

County Council Tuesday, 10 February 2026

Addenda 4 - Appointments and Corrected Annexes to Budget and Business Planning Report

5. Appointments (Pages 3 - 8)

To make any changes to the membership of scrutiny and other committees on the nomination of political groups and to note any changes to the Cabinet made by the Leader of the Council.

8. Budget and Business Planning 2026/27 - 2030/31 (Pages 9 - 24)

Report by the Deputy Chief Executive (Section 151 Officer)

This report is the culmination of the Budget and Business Planning process for 2026/27 to 2030/31. It sets out the Cabinet's proposed budget for 2026/27, medium term financial plan to 2030/31 and capital programme to 2036/37, together with a number of strategies and policies that the Council is required to approve for the 2026/27 financial year.

The Council is RECOMMENDED to:

- a. have regard to the statutory report of the Deputy Chief Executive (Section 151 Officer) (at Section 3) in approving recommendations b to d below;
- b. (in respect of the budget and medium term financial strategy – at Section 4) approve:
 - (1) the council tax and precept calculations for 2026/27 set out in Section 4.3 and in particular:
 - (i) a precept of £567,372,273.74
 - (ii) a council tax for band D equivalent properties of £2,006.78;
 - (2) a budget for 2026/27 as set out in Section 4.4;
 - (3) a medium term financial strategy for 2026/27 to 2030/31 as set out in Section 4.1 (which incorporates changes to the existing medium term financial strategy as set out in Section 4.2);
 - (4) the Financial Strategy for 2026/27 at Section 4.5;
 - (5) the Earmarked Reserves and General Balances Policy Statement 2026/27 at Section 4.6 including

- (i) the Deputy Chief Executive (Section 151 Officer)'s recommended level of General Balances for 2026/27 (Section 4.6), and
- (ii) the planned level of Earmarked Reserves for 2026/27 to 2030/31 (Section 4.6.1)

c. (in respect of capital – at Section 5) approve:

- (1) the Capital & Investment Strategy for 2026/27 to 2036/37 including the Prudential Indicators and Minimum Revenue Provision Methodology Statement as set out in Section 5.1;
- (2) a Capital Programme for 2026/27 to 2036/37 as set out in Section 5.4 which includes new capital proposals set out in Section 5.3.

d. (in respect of treasury management – at Section 5) approve:

- (1) the Treasury Management Strategy Statement and Annual Investment Strategy for 2026/27 at Section 5.2 including the Treasury Management Prudential Indicators and the Specified Investment and Non-Specified Investment Instruments.
- (2) that any further changes required to the 2026/27 strategy be delegated to the Deputy Chief Executive (Section 151 Officer) in consultation with the Leader of the Council and the Cabinet Member for Finance, Property and Transformation;

**COUNCIL
10 February 2026**

APPOINTMENTS

Report by Director of Law and Governance and Monitoring Officer

Executive Summary

1. On Tuesday 3 February 2026, the Leader of the Council, Councillor Leffman, notified the Proper Officer of amendments to the scheme of delegation to Cabinet Members as required under Cabinet Procedure Rule 1.2.2.
2. In accordance with Rule 1.2.4, the amendments to the scheme of delegation take effect two clear working days after receipt of notice by the Proper Officer. The amendments therefore take effect on Friday 6 February 2026.

Scheme of Delegation to Cabinet Members

3. The Leader notified the Proper Officer of the following amendments:
 - Responsibility for the Fire and Rescue Service transfers from Cllr Jenny Hannaby, Cabinet Member for Community Wellbeing and Safety, to Cllr Neil Fawcett, Cabinet Member for Resources and Deputy Leader.
 - Responsibility for the Coroners and Registration Services transfers from Cllr Fawcett to Cllr Hannaby.
 - Responsibility for Community Cohesion is assigned to Cllr Kate Gregory, Cabinet Member for Public Health and Inequalities.
4. The amendments to the Scheme of Delegations are shown in Annex 1.
5. The Proper Officer is required to present a report to the next ordinary meeting of the Council setting out the changes made by the Leader.

ANITA BRADLEY
Director of Law and Governance and Monitoring Officer

Annex: Annex 1: Scheme of Delegation to Cabinet Members showing the amendments.

