

To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 19 January 2010 at 2.00 pm

County Hall, Oxford, OX11ND



Joanna Simons
Chief Executive

January 2010

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

<i>Councillors</i>	Membership
Keith R. Mitchell CBE	- <i>Leader</i>
David Robertson	- <i>Deputy Leader</i>
Jim Couchman	- <i>Cabinet Member for Adult Services</i>
Ian Hudspeth	- <i>Cabinet Member for Growth & Infrastructure</i>
Louise Chapman	- <i>Cabinet Member for Children, Young People & Families</i>
Michael Waine	- <i>Cabinet Member for Schools Improvement</i>
Rodney Rose	- <i>Cabinet Member for Transport Implementation</i>
Mrs J. Heathcoat	- <i>Cabinet Member for Safer & Stronger Communities</i>

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on 27 January 2010 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: 16 February 2010

Declarations of Interest

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

The duty to declare ...

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

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

Whose interests are included ...

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

When and what to declare ...

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

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

Taking part if you have an interest ...

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

"Prejudicial" interests ...

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

What to do if your interest is prejudicial ...

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

Exceptions ...

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

Seeking Advice ...

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

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes (Pages 1 - 10)

To confirm the minutes of the meeting held on 15 December 2009 (**CA 3**) and to receive for information any matters arising therefrom.

4. Questions from County Councillors

Any county councillor may, by giving notice to the Proper Officer by 9 am on the working day 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. Comprehensive Area Assessment - Audit Commission Report (Pages 11 - 14)

Cabinet Member: Leader

Forward Plan Ref: 2009/174

Contact: Tracy Luck, Head of Strategy (01865 816383)/ Christa Brodie-Levinsohn (01865 815463)

Report by: Head of Strategy

The report summarises Oxfordshire County Council's results in the recent Comprehensive Area Assessment (CAA). This is an annual assessment of local public services in England.

The Cabinet is RECOMMENDED to:

- a) ***Celebrate Oxfordshire's areas of good performance from the 2009 assessment;***
- b) ***Note the areas highlighted for follow up work next year.***

7. Financial Monitoring - January 2009 (Pages 15 - 106)

Cabinet Member: Leader

Forward Plan Ref: 2009/154

Contact: Kathy Wilcox, Principal Financial Manager (01865 323981)

Report by: Assistant Chief Executive & Chief Finance Office (CA7)

This is the eighth financial monitoring report for the 2009/10 financial year and covers the period up to the end of November 2009. It includes projections for revenue, balances, reserves and capital and a capital programme update.

The report sets out explanations where the forecast revenue outturn is significantly different from the budget along with proposals to recover the position where appropriate.

The in – year Directorate forecast is an overspend of £3.060m. In addition the Council elements of the Older People, Physical Disabilities and Equipment Pooled Budget within Social and Community Services are forecast to overspend by £2.892m, whilst the Learning Disabilities Pooled Budget is forecast to overspend by £1.040m.

The current position for general balances is set out in Annex 5 and shows an unchanged forecast of £14.088m. After taking into account the forecast Directorate overspend, the consolidated revenue balances forecast is £11.028m.

The Cabinet is RECOMMENDED to:

- (a) ***note the report;***
- (b) ***approve the virements as set out in Annex 2a;***
- (c) ***approve the use of carry forward from 2008/09 to offset pressures in Legal and Democratic Services as set out in paragraph 51.***
- (d) ***Approve the write off of the bad debt of £110,685.71 in respect of a payment in advance to Sedgemoor Children's Services as set out in paragraph 57.***
- (e) ***Approve the updated Capital Programme as set out in Annex 8;***

- (f) **Agree the deferral and phasing of the repayment of grant from Creation Theatre Company as set out in paragraphs 86 and 87.**

8. Service & Resource Planning Report for 2010/11 - 2014/15 (Pages 107 - 324)

Cabinet Member: Leader

Forward Plan Ref: 2009/153

Contact: Lorna Baxter, Assistant Head of Finance (01865 323971)

Report by: Assistant Chief Executive & Chief Finance Office(**CA8B**)

This report is the third in a series on the Service and Resource Planning process for 2010/11 to 2014/15, providing councillors with information on budget issues for 2010/11 and the medium term. It is the final report to Cabinet before Council considers the budget on 9 February 2010. The report sets out the latest information on the Council's financial position, includes the Treasury Management Strategy for 2010/11 and considers the capital funding, including an updated Capital Programme.

