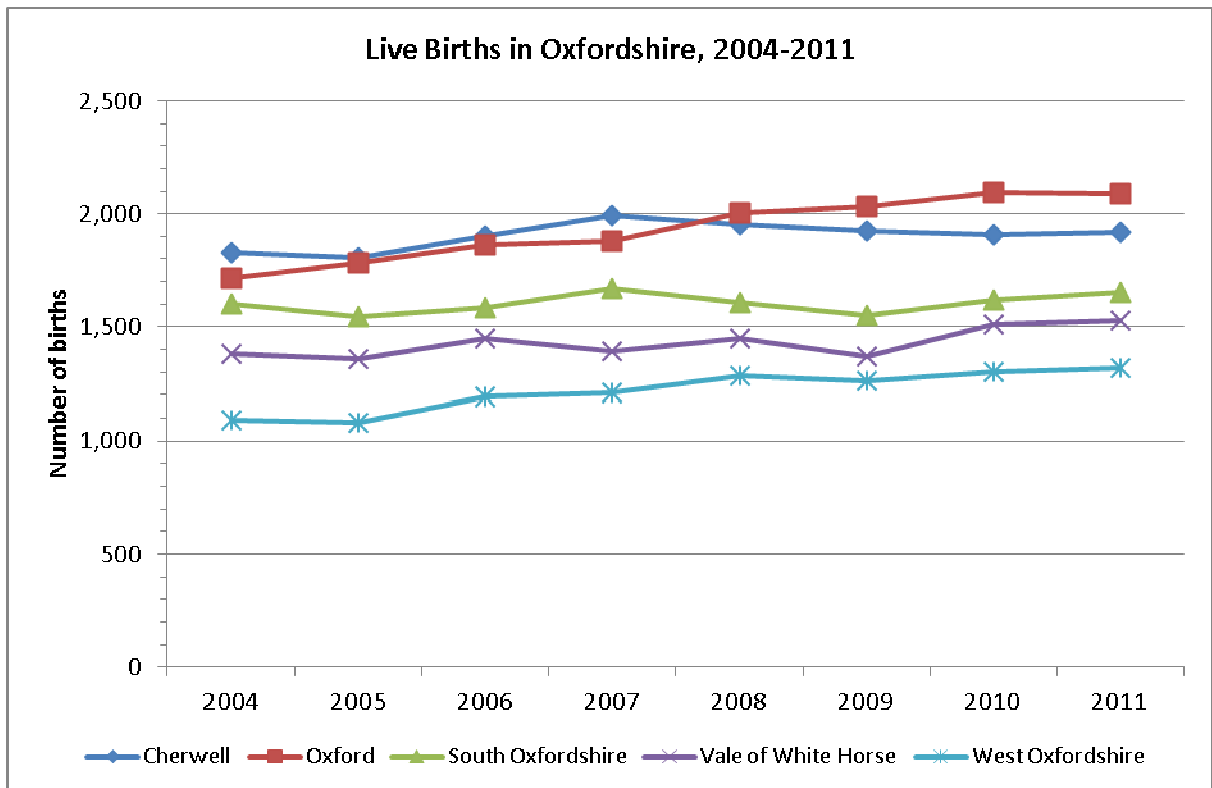
Marriage and civil partnership

259,252 people (48.8%) in the county said they were married in the 2011 Census. A further 1,393 people (0.3%) were in a registered civil partnership.