Contact Officer: Colm Ó Caomhánaigh, Democratic Services Officer,
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February 2026

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Cabinet from 6 February 2026

Councillor Liz Leffman

Leader of the Council

Responsibilities:

- Strategy
- Performance and Place leadership
- Local Government Reorganisation
- Devolution
- Oxford-Cambridge Corridor
- Oxford Growth Commission
- Strategic Partnerships and Communications/Public Affairs
- Public sector reform
- Town and parish councils
- Equality, diversity and inclusion
- Future generations

Councillor Neil Fawcett

Deputy Leader of the Council and Cabinet Member for Resources

Responsibilities:

- Fire & Rescue Service
- Governance and legal
- ~~Coroners~~
- HR
- IT operations
- Communications
- ~~Registration~~
- Library service
- Cultural services

Councillor Ben Higgins

Cabinet Member for Future Economy and Innovation

Responsibilities:

- Economy
- Community wealth building
- Commercial
- Digital Infrastructure
- Innovate Oxfordshire
- Enterprise Oxfordshire

Councillor Sean Gaul

Cabinet Member for Children and Young People

Responsibilities:

- Children's Social Care
- SEND
- Education

- 0 - 5 offer
- Youth Offer

Councillor Judy Roberts

Cabinet Member for Place, Environment and Climate Action

Responsibilities:

- Future transport
- Climate adaptation
- Environment and countryside
- Waste, water/flooding
- Energy
- Strategic Planning

Councillor Dan Levy

Cabinet Member for Finance, Property and Transformation

Responsibilities:

- Finance
- Transformation
- Digital and customer experience
- Procurement
- Property

Councillor Andrew Gant

Cabinet Member for Transport Management

Responsibilities:

- Public transport and active travel
- Highways management and streetlighting
- Parking
- Core transport schemes

Councillor Tim Bearder

Cabinet Member for Adults

Responsibilities:

- Adult Social Care
- Carers services
- Mental health
- Homelessness

Councillor Kate Gregory

Cabinet Member for Public Health & Inequalities

Responsibilities:

- Public health
- Inequalities
- Voluntary and Community Sector
- Gypsies and travellers

- Asylum and immigration
- Community Cohesion

Councillor Jenny Hannaby

Cabinet Member for Community Wellbeing and Safety

Responsibilities:

- ~~Fire & Rescue Service~~
- Coroners
- Registration
- Emergency planning
- Community safety
- Trading standards

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Previously Proposed and New Budget Changes: Environment & Highways

	Category	Description	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m	Total £m
		Countryside & Waste						
		Waste Demography						
PP Pressures	Demand	2025EPDG2026E&H1 - Add new year of estimated demographic growth for Waste Management (resulting from population growth increasing waste tonnes being disposed of)	0.400					0.400
PP Pressures	Demand	2026EH102026E&H1 - Demand increases resulting from population growth increasing waste tonnes being disposed of, ranging from 2.9% to 3.2% per annum		0.400				0.400
New Pressures	Demand	2027E&H2 - Increase in volume of Dry Recycling - add new years to plan			0.047	0.053	0.054	0.154
New Pressures	Demand	2027E&H2 - Increase in volume of organic waste - add new years to plan			0.042	0.048	0.049	0.139
New Pressures	Demand	2027E&H2 - Energy Recovery - add new years to plan	0.250	-0.150	0.206	0.221	0.226	0.753
New Pressures	Demand	2027E&H2 - Increase in Landfill volumes - add new years to plan			0.020	0.021	0.021	0.062
		Subtotal Waste Demography	0.650	0.250	0.315	0.343	0.350	1.908
PP Pressures	Policy Change	2026EH12 - New carbon tax applied to fossil fuel carbon generated from waste incinerated from April 2028. Need for pre-implementation activity in the run up to the scheme starting in April 2026.	0.200	0.000				0.200
PP Pressures	Contract & Third Party spend	2026EH14 - The waste management contract was extended until October 2027, so costs associated with a new contract were moved to 2027/28.		0.625				0.625
PP Pressures	Other	2026EH15 - Dean Pit leachate management and Dix Landfill long term management and Landfill Tax increase	0.050					0.050
New Pressures	Contract & Third Party spend	2027E&H3 - Contractor passing through costs resulting from a change in law.	0.060					0.060
New Pressures	New Responsibilities	2027E&H9 - Additional costs to cover purchasing strategy of carbon allowances (hedging etc) in the run up to the beginning of the scheme in January 2028. Includes the Monitoring and external support costs.	0.160	1.000	4.000			5.160
New Pressures	New Responsibilities	2027E&H9 - Potential New Burdens grant from central government for Carbon Allowances (not yet confirmed)		-0.800	-3.328			-4.128