The Leader has prepared a separate report (**CA8A**), circulated alongside this report, which sets out the basis for the Cabinet's budget proposals to Council and Medium Term Financial Plan (MTFP) for 2010/11 to 2014/15. This takes into consideration comments on the draft budget proposals from the individual Scrutiny Committees in December 2009 as well as the latest information on the Council's financial position as outlined in this report. It also takes account of the public consultation on the budget which was undertaken during October 2009, the outcomes of which are set out in an annex to that report.

The Cabinet is RECOMMENDED to:

- (a) **(in respect of revenue) RECOMMEND Council to approve:**
- (1) **a budget for 2010/11 and a medium term plan to 2014/15, based on the proposals set out by the Leader and Cabinet Member for Finance;**
 - (2) **a budget requirement for 2010/11;**
 - (3) **a precept for 2010/11;**
 - (4) **a council tax for band D equivalent properties;**
 - (5) **the use of unallocated LABGI funding as set out in Annex 5;**
 - (6) **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) **Prudential Indicators from April 2010;**
 - (3) **that in relation to the 2010/11 strategy any further changes required be delegated to the Chief Finance Officer in consultation with the Leader and Cabinet Member for Finance and leaders of the Opposition and Labour group.**
- (c) **RECOMMEND Council to approve the Minimum Revenue Provision Methodology Statement as set out in paragraphs 10 to 13 of Annex 7.**
- (d) **(in respect of capital) RECOMMEND Council to approve:**

- (1) the updated Capital Strategy and Corporate Asset Management Plan;
 - (2) a Capital Programme for 2010/11 to 2014/15;
 - (3) Prudential Indicators from April 2010.
- (e) **RECOMMEND** Council to delegate authority to the Leader of the Council, following consultation with the Chief Finance Officer, to make appropriate changes to the proposed budget.

9. Draft Corporate Plan 2010/11 (Pages 325 - 356)

Decision Maker and Target Date: Full Cabinet, 19 January 2010

Forward Plan Ref: 2009/154

Contact: Ben Threadgold, Senior Policy Officer (01865 328219)

Report by: Assistant Chief Executive (Strategy)

A draft of the Corporate Plan for the period 2010/11 to 2014/15 is provided for approval by Cabinet on 19 January 2009 in advance of consideration by the full Council in February 2009. By the time of the meeting the draft plan will have been considered by the Strategy and Partnerships Scrutiny Committee. The Committee's advice will be reported to this meeting as part of the schedule of addenda.

The plan is still in a draft format and further work is required, particularly reviewing the nature of the targets for each priority and in developing the accompanying delivery plan. We will be working with Directorate teams early in the New Year to ensure that the targets are outcome focused, challenging and measurable.

The Cabinet is RECOMMENDED, subject to consideration of any advice from the Strategy & Partnerships Scrutiny Committee and to the inclusion of consequential and editorial changes in the text as agreed by the Chief Executive in consultation with the Leader of the Council, to RECOMMEND the Council to approve the Medium Term Corporate Plan 2010/11-14/15.

10. Annual Report by the Care Quality Commission on Adult Social Care
(Pages 357 - 360)

Cabinet Member: Adult Services

Forward Plan Ref: 2009/155

Contact: Steve Thomas, Performance Information Manager, (01865 323609)

Report by: Director for Social & Community Services

The Care Quality Commission (CQC) is the independent regulator of all health and adult social care in England. Within its remit it provides an annual performance assessment of all councils with adult social care responsibilities in England. The 2008/9 report for Oxfordshire is attached as annex 1. Oxfordshire is rated as performing well.

The report is structured around seven key outcomes, which are used to evaluate how well the council currently serves people, and 2 further criteria which are used to describe the future prospects for the council. The council was described as performing well on 6 of the outcomes, and on one it is described as performing adequately. The area described as adequate is 'maintaining personal dignity and respect'. This was based, in a large part, on the CQC inspection of adult social care in June 2009 which was reported to Cabinet in October. The covering letter, provided with the inspection report, from CQC noted 'The report acknowledges an improving picture of performance in safeguarding adults in Oxfordshire, with some areas of positive performance and a clear commitment to further raising of standards.'

Within the report the Commission identify key strengths and areas for development. For each area of development an action plan has been agreed with the Commission and will be monitored via the routine business meetings the council has with them.

The Cabinet is RECOMMENDED to

- (a) receive the report;
- (b) review progress on the areas for development through the quarterly monitoring of the directorate balanced scorecard.