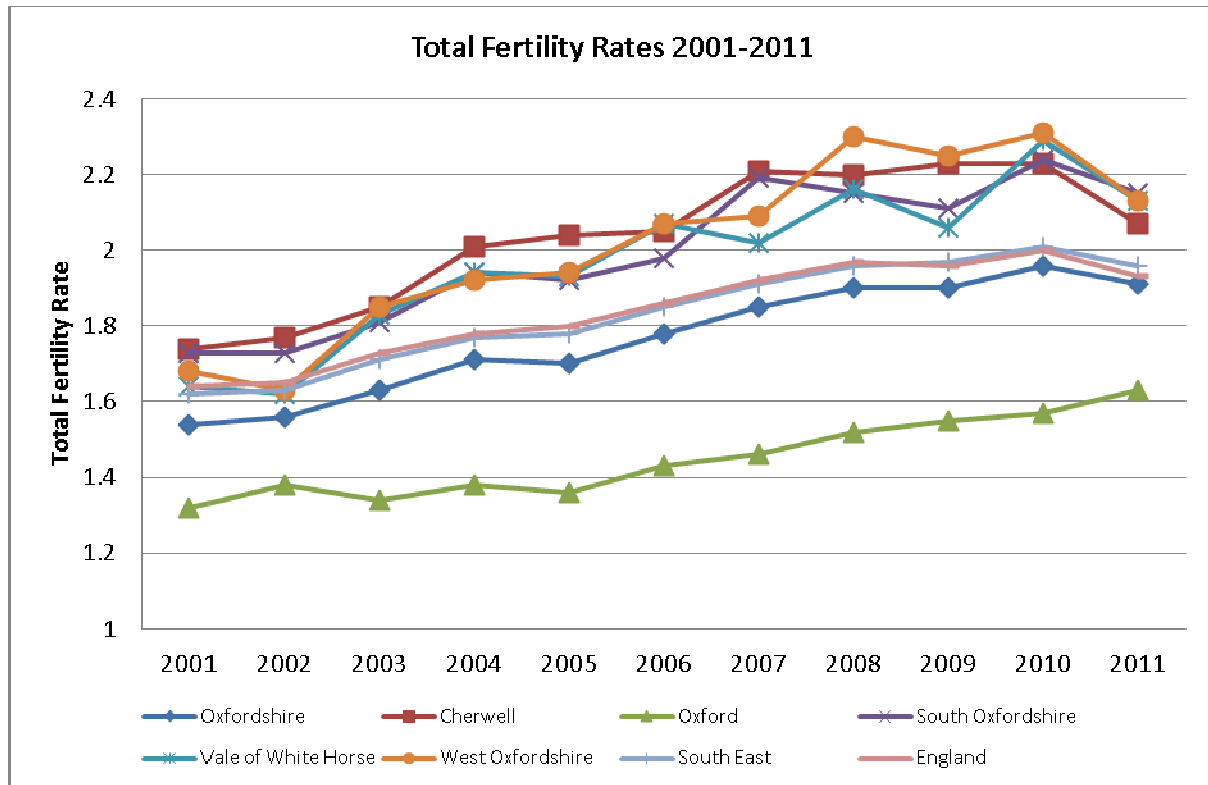
Source: ONS

Pregnancy and maternity



Source: ONS

The number of live births in each district is slowly, but steadily, rising.



Source: ONS

The Total Fertility Rate indicates the average number of children per woman. Whilst the fertility rate has been rising steadily, Oxford is noticeably behind the rest of the county and the regional and national figures. This is probably representative of its large student population.

As more census information becomes available, reports and briefings will be placed on the [Oxfordshire Insight](#) website.