	Category	Description	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m	Total £m
New Pressures	Commercialisation and Optimisation of Fees & Charges	2027E&H10 - Consultancy support to evaluate options for re-provision of the contract for the disposal of food and garden waste. Current contract expires 2029 and re-procurement options may include Joint Ventures and or construction of our own facilities which need to be evaluated and have a significant lead in period.	0.100			-0.100		0.000
New Pressures	Other	2027E&H11 - Funding required to carry out essential maintenance at the council's Household Waste Recycling Centres.	0.050					0.050
New Pressures	Contract & Third Party spend	2027E&H13 - 2026E&H25 - a short-term contract for running HWRCs in Oxfordshire would be relatively more expensive in the short run but would potentially increase options for savings following Local Government Reform.		2.000				2.000
New Pressures	Contract & Third Party spend	2027E&H13 - It is anticipated that through commercial negotiation the cost of the contract can partially reduce, though it is anticipated that the council will take a greater share of the risk.		-0.300				-0.300
New Savings	Contract & Third Party spend	2027E&H15 - Savings on food and garden waste contract. Actual spend is weather dependent and mainly driven by that so may not be achievable.	-0.100	-0.050				-0.150
New Savings	Contract & Third Party spend	2027E&H16 - Improvements to contractual arrangements for bulking, haulage and disposal of Persistent Organic Pollutants.	-0.100	-0.050				-0.150
		Use of Packaging Extended Producer Responsibilities funding						
New Pressures	pEPR Funding	2027E&H1 - Waste Management contract inflation funded by packaging Extended Producer Responsibilities (pEPR) funding	-0.162		-0.985	-0.942		-2.089
New Pressures	pEPR Funding	2027E&H19 - Use pEPR funding to manage Waste Management pressures.	-0.420	-1.650	-0.987	-0.243		-3.300
New Pressures	PEPR Funding	2027E&H20 - Use of pEPR funding to meet costs of managing the disposal of waste packaging means council budget can be released.	-4.807	1.650	1.972	1.185		0.000
		Subtotal use of Packaging Extended Producer Responsibilities funding	-5.389	0.000	0.000	0.000	0.000	-5.389
PP Savings	Other	2025EP693 - Various pressures associated with service areas within Environment & Circular Economy - to be managed within the existing budget allocation 2024/25 (offsets pressure EP692)	0.123					0.123

	Category	Description	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m	Total £m
PP Pressures	Other	2025EP692 - Various pressures associated with service areas within Environment & Circular Economy (offset by saving EP693). Remaining funding in 2025/26 falls out in 2026/27.	-0.123					-0.123
New Pressures	Other	2027E&H12 - The council currently provides funding of £6,000 per annum to contribute to the management of 200+ Local Wildlife Sites in Oxfordshire. All partners have been asked to provide additional funding as part of delivery of the Local Nature Recovery Strategy and our Biodiversity Action Framework.	0.060					0.060
		Highways Maintenance						
PP Pressures	Demand	2026EH11 - Increase in maintenance of street lighting and its signs as a result of highways asset growth.	0.145					0.145
PP Pressures	Demand	2026EH19 - Increase in maintenance of highway assets as a result of the maintainable network growing.	0.270	0.250				0.520
PP Pressures	Demand	2026EH20 - Increase in the number of traffic signals that need to be maintained as a result of asset growth.	0.120					0.120
PP Pressures	Reserves funded expenditure	2026EH28 - Use commuted sums to fund increase in maintenance as a result of network and asset growth (offsets 2026EH11, 19, 20 and 28)	-0.535	-0.250				-0.785
PP Pressures	Inflation	Contract Inflation (RPI - 2.2%; CPI - 1.6%; EPI 1.7% and other fixed rates)	2.517	2.910				5.427
New Pressures	Inflation	2027E&H2 - Contract Inflation - changes to the current assumption in the MTFS and add new years to plan 2028/29 (CPI - 1.9% to 2%; RPI - 3.1% to 2.9% RPIX - 2.9% to 2.8% and other fixes rates)	0.225		1.773	1.822	1.858	5.678
New Pressures	Inflation	Contract Inflation (RPI - 2.2%; CPI - 1.6%; EPI 1.7% and other fixed rates) move home to school transport inflation to Children's Services.	-0.661	-0.790				-1.451
New Pressures	Inflation	Contract Inflation (RPI - 2.2%; CPI - 1.6%; EPI 1.7% and other fixed rates) move Concessionary Fares inflation to E&P.	-0.339	-0.350				-0.689
PP Pressures	Demand	2025EP622 - Increased highway maintenance activity (additional funding for potholes)	0.050					0.050
New Pressures	Other	2027E&H14 - 2027E&H14 - Current funding for CCTV expires.	0.250		-0.125	-0.125		0.000
New Pressures	Reserves funded expenditure	2027E&H14 - Fund CCTV pressure from reserves (Parking Account)	-0.250		0.125	0.125		0.000
PP Pressures	Inflation	Income Inflation (2.0%)	-0.394	-0.394				-0.788