11. Revised Disability Equality Scheme (Pages 361 - 388)

Cabinet Member: Safer, Stronger Communities

Forward Plan Ref: : 2009/195

Contact: Adrian Harper-Smith, Corporate Strategies Manager (01865 323960)

Report by: Assistant Chief Executive (Strategy) (**CA11**)

Oxfordshire County Council is committed to ensuring 'real choice'; recognition that residents have a right to expect services that are shaped to meet their needs and are fair, timely and accessible. We aim to achieve this by recognising the differing circumstances of the local population, by listening to their views and by developing appropriate and innovative solutions.

The Disability Discrimination Act 2005 places a statutory general duty on public authorities to promote disability equality in carrying out their functions; and specific duties including the requirement to publish a revised Disability Equality Scheme every three years. On 21 November 2006, Cabinet agreed Oxfordshire County Council's first Disability Equality Scheme and this is therefore now due to be revised.

The proposed new Disability Equality Scheme includes priorities developed through the involvement of disabled people, as follows:

- Improving our understanding of disabled people and demonstrating positive attitudes towards them to ensure that we deliver excellent customer service;
- Ensuring that our communications and engagement activities are accessible to disabled people and that disabled people feel that their views are being listened to and taken into account when decisions are made;
- Making our buildings and sites more accessible to disabled people, improving highways, public transport and services to address their needs and promoting

- independent living; and
- Improving the skills, qualifications and employment opportunities for disabled people and improving the representation of disabled people at all levels in our workforce, ensuring that appropriate reasonable adjustments are made..

The Cabinet is RECOMMENDED to:

- (a) agree the revised Disability Equality Scheme (Annex 1 of this report); and***
- (b) agree the revised 3-Year rolling schedule of statutory Equality Impact Assessments (Annex 2 of this report).***

12. Closer to Communities - Actions to Further Develop Corporate and Service Engagement in Localities and Priority Places (Pages 389 - 402)

Cabinet Member: Leader

Forward Plan Ref: 2009/198

Contact: Claire Evans, Strategic Partnerships Manager (01865 323966)

Report by: Assistant Chief Executive (Strategy)

In 2007 we took our first steps towards a focus on localities when we agreed a Closer to Communities Strategy – an outline framework for locality working based around 25 “natural community areas”. We explored how to engage more actively with key local partnerships (for example in Bicester and Abingdon), communicate with the public about service provision in localities and promote the benefits of community led-planning (for example, parish plans).

It is now proposed that we reduce these 25 areas to 14 localities, being a more manageable number in terms of officer support and communication.

During November the Closer to Communities report was circulated to all County Council elected members and discussed at Informal Cabinet and the Corporate Core opposition briefing. It was also circulated to all District Chief Executives, the Primary Care Trust and Police for comment.

Within the 14 localities Cabinet has already identified Didcot, Abingdon, Bicester, Carterton, Banbury and Oxford as being a high priority because of planned developments. For these priority areas we have used a wide range of information to identify the key issues and recommendations are proposed for each of the priority places.

It is RECOMMENDED that Cabinet:

- (a) approve the 14 proposed locality areas for further discussion with partner organisations; and***
- (b) approve the recommendations for making progress on locality arrangements in the 6 priority places.***

13. Member Champions (Pages 403 - 406)

Cabinet Member: Leader

Forward Plan Ref: 2009/219

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

Report by: Assistant Head of Legal & Democratic Services

This report seeks approval to the appointment of a new Member Champion for Locality Working.

The Cabinet is RECOMMENDED to appoint a Councillor as Member Champion for Locality Working.

14. Forward Plan and Future Business (Pages 407 - 410)

Cabinet Member: All

Contact: 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 **CA14**. 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.

15. Delegated Powers of the Chief Executive

Cabinet Member: Leader

Forward Plan Ref: 2009/146

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

Report by: Assistant Head of Legal & Democratic Services

Schedule attached reporting on a quarterly basis any executive decisions 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.

Please note that this is not for scrutiny call in.

<i>Date</i>	<i>Subject</i>	<i>Decision</i>	<i>Reason for Urgency</i>
14/12/09	Proposed transfer of staff and services to Oxfordshire and Buckinghamshire Mental Healthcare NHS Foundation Trust	Approved an exemption from the full tendering requirements of the Council's Contract Procedure Rules	To put an interim arrangement in place to ensure integrated and safe services pending the agreement of joint commissioning procurement arrangements.

CABINET

MINUTES of the meeting held on Tuesday, 15 December 2009 commencing at 2.00 pm and finishing at 3.30 pm

Present:

Voting Members: Councillor Keith R. Mitchell CBE – in the Chair
Councillor David Robertson (Deputy Chairman)
Councillor Jim Couchman
Councillor Ian Hudspeth
Councillor Louise Chapman
Councillor Michael Waine
Councillor Rodney Rose
Councillor Mrs J. Heathcoat

Other Members in Attendance: Councillor Jean Fooks (Items 9 & 10)

Officers:

Whole of meeting Chief Executive, S. Whitehead (Corporate Core)

Part of meeting

6 Kathy Wilcox (Financial Planning)
7 Assistant Chief Executive & Chief Finance Officer
8 Sian Rodway
9 Corporate Performance & Review Manager

The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda tabled at the meeting, and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda, reports and schedule, copies of which are attached to the signed Minutes.