Division(s): N/A

CABINET – 28 JANUARY 2013

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision	Portfolio/Ref
Cabinet, 26 February 2013	
<ul style="list-style-type: none"> <li style="margin-bottom: 10px;"> <p>▪ 2012/13 Financial Monitoring & Business Strategy Delivery Report - December 2012</p> <p>Monthly financial report on revenue and capital spending against budget allocations, including virements between budget heads.</p> <li style="margin-bottom: 10px;"> <p>▪ Future Devolved Governance Local Transport Board - Consultation Feedback</p> <p>To consider any issues raised through the consultation process and to agree the proposed governance arrangements for the Local Transport Board.</p> <li style="margin-bottom: 10px;"> <p>▪ Staffing Report - Quarter 3</p> <p>Quarterly staffing report providing details of key people numbers and analysis of main changes since the previous report.</p> <li style="margin-bottom: 10px;"> <p>▪ Superfast Broadband Project - Stage One: Strategic Brief</p> <p>This paper asks the Cabinet to:</p> <ul style="list-style-type: none"> (a) note the report and the business case; (b) note that the capital commitment remains on track and there is no requirement for further funding; (c) approve progression on to the full Business Case on this basis. <li style="margin-bottom: 10px;"> <p>▪ Proposal to Alter the Lower Age Range at Five Acres Primary School, John Hampden Primary School and West Kidlington Primary School</p> <p>If objections are received, a decision on whether to proceed to publish a statutory notice to alter the lower age range at the primary schools in order for the attached nursery schools to become part of the primary schools' provision.</p> <li style="margin-bottom: 10px;"> <p>▪ Oxford City Draft Community Infrastructure Levy (CIL) Consultation Response</p> <p>To consider response to Oxford City draft Community Infrastructure Levy (CIL) consultation.</p> 	<p style="margin-top: 0;">Leader, 2012/127</p> <p style="margin-top: 10px;">Deputy Leader, 2012/197</p> <p style="margin-top: 10px;">Deputy Leader, 2012/128</p> <p style="margin-top: 10px;">Business & Communications, 2012/194</p> <p style="margin-top: 10px;">Education, 2012/156</p> <p style="margin-top: 10px;">Growth & Infrastructure, 2012/122</p>

- **Property Asset Disposal in Cherwell** Police & Policies,
Cabinet is asked to consider options for the disposal of a number 2012/142
of surplus properties in Cherwell.
- **Community Risk Management Plan 2013-2018** Safer & Stronger
To seek approval of the draft Community Risk Management Plan Communities,
2013-2018 & Annual Action Plan 2013-2014 following 2012/073
consultation.
- **Integrated Risk Management Plan (IRMP) Fire & Safer & Stronger
Rescue - Project** Communities,
To approve the project to be delivered in the 2013-14 IRMP 2012/129
action plan.

Deputy Leader, 14 February 2013

- **Woodstock Road Public Realm Enhancements** Deputy Leader,
To seek approval to proceed. 2012/165
- **Proposed Parking Restrictions - Station Road, Deputy Leader,
Chinnor** 2012/162
To seek approval to proceed.
- **Proposed Changes to Parking Restrictions - High Deputy Leader,
Street, Witney** 2012/171
To seek approval to proceed.
- **Proposed Parking Restrictions - Brize Norton Village** Deputy Leader,
To seek approval to proceed. 2012/172
- **Proposed Parking Restrictions in Vicinity of Long Deputy Leader,
Hanborough Station** 2012/173
To seek approval to proceed.
- **Proposed Parking Restrictions - Lye Valley and Sandy Deputy Leader,
Lane, Oxford** 2012/186
To seek approval to proceed.
- **Proposed Parking Restrictions - Nursery Drive and Deputy Leader,
Beaumont Road, Banbury** 2012/187
To seek approval to proceed.
- **Proposed Zebra Crossing - Packhorse Lane, Marcham** Deputy Leader,
To seek approval to proceed. 2012/188
- **Proposed Zebra Crossing - Spring Road, Abingdon** Deputy Leader,
To seek approval to proceed. 2012/189

- **Proposed Parking Restrictions - Cumberland Road and Saunders Road, Oxford** Deputy Leader, 2012/190
To seek approval to proceed.
- **Alvescot Road Zebra Crossing** Deputy Leader, 2013/005
To seek approval to proceed.

Cabinet Member for Children & the Voluntary Sector, 4 February 2013

- **Chill Out Fund 2012/13 - February 2013** Cabinet Member for Children & the Voluntary Sector, 2012/167
To consider applications received (if any) from the Chill Out Fund.
- **Young People's Well Being Group** Cabinet Member for Children & the Voluntary Sector, 2012/193
To agree membership and terms of reference.

Cabinet Member for Education, 4 February 2013

- **Bampton CE Primary School** Cabinet Member for Education, 2012/157
To seek approval to publish a Statutory Notice to alter lower age range to create an Foundation Stage Unit.

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