	Category	Description	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m	Total £m
PP Pressures	Policy Change	2026EH23 - the Department of Transport have now approved the Lane Rental Scheme in Oxfordshire so income is expected to start to be received in 2026/27 in line with previously proposed budget assumptions.	-1.075					-1.075
PP Savings	Commercialisation and Optimization of Fees & Charges	2026L&CO21 - Full year effect of receipts from increased enforcement of streetworks achieved through investment in increased enforcement of streetworks (2 Officers and 1 Senior Officer). See 2026L&CO9	-0.114					-0.114
PP Investments	Service Enhancement	2026L&CO9 - Full year effect of increased enforcement of streetworks (2 Officers and 1 Senior Officer) from 2026/27	0.065					0.065
New Pressures	Service Enhancement	2027E&H7 - Ongoing / increased drainage activity to extend beyond gullies - look at carrier drain and surveys etc	0.200					0.200
New Pressures	Reserves funded expenditure	2027E&H7 - Fund additional drainage activity from Commuted Sums	-0.200					-0.200
New Pressures	Demand	2027E&H5 - Increased number of network management assets across county due to sustained BSIP investment. To ensure larger asset base can be maintained and maximum operating lifespans achieved additional funding will be required.	0.320	0.017	0.018	0.019		0.374
New Pressures	Reserves funded expenditure	2027E&H5 - Funding from reserves to support increased number of network management assets	-0.320	-0.017	-0.018	-0.019		-0.374
New Saving	Other	2027E&H19 - The council will reduce the on-going £1.5m additional investment in its gully cleaning budget agreed in February 2025 by £0.3m following analysis of information collected from this year's programme to empty every highway gully in the county	-0.300					-0.300
PP Pressures	Contract & Third Party spend	2025EP588 - Increased Parking Service operational and maintenance costs	0.200					0.200
PP Pressures	Reserves funded expenditure	2025EP598 - Increased drawdown from Parking Reserve to support increased Parking Service operational and maintenance costs	-0.200					-0.200
PP Pressures	Demand	2026EH22 - Additional maintenance & management costs associated with Park and Ride car parks.	0.075					0.075
New Pressures	Demand	2027E&H8 - Pressures relating to asset routine & cyclical maintenance	0.350					0.350

	Category	Description	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	2030/31 £m	Total £m
New Pressures	Reserves funded expenditure	2027E&H1 - Maintenance contract inflation funded by Commuted Sums.	-0.063		-0.521	-0.535	-0.525	-1.644
PP Savings	Reserves Funded Expenditure	2025EP620 - Increase the use of commuted sums held in reserves to maintain new infrastructure as a result of new developments and changes to the highway	-0.100					-0.100
		Park & Rides						
PP Investments	Other	2026EH40 - Investment of £0.4m required to support holding the price of a joint ticket (parking and bus fare) at Park & Ride car parks unchanged from 2024/25 falls out in 2026/27.	-0.400					-0.400
New Pressures	Demand	2027E&H4 - Demand for joint ticketing deal has exceeded expectations, to provide service on an ongoing basis additional funding will be required.	0.400	0.062	0.065	0.068		0.595
New Pressures	Reserves funded expenditure	2027E&H4 - Funding for P&R joint ticketing deal	-0.400	-0.062	-0.065	-0.068		-0.595
PP Savings	Commercialisation and Optimization of Fees & Charges	2026L&CO22 - Introduce long stay parking charge(s) at Thornhill Park & Ride in 2026/27 for those connecting to coach-services for Heathrow and Gatwick. Nominal amount included pending actual income generated through scheme operation.	-0.010					-0.010
		Subtotal Park & Rides	-0.410	0.000	0.000	0.000	0.000	-0.410
		Ash Tree Dieback						
New Pressures	Other	2027E&H17 - Annual revenue maintenance costs associated with the council's ash tree dieback plan.	0.150					0.150
New Pressures	Reserves funded expenditure	2027E&H17 - Fund revenue maintenance cost of ash tree dieback from Commuted Sums	-0.150					-0.150
New Pressures	Other	2027E&H18 - The cost of the planned programme to assess, inspect and remove infected ash trees across the county.	0.353	1.528	2.236	-2.234	0.023	1.906
		Subtotal Ash Tree Dieback	0.353	1.528	2.236	-2.234	0.023	1.906
New Saving	Other	2027E&HPEN - Reduction within employer pension contribution rate reduced by 1% from 19.9% to 18.9% for 2026/27 and then a further 1% in each of 2027/28 and 2028/29	-0.123	-0.123	-0.123			-0.368
Total			-4.203	5.456	4.352	-0.704	1.706	6.607