121/09 APOLOGIES FOR ABSENCE

(Agenda Item. 1)

Apologies for lateness were submitted from Councillor Louise Chapman who was on Council business.

122/09 MINUTES

(Agenda Item. 3)

The minutes of the meeting held on 24 November 2009 were approved and signed, subject to the following correction:

Page 1 and Minute Nos 113/09 and 117/09 – The name of the speaker to be corrected to read Councillor Patrick rather than Councillor Altaf-Khan.

123/09 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

Councillor John Sanders had given notice of the following question to the Cabinet Member for Children, Young people & Families

“1. Is it the intention of the Cabinet to propose to Council that funding for the County Youth Service be cut in the next financial year?”

Councillor Mitchell (in the absence of Councillor Chapman:

Cabinet proposals to Council for the 2010/11 budget will be published on 8 January 2010.

Supplementary question:

Councillor Sanders referred to concern that in his area good work being undertaken by youth workers to combat gang related crimes such as drugs, guns and knives could be put at risk of restriction or privatisation. He sought an assurance that the problems of youths, particularly in deprived areas would be looked at carefully?

Councillor Mitchell replied that the Cabinet Member for Children, Young People & Families was detained on Council business so was not here to respond in person. It was not possible to give assurances about the outcomes of the service and resource planning process. In noting that youth work was not part of the Council's statutory duty, he would share concerns if the process resulted in the loss of provision for young people.

Councillor Zoe Patrick had given notice of the following question to the Deputy Leader:

“2 When will the Vale County Councillors be given their Locality briefing? This event has now been cancelled on two occasions without any further attempt to make a new date.”

Councillor Robertson:

The Senior Democracy Officer in Democratic Services has been asked by the Chief Executive to re-arrange the locality briefings for the Vale and West as both had to be cancelled a second time. She will be contacting Group Leaders and the relevant lead officers to find suitable dates for the New Year, taking account of other councillor events due to take place.

Councillor Zoe Patrick had given notice of the following question to the Leader:

“3. The County Council's Audit Commission report was published last week and I have read the Leader's comments regarding making

improvements. However, according to the new OnePlace website Oxfordshire has no less than 70 areas in which the indicators are described as 'deteriorating' including adult social care, safeguarding children, educational achievement, NEETs etc. (far too many to list here but I am assuming he is fully aware of them all). When is he going to address this - or is he content to take this council's rating down from 3 star to 2?"

Councillor Mitchell:

I must confess that I have taken little notice of the discredited CAA process and look forward to its disappearance shortly after the General Election next year. I have not accessed the One Place web site, having been rather more pre-occupied with the future of this council in terms of its finances than its past. I do understand that officers who have attempted to access the site have been unable to do so.

I will respond to the Leader of the Opposition's question although I do wonder whether she actually accessed the Oxfordshire part of the web site herself because I do not recognise a great deal of what she has to say in her question.

Context - The CAA inspectors use the performance information as ' part of the evidence that we use to come to our conclusions - or judgements - about how well things are going now and whether they will get better or worse in the future'. Oxfordshire has no Red Flags which indicates that the inspectors do not seem to share Cllr Patrick's concerns on the council's direction of travel. Furthermore, Oxfordshire received a 3 out of 4 rating for 'managing performance'.

CAA Report - Specific Comments on Performance Three of the issues specifically raised in the question are addressed by the Audit Commission in their report.

- On adult social care: *"People in Oxfordshire get generally good social care services."*
- On safeguarding children: *"Children are being kept safer through better systems in Social Services that mean that children at risk or in need of help are identified faster."*
- On educational achievement: *"Like many parts of the country, some vulnerable children and young people do not do as well at school. This is getting better but partners recognise that more can be done and they are targeting actions to help these children fulfil their potential better".*

I am not clear whose report Cllr Patrick was reading on which web site?

Local Area Agreement The County Council reports performance to the Public Service Board each quarter. These reports show a good performance

in most of the indicators contained in the Local Area Agreement. Among these priority targets, it is recognised that areas such as housing, benefits and NEETs are being adversely affected by the current financial situation and that targets will have to be renegotiated.

Where performance is below target the relevant thematic partnership is taking action, take for example the ten indicators graded Red in the latest PSB Report:

- Housing/Affordable Housing: An upward trend was identified for both indicators. Performance has been affected by the recession - with a reduction in planning applications coupled with a number of major sites where development has not been brought forward. District Councils are now progressing with actions to encourage sites to come forward. The CAA finding was that *“Oxfordshire councils are delivering high numbers of affordable homes.”*
- Teenage Conception Rate: Considered by the Audit Commission in the CAA: *“Too many teenagers in Oxford are getting pregnant. Numbers are much higher than in other areas, and although there are fewer pregnancies than in the past, the numbers are not falling as fast as they are elsewhere. Partners are working with teenagers in the poorer parts of the county to help bring numbers down, but they have some way to go to meet Oxfordshire's target for reducing teenage pregnancies by 2010.”* A scrutiny review on this issue has just been completed.
- NEETs – Downward trend. There are detailed plans in place to mitigate against the effects of the recession and performance is being monitored in monthly reports and contract management meetings. I have been taking a personal interest in this issue since July.
- Number of working age people on out of work benefits – If the global recession continues, then the current target will not be met. A meeting to discuss the refresh of the target is scheduled with GOSE.
- Educational Attainment – The trend continues to be upward year on year however it is still below target and Oxfordshire continues to fall short of its statistical neighbours. A major review of educational attainment is now underway. The Children’s Services Scrutiny is also currently conducting a piece of work on this issue. The Children’s Trust has provided a list of actions to improve performance, however further scrutiny is required to determine the likely effectiveness of these plans.
- Educational Attainment of LAC – two indicators have a downward trend, one indicator has an upward trend. The small cohort size means small changes in actual performance leads to large changes overall.

Councillor Jean Fooks had given notice of the following question to the Deputy Leader

“4. I understand that there has been a change in the way the Council advertises for new staff. Is the local press now not used for job advertisements? What has been the effect of the apparent change in policy – has the number of applicants stayed the same, gone up as might have been expected in the current economic situation, or decreased? Will the policy be reviewed to see if it is cost-effective and attracting suitable applicants?”

Councillor Robertson:

Since September 2009 our recruitment advertising policy has been to minimise press advertising. Adverts are placed on the Council's website which is more immediate so can reduce time to recruit and incurs no cost and also on appropriate web sites which are generally cheaper than press advertising. There are some specialist posts which may be hard to fill that fall outside of this and advertising media is then agreed between the Recruitment Team Leaders and the Appointing manager with a view to utilizing the most cost effect recruitment advertising to fill the post and this may be a printed media.

All our jobs are also advertised at the Job Centre plus, local community groups and where appropriate are advertised locally in public places.

As a comparison the year on year savings and applications received please see below - this is for non-schools recruitment.

Time Period	Spend	Jobs advertised	On-line Applicants	Off-line Applicants
June – Nov 08	£274,333	504	3856	738
June – Nov 09	£92,737	432	5862	595

We are continually reviewing the advertising processes and are currently investigating the possibility of using talent banks as a further more effective way to recruit to vacancies within the Council.

Supplementary:

In noting the figures Councillor Fooks asked whether the Deputy Leader would consider a review to see if there were areas where the approach was not working?

Councillor Robertson replied that the responses received were regularly reviewed but that he was always interested in any examples or anecdotal evidence of how the process was working, and Councillor Fooks referred to the vacancies for Clerks to Governing Bodies.

124/09 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

The following requests to address the meeting had been agreed:

Speaker	Item
Councillor Jean Fooks	9. Performance Management: 2 nd Quarter Progress Report Against Priorities and Targets.
	10. Establishment Review – December 2009

125/09 FINANCIAL MONITORING - DECEMBER 2009

(Agenda Item. 6)

The Cabinet received the seventh financial monitoring report for the 2009/10 financial year covering the period up to the end of September 2009 for revenue, balances, reserves and capital.

The in – year Directorate forecast was an overspend of £3.238m.

The current position for general balances showed an unchanged forecast of £14.088m and after taking into account the forecast Directorate overspend, the consolidated revenue balances forecast was £10.850m.

The report also included Capital monitoring against the programme agreed last month.

Officers drew attention to the supplementary report and additional recommendation contained in the addenda.

The Leader highlighted areas where pressures had been identified and in particular out of County placements in Children's, Young People & Families, the pooled budget figures for Social & Community Services and ICT services. Cabinet noted the action being taken as detailed by individual Cabinet Members and the Chief Executive.