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ADDENDA

Detailed Revenue

Budget 2026/27



Revenue Budget 2026/27
Summary

		Budget	Permanent	Revised	Previously	Inflation	New	Function	Budget
		2025/26	Virements	Budget	Agreed	Pressures	and	Funding	2026/27
		£000	£000	£000	Budget	& Savings	Changes	£000	£000
Adult Services	Expenditure	767,302	18,947	786,248	5,807	5,592	13,331	3,333	814,312
	Recharge Income	-232,213	-12,704	-244,917	0	0	-8,822	-190	-253,929
	Grant income	-23,233	0	-23,233	0	0	0	23,233	0
	Income	-258,286	-536	-258,822	0	0	-2,628	-3,143	-264,593
		253,570	5,707	259,277	5,807	5,592	1,881	23,233	295,790
Children's Services	Expenditure	610,241	6,601	616,842	2,635	840	17,831	62	638,210
	Recharge Income	-10,190	-1,027	-11,216	0	0	0	1,587	-9,630
	DSG income *	-213,018	-419	-213,437	0	0	0	0	-213,437
	Grant income	-151,436	-4,863	-156,299	0	0	-3,146	-56	-159,501
	Income	-20,916	-115	-21,031	0	-34	0	0	-21,065
		214,681	177	214,858	2,635	806	14,685	1,592	234,576
Environment & Highways	Expenditure	86,722	2,767	89,489	965	1,993	447	300	93,194
	Recharge Income	-12,201	0	-12,201	0	0	0	0	-12,201
	Grant income	-284	0	-284	0	0	-5,389	0	-5,673
	Income	-21,947	36	-21,911	-1,824	-394	0	-300	-24,429
		52,290	2,803	55,093	-859	1,599	-4,942	0	50,891
Economy & Place	Expenditure	37,283	-294	36,989	-3,443	340	315	0	34,201
	Recharge Income	-1,971	0	-1,971	0	0	0	0	-1,971
	Grant income	-5,525	0	-5,525	0	0	0	0	-5,525
	Income	-8,445	-19	-8,464	0	-27	700	0	-7,791
		21,342	-313	21,029	-3,443	312	1,015	0	18,913
Public Health & Communities	Expenditure	52,253	333	52,586	772	0	-60	988	54,285
	Recharge Income	-152	-53	-205	0	0	0	-72	-277
	Grant income	-37,709	0	-37,709	0	12	0	-5,789	-43,486
	Income	-1,432	36	-1,396	0	0	0	0	-1,396
		12,960	316	13,276	772	12	-60	-4,874	9,126
Fire & Community Safety	Expenditure	31,730	1,914	33,644	320	160	258	0	34,382
	Recharge Income	-10	-21	-31	0	0	0	0	-31
	Grant income	-1,427	121	-1,306	0	0	0	0	-1,306
	Income	-608	29	-579	0	-3	0	0	-582
		29,685	2,043	31,728	320	157	258	0	32,463

		Budget	Permanent	Revised	Previously	Inflation	New	Function	Budget
		2025/26	Virements	Budget	Agreed	Pressures	and	Funding	2026/27
		£000	£000	£000	£000	£000	£000	£000	£000
Resources and Law & Governance	Expenditure	131,872	2,374	134,246	-1,274	880	10,563	-485	143,930
	Recharge Income	-56,030	-3,853	-59,883	0	0	-150	475	-59,558
	Grant income	0	0	0	0	0	-4,826	0	-4,826
	Income	-8,255	-1,136	-9,391	-60	-22	100	10	-9,363
		67,587	-2,615	64,973	-1,334	858	5,687	0	70,183
Pay inflation	Expenditure	17,901	-11,725	6,177	185	6,950	-4,700	0	8,611
Cross Cutting Proposals – To be Allocated to services once achieved	Expenditure	0	0	0	-4,213	0	0	0	-4,213
Total Service Areas Budgets		670,018	-3,608	666,410	-130	16,287	13,824	19,951	716,341
Strategic Measures and Contributions to/from Reserves	Expenditure	57,569	2,759	60,328	6,079	0	0	-10,761	55,646
	Recharge Income	-7,491	0	-7,491	3,100	0	0	0	-4,391
	Grant income	-62,719	3,370	-59,349	2,174	0	0	57,175	0
	Income	-13,640	0	-13,640	1,930	0	0	-3,000	-14,710
		-26,281	6,129	-20,152	13,283	0	0	43,414	36,545
Net Operating Budget		643,736	2,521	646,258	13,153	16,287	13,824	63,365	752,886
General Government Grants	Grant income	-63,168	-1,192	-64,360	0	0	0	-72,701	-137,062
Business Rates from District Councils	Other Income	-40,054	705	-39,349	-864	0	0	0	-40,213
Council Tax Collection Fund Surpluses	Other Income	-9,241	0	-9,241	0	0	0	982	-8,259
Council Tax - Funding for Care Leavers Discount	Other Income	21	0	21	0	0	0	0	21
COUNCIL TAX REQUIREMENT		531,294	2,034	533,328	12,289	16,287	13,824	-8,354	567,372
	Expenditure	1,792,87	3	23,675	8	7,833	16,755	37,985	-6,563
	Recharge Income	-320,258	-17,658	-337,916	3,100	0	-8,972	1,800	-341,988
	DSG income *	-213,018	-419	-213,437	0	0	0	0	-213,437
	Grant income	-345,501	-2,564	-348,065	2,174	12	-13,361	1,861	-357,379
	Income	-333,528	-1,705	-335,233	46	-480	-1,828	-6,433	-343,929
	Other Income	-49,274	705	-48,569	-864	0	0	982	-48,451
		531,294	2,034	533,328	12,289	16,287	13,824	-8,354	567,372

Revenue Budget for Children's Services

Ref.	Service Area Titles	ADDENDA Service Area Titles
CEF1	EDUCATION & LEARNING	Education Services
CEF1-1	Education Management (including administration)	Education & Learning
CEF1-2	SEND Service	SEND
CEF1-3	Learning & School Improvement	Learning & School Improvement
CEF1-4	Access to Learning (Including Home to School Transport Recharge)	Access to Learning
CEF1-5	Virtual School	Learner Engagement Service (Virtual School)
CEF1-6	Strategy & Partnership	Strategy & Partnership
CEF1-7	Music Service	Music Service
CEF1-8	Early Years	Early Years
CEF1-9	Attendance	Attendance
CEF2	CHILDREN'S SOCIAL CARE	Children's Social Care
CEF2-1	Family Help	County Services
CEF2-2	Front Door	Early Help, Prevention & Assessment
CEF2-3	Childrens Social Care	Family Support and Safeguarding
CEF2-4	Corporate Parenting	Corporate Parenting
CEF3	CHILDREN'S SOCIAL CARE COUNTYWIDE SERVICES	Safeguarding, QA, Partnerships and Improvement
CEF3-1	Provider Services	Safeguarding, QA, Partnerships and Improvement
CEF3-2	QA Safeguarding + Recruit & Retention	Transformation
CEF4	SCHOOLS	Schools
CEF4-1	Maintained Schools Budgets	Maintained Schools Budgets
CEF4-2	Nursery Education Funding (EY)	Nursery Education Funding (EY)
CEF4-3	Non-Delegated Schools Costs	Non-Delegated School Costs
CEF4-4	Schools Support Service Recharges	School Support Non-Negotiable Recharges
CEF4-5	Capitalised Repairs & Maintenance	Capitalised Repairs & Maintenance
CEF5	CHILDREN'S SERVICES' CENTRAL COSTS	Children's Services Central Costs
CEF5-1	Management, Admin & Central Support Service Recharges	Management & Administration
CEF5-2	Premature Retirement Compensation	Premature Retirement Compensation