RESOLVED: to:

- (a) note the report;
- (b) note the use of £0.472m one – off funding from the Highways Agency to offset the overspend in Transport (paragraph 42);
- (c) approve the virements as set out in Annex 2a;
- (d) agree the proposed changes to Adult Learning charges from January 2010 (paragraph 59); and

- (e) approve a one off payment of £1,887,000 for the early repayment of SAP and associated licences to be funded through prudential borrowing.

126/09 SERVICE & RESOURCE PLANNING REPORT FOR 2010/11 - 2014/15

(Agenda Item. 7)

Cabinet considered one in a series of reports on the Service and Resource Planning process for 2010/11 to 2014/15, providing information on budget issues for 2010/11 and the medium term. The report set out the review of charges, provided an update on the Service and Resource Planning process and included the Directorate Business Improvement & Efficiency Strategies. The strategies set out the identified pressures and priorities over the medium term and the proposals for savings.

Cabinet also considered a supplementary report providing further information relevant to the financial position of the Council that had become available since the publication of the main report.

The Leader highlighted the implications of the Government's pledge on personal care at home which he felt should be fully funded by Government. Referring to the level of council tax he stated that the figure reached was a balance between the need to maintain and improve services and to constrain the burden on council tax payers.

RESOLVED: to:

- (a) note the report;
- (b) note those charges prescribed by legislation;
- (c) approve those charges where there is local discretion as set out in Annex 4; and
- (d) approve those charges for which an increase will commence before April 2010.

127/09 OXFORDSHIRE CHILDREN AND YOUNG PEOPLE'S PLAN 2010-13

(Agenda Item. 8)

Cabinet considered a report on the Oxfordshire's proposed second Children and Young People's Plan. It outlined the outcome of the formal consultation and the priorities, aims and objectives of the plan. The full plan was attached to the report.

During discussion Cabinet noted the consultation that had taken place on the plan, particularly with users and stressed that the plan was a partnership document. It was hoped that it would lead to even more joined up working including joint resourcing and the opportunity that provided for savings.

RESOLVED: to recommend to Council to approve the Children and Young People's Plan, subject to any final editorial adjustments by the Oxfordshire Children and Young People's Trust Board in consultation with the Director for Children, Young People & Families.

128/09 PERFORMANCE MANAGEMENT: 2ND QUARTER PROGRESS REPORT AGAINST PRIORITIES AND TARGETS

(Agenda Item. 9)

Cabinet considered a report showing the council's performance for Quarter 2, 2009/10 in the four key areas of: customer, projects, finance, and people. Progress against targets was shown by directorate, including a summary of what was going well, what needed to develop, and what required attention.

Councillor Fooks expressed disappointment that some of the same issues appeared in each report such as the restructuring of the Children's, Young People & Families Directorate. She expressed concern over a number of areas including educational attainment, the speed of assessments with regard to safeguarding children and the completion levels for staff appraisals.

Councillor Robertson replied that it was important to have ongoing information on achievement in schools and that there was a review on performance being undertaken by officers with a report to come back to Cabinet. Councillor Waine added that although the increase in GCSE results had been disappointing this year it followed four years of increases. The re-organisation of the Raising Achievement Team had been brought forward to October 2008 and the finishing touches had taken place as recently as September 2009.

On appraisals Councillor Robertson was personally aware that the completion figures were higher than that recorded and that there seemed to be some problem with the managers not completing the reporting form.

Councillor Waine responded in respect of the restructuring that it was always known that it would be an ongoing process taking two years.

Councillor Chapman referred to a recent independent inspection that had found the work of the Safeguarding Board to be excellent. Twelve new posts had been created in children's social care. Awareness of potential problems had been heightened by the baby p and other cases leading to far more referrals. She refuted any claims that Looked After Children reviews were failing. She was glad of Councillor Fook's interest and would be happy to go through the figures outside the meeting.

RESOLVED: to note the report.

129/09 ESTABLISHMENT REVIEW - DECEMBER 2009

(Agenda Item. 10)

Cabinet considered a report giving an update on activity since the implementation of the Establishment Review and associated Recruitment Approval process on 1 August 2005. It provided detail on the overall objectives of the review and summarised progress made against the targets which were agreed to ensure delivery of those objectives. Details of the agreed establishment figure at 30 September 2009 in terms of Full Time Equivalents was provided, together with the detailed staffing position at 30 June 2009. These were shown in the report by directorate and service area.

The report also provided information on current activity and in addition there was information on grant funded posts and those vacancies which are being covered by agency staff and at what cost.

Councillor Fooks, Opposition Deputy Leader, commented on the figures and in particular expressed interest in being given information on the numbers of people who had not been successfully redeployed. She noted that the figures had gone up and queried whether the review was meeting the requirements.