Revenue Budget Environment & Highways		2026/27												
Ref.	Service Area	Budget 2025/26	Permanent Virements	Revised Budget 2025/26	Previously Agreed Budget Changes	Inflation	New Pressures & Savings	Function and Funding Changes	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31	
		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
EH1	Transport Property Infrastructure Deliv.	Expenditure 11,353	104	11,457	0	0	-10	0	11,447	11,447	11,447	11,447	11,447	
		Recharge Income -9,607	0	-9,607	0	0	0	0	-9,607	-9,607	-9,607	-9,607	-9,607	
		Grant Income -58	0	-58	0	0	0	0	-58	-58	-58	-58	-58	
			1,688	104	1,792	0	0	-10	0	1,782	1,782	1,782	1,782	1,782
EH2	Countryside & Waste	Expenditure 38,893	774	39,667	650	1,385	549	0	42,251	48,144	51,512	49,866	51,572	
		Recharge Income -784	0	-784	0	0	0	0	-784	-784	-784	-784	-784	
		Grant Income -227	0	-227	0	0	-5,389	0	-5,616	-5,616	-4,631	-3,689	-3,689	
		Income -1,336	73	-1,263	0	0	0	0	-1,263	-1,700	-1,700	-1,700	-1,700	
			36,546	847	37,393	650	1,385	-4,840	0	34,588	40,044	44,397	43,693	45,399
EH4	Highways & Maintenance	Expenditure 25,190	-345	24,845	465	538	-58	0	25,790	26,040	26,040	26,040	26,040	
		Recharge Income -1,810	0	-1,810	0	0	0	0	-1,810	-1,810	-1,810	-1,810	-1,810	
		Income -2,902	30	-2,872	-635	-8	0	0	-3,515	-3,765	-3,765	-3,765	-3,765	
			20,478	-315	20,163	-170	531	-58	0	20,466	20,466	20,466	20,466	20,466
EH5	Network Management	Expenditure 12,352	195	12,547	-150	70	-28	300	12,739	12,739	12,739	12,739	12,739	
		Income -17,708	-67	-17,776	-1,189	-387	0	-300	-19,651	-19,651	-19,651	-19,651	-19,651	
			-5,357	128	-5,229	-1,339	-316	-28	0	-6,912	-6,912	-6,912	-6,912	-6,912
EH6	Senior Management Team	Expenditure -1,065	2,039	973	0	0	-6	0	967	967	967	967	967	
			-1,065	2,039	973	0	0	-6	0	967	967	967	967	967
		Expenditure 86,722	2,767	89,489	965	1,993	447	300	93,194	99,338	102,706	101,060	102,765	
		Recharge Income -12,201	0	-12,201	0	0	0	0	-12,201	-12,201	-12,201	-12,201	-12,201	
		Grant Income -284	0	-284	0	0	-5,389	0	-5,673	-5,673	-4,688	-3,746	-3,746	
		Income -21,947	36	-21,911	-1,824	-394	0	-300	-24,429	-25,116	-25,116	-25,116	-25,116	
BUDGET CONTROLLABLE BY ENVIRONMENT AND HIGHWAYS		52,290	2,803	55,093	-859	1,599	-4,942	0	50,891	56,347	60,701	59,997	61,702	

Revenue Budget Economy & Place		2026/27												
Ref. 2026/27	Service Area	Budget 2025/26	Permanent Virements	Revised Budget 2025/26	Previously Agreed Budget Changes £000	Inflation £000	New Pressures & Savings £000	Function and Funding Changes £000	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
EP1	Place Shaping	Expenditure	24,671	-565	24,106	-1,393	340	1,151	0	24,203	23,385	23,665	24,036	24,414
		Recharge Income	-1,308	0	-1,308	0	0	0	0	-1,308	-1,308	-1,308	-1,308	-1,308
		Grant Income	-4,705	0	-4,705	0	0	0	0	-4,705	-4,705	-4,705	-4,705	-4,705
		Income	-307	-1	-307	0	-1	0	0	-308	-308	-308	-308	-308
			18,352	-566	17,786	-1,393	339	1,151	0	17,883	17,065	17,345	17,716	18,094
EP2	Future Economy	Expenditure	105	0	105	0	0	0	0	105	105	105	105	105
			105	0	105	0	0	0	0	105	105	105	105	105
EP3	Regulatory Planning & Enforcement	Expenditure	8,079	151	8,230	-2,000	0	-736	0	5,494	5,019	6,194	6,194	6,194
		Recharge Income	-36	0	-36	0	0	0	0	-36	-36	-36	-36	-36
		Income	-7,944	-19	-7,963	0	-26	700	0	-7,289	-6,593	-6,593	-6,593	-6,593
			99	133	232	-2,000	-26	-36	0	-1,831	-1,610	-435	-435	-435
EP4	Climate Action	Expenditure	1,272	27	1,299	-50	0	-81	0	1,168	1,168	1,168	1,423	1,423
			1,272	27	1,299	-50	0	-81	0	1,168	1,168	1,168	1,423	1,423
EP5	OxLEP	Expenditure	1,043	0	1,043	0	0	-2	0	1,042	1,042	1,042	1,042	1,042
		Recharge Income	-146	0	-146	0	0	0	0	-146	-146	-146	-146	-146
		Grant Income	-820	0	-820	0	0	0	0	-820	-820	-820	-820	-820
		Income	-74	0	-74	0	0	0	0	-74	-74	-74	-74	-74
			3	0	3	0	0	-2	0	2	2	2	2	2
EP6	Innovation	Expenditure	453	0	453	0	0	-2	0	451	451	451	451	451
		Recharge Income	-296	0	-296	0	0	0	0	-296	-296	-296	-296	-296
		Income	-120	0	-120	0	0	0	0	-120	-120	-120	-120	-120
			37	0	37	0	0	-2	0	35	35	35	35	35
EP7	Senior Management Team	Expenditure	654	61	715	0	0	-7	0	708	708	708	708	708
		Recharge Income	-86	0	-86	0	0	0	0	-86	-86	-86	-86	-86
			568	61	629	0	0	-7	0	622	622	622	622	622
EP8	Service Improvement	Expenditure	1,005	32	1,038	0	0	-8	0	1,029	1,029	1,029	1,029	1,029
		Recharge Income	-100	0	-100	0	0	0	0	-100	-100	-100	-100	-100
			905	32	938	0	0	-8	0	929	929	929	929	929
		Expenditure	37,283	-294	36,989	-3,443	340	315	0	34,201	32,908	34,363	34,989	35,367
		Recharge Income	-1,971	0	-1,971	0	0	0	0	-1,971	-1,971	-1,971	-1,971	-1,971
		Grant Income	-5,525	0	-5,525	0	0	0	0	-5,525	-5,525	-5,525	-5,525	-5,525
		Income	-8,445	-19	-8,464	0	-27	700	0	-7,791	-7,095	-7,095	-7,095	-7,095
BUDGET CONTROLLABLE BY ECONOMY AND PLACE		21,342	-313	21,029	-3,443	312	1,015	0	18,913	18,316	19,771	20,397	20,775	