The Deputy Leader responded to the comments made and undertook to provide the information requested on people not redeployed. He noted that the figures were not up to date and that the December figures did show a drop. He thanked officers as he was aware of the great deal of effort that went in to the reports and indicated that the next one would be available a month earlier.

During discussion of agency staff cabinet members stressed that their use was sometimes essential.

RESOLVED: to note the report and to confirm that the Establishment Review continues to meet the Cabinet's requirements in reporting and managing staffing numbers.

130/09 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 11)

The Cabinet considered a list of items (CA11) for the immediately forthcoming meetings of the Cabinet together with the following changes and additions:

Oxford – Highfield Traffic Management - Added to 7 January 2010 meeting of the Transport Decisions Committee

Provision of Alarms, Daytime Support, Emergency Response and Telecare Services – It was noted that it would be considered at the 3 February delegated decisions session by the Cabinet Member for Adult Services.

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

..... in the Chair
Date of signing 2010
.....

Division(s): N/A

CABINET– 19 JANUARY 2010

COMPREHENSIVE AREA ASSESSMENT 2009

Report by Head of Strategy

1. Introduction

This report serves two purposes: -

- To summarise Oxfordshire County Council's results in the recent Comprehensive Area Assessment (CAA).
- To suggest areas for action planning for 2010, to ensure we show improvement in areas which have been specifically highlighted.

The CAA lead, Rob Hathaway, is in attendance at the meeting, and will give further information on the process and outcomes of the assessment as required.

2. Background

2009 was the first year of the Comprehensive Area Assessment, which replaced the Comprehensive Performance Assessment (CPA). As the name suggests, the focus is on an 'area' rather than the performance of one organisation. The joint inspection - conducted by six inspectorates, including the Audit Commission, Care Quality Commission and Ofsted - examines how well councils are working together with other public bodies to meet the needs of people in a particular place. Assessments are available publically on the 'One Place' website, which was launched in December 2009.

The CAA is divided into two parts:

- 1) an Area Assessment for Oxfordshire, and
- 2) an Organisational Assessment for Oxfordshire County Council.

3. How we performed

3.1 As an 'Area'

In the Area Assessment, green flags are awarded for exceptional performance that others can learn from; red flags are used to highlight significant concerns where action is needed. Oxfordshire received no red flags or green flags. Oxfordshire was praised for a number of strengths including:

- protecting the environment for future generations
- good partnership working to keep young people out of trouble
- responding well to the summer floods in 2007 and 2008

Overall the Audit Commission indicate that people in Oxfordshire get good value for money from their public services. Oxfordshire's social care services get a specific mention.

Specific areas for attention were also cited. The Audit Commission would like to see the pace of action quicken in relation to work to address the cycle of deprivation. Educational attainment was also flagged as an area that requires further partnership working. Congestion on Oxfordshire's roads was also mentioned, as was provision of affordable housing particularly in rural areas.

3.2 As an organisation

In the organisational assessment, Oxfordshire County Council was rated as 'performing well', achieving 3 out of 4 for 'Managing Performance' (this replaced the Direction of Travel element of CPA). To put this in perspective, across the country, only 14 authorities achieved a maximum four out of four in the CAA, whilst 11 were rated one out of four. Strong political and managerial leadership in delivering on priorities was praised, especially in the areas of improving core services and delivering efficiency savings.

Achievement of '3 out of 4' was common across the piece:

- Ofsted rated our children's services as performing well (3 out of 4).
- The Care Quality Commission assessed Oxfordshire's adult social care services as performing well (3 out of 4).
- The Council scored 3 out of 4 for use of resources, citing "strong financial management" and efficiency in using tax payers' money.
- Oxfordshire's Fire & Rescue Service was audited separately and came out as performing well. In its group of 13 comparative Fire authorities, Oxfordshire came out on top with a rating of 3 out of 4.

4. Action Planning for 2010

4.1 Partnership

The areas highlighted for improvement provide no surprises for the Council, and plans are largely in place which address the issues raised by the inspectors. Noted in the report is our current and planned partnership work to improve performance in areas such as:

- Reducing the amount of waste sent to landfill
- Reducing the numbers of people going into hospital by improved preventative work
- Fear of crime
- Teenage conception

There are specific areas for which the inspectors have said they wish to see a change in pace. These are: -

- Oxfordshire Economic Partnership – to ensure delivery
- NEETs – to follow through on plans
- Educational attainment – to see evidence of improvement

There are also areas where the Audit Commission and other inspectorates intend to do specific follow up work next year. They will seek evidence of a quickening pace to address the cross-cutting priority of breaking the cycle of deprivation. They will also turn a spot-light on:

- How successful we have been at meeting our carbon reduction targets
- Provision of affordable housing particularly in rural areas
- Community cohesion in Oxford and Cherwell
- Reducing the impact of alcohol consumption especially in Oxford City.

4.2 Oxfordshire County Council

As an organisation, the Council needs to play its part in the prioritised areas for partnership working. In addition to those already highlighted, also mentioned were:

- Skills and educational attainment of some people
- Relative number of people helped to live independently
- Make sure people are placed in good residential care settings
- Improve aspects of some adult safeguarding measures and help older people achieve independence through rehabilitation and intermediate care
- Ensuring older people get a say in how services are provided for them
- Provision of more extra care housing

Oxfordshire County Council performed well this year, however, we must ensure we act on the areas we have set out to improve. It would be positive to attain some green flags next year, and we have been asked to consider what areas we would wish to promote for possible green flags. Our CAA Lead has suggested:

- access to Oxford
- value for money
- youth offending
- the preventative agenda.

5. Best practice

The Audit Commission have recommended we look at green flag best practice to further inform our action planning for 2010. The policy unit has begun research into areas that other authorities received green flags for this year and officers will be following this up in the coming months.

6. RECOMMENDATION

The Cabinet is RECOMMENDED to:

- (a) Celebrate Oxfordshire's areas of good performance from the 2009 assessment**
- (b) Note the areas highlighted for follow up work next year**

TRACY LUCK,
Head of Strategy

Background papers: Oxfordshire Area Assessment
 Oxfordshire County Council Organisational Assessment

Contact Officer: Christa Brodie-Levinsohn Tel: 01865 815463

December 2009

Division(s): N/A

CABINET – 19 JANUARY 2010

FINANCIAL MONITORING

Report by the Assistant Chief Executive & Chief Finance Officer

Introduction

1. This report sets out the Council's forecast financial position for the 2009/10 financial year based on eight months of actuals to the end of November 2009. It includes projections for revenue, balances, reserves and capital and a capital programme update. The report sets out explanations where the forecast revenue outturn is significantly different from the budget along with proposals to recover the position where appropriate.
2. The total in – year Directorate forecast is an overspend of £3.060m or 0.82% of the latest budget.

Original Budget 2009/10 £m		Latest Budget 2009/10 £m	Forecast Outturn 2009/10 £m	Variance Forecast Nov 2009 £m ¹	Variance Forecast Nov 2009 % ¹
98.277	Children, Young People & Families	96.958	97.360	+0.402	+0.41
166.800	Social & Community Services	167.136	167.916	+0.780	+0.47
68.631	Environment & Economy	70.360	69.846	-0.514	-0.73
29.908	Community Safety & Shared Services	30.660	30.739	+0.079	+0.26
9.426	Corporate Core	10.135	12.448	+2.313	+22.82
373.042	In year Directorate total	375.249	378.309	+3.060	+0.82

Plus: City Schools Reorganisation		+0.775	
Plus: Reallocation of Dedicated Schools Grant (see paragraph 21)		+3.322	
Plus: City Council Contract ICT Refresh		+1.200	
Total Variation		+8.357	

3. The current position for general balances is set out in Annex 5 and shows an forecast unchanged at £14.088m. After taking into account the forecast Directorate overspend, the consolidated revenue balances forecast is £11.028m. ²

¹ The variance has been calculated as the difference between the latest budget and forecast outturn. The percentage is a measure of variance to latest budget.

² The consolidated revenue balances forecast is the forecast general balances less the forecast Directorate in-year overspend.

4. Figures for each Directorate are summarised within the Annexes and individual Directorate reports setting out the detail have been placed in the Members' Resource Centre.
5. The following Annexes are attached:

Annex 1 (a-e)	Forecast Revenue Outturn by Directorate
Annex 2 (a-f)	Virements and Supplementary Estimates
Annex 3 (a-b)	Specific grants monitoring
Annex 3c	Area Based Grants
Annex 4	Forecast earmarked reserves
Annex 5	Forecast general balances
Annex 6	Treasury Management Lending List
Annex 7 (a-g)	Capital monitoring
Annex 8	Capital Programme

Part 1 - Revenue

6. The forecast revenue outturn by Directorate based on the position to the end of November 2009 is set out below. Significant issues or movement in the variances are commented on below along with the management action being taken.

Children Young People & Families: £0.402m or 0.41% in-year Directorate overspend (£4.499m total overspend including £0.775m relating the City Schools Reorganisation and £3.322m on services funded by DSG