Revenue Budget Fire & Community Safety		2026/27												
Ref. 2026/27	Service Area	Budget 2025/26	Permanent Virements	Revised Budget 2025/26	Previously Agreed Budget Changes	Inflation	New Pressures & Savings	Function and Funding Changes	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Budget 2030/31	
		'£000	'£000	'£000	'£000	'£000	'£000	'£000	'£000	'£000	'£000	'£000	'£000	
FRCS1	Fire & Rescue	Expenditure	29,514	1,850	31,363	320	160	273	0	32,117	32,590	32,617	32,792	32,973
		Grant Income	-1,427	121	-1,306	0	0	0	0	-1,306	-1,306	-1,306	-1,306	-1,306
		Income	-204	8	-196	0	-3	0	0	-199	-202	-205	-208	-211
			27,883	1,979	29,862	320	157	273	0	30,612	31,082	31,107	31,279	31,456
FRCS2	Emergency Planning	Expenditure	354	12	366	0	0	-3	0	363	363	363	363	363
		Income	-28	0	-28	0	0	0	0	-28	-28	-28	-28	-28
			326	12	338	0	0	-3	0	336	336	336	336	336
FRCS3	Trading Standards	Expenditure	1,863	53	1,915	0	0	-13	0	1,902	1,902	1,902	1,902	1,902
		Recharge Income	-10	-21	-31	0	0	0	0	-31	-31	-31	-31	-31
		Income	-376	21	-355	0	0	0	0	-355	-355	-355	-355	-355
			1,476	53	1,529	0	0	-13	0	1,516	1,516	1,516	1,516	1,516
Page 22		Expenditure	31,730	1,914	33,644	320	160	258	0	34,382	34,855	34,883	35,058	35,238
		Recharge Income	-10	-21	-31	0	0	0	0	-31	-31	-31	-31	-31
		Grant Income	-1,427	121	-1,306	0	0	0	0	-1,306	-1,306	-1,306	-1,306	-1,306
		Income	-608	29	-579	0	-3	0	0	-582	-585	-588	-591	-594
BUDGET CONTROLLABLE BY FIRE & RESCUE SERVICES		29,685	2,043	31,728	320	157	258	0	32,463	32,933	32,958	33,130	33,307	

Capital and Investment Strategy 2026/27 to 2035/36

24. The table below sets out the proposed programme by strategy and the split between the Firm Programme (£848.1m) and Funded Pipeline Programme (£405.6m).

Strategy / Programme	Current Year 2025/26 £m	Proposed Firm Programme (2 years) £m	Proposed Funded Pipeline Programme £m	Total Programme £m
Pupil Places Plan	52.3	79.8	96.8	228.9
Major Infrastructure	111.4	463.2	88.6	663.2
Highways Asset Management Plan	64.4	107.1	98.9	270.4
Property Strategy	27.5	71.9	20.3	119.7
IT, Digital & Innovation Strategy	8.2	2.8	0.0	11.0
Passported Funding	10.1	11.0	2.6	23.7
Vehicles and Equipment	4.1	12.3	9.7	26.1
Total Estimated Capital Programme Expenditure	278.0	748.1	316.9	1,343.0
Earmarked Reserves	0.0	100.0	88.7	188.7 (*)
Total Estimated Capital Programme	278.0	848.1	405.6	1,531.7

(*) The earmarked reserves total has been corrected from £141.9m to £188.7m.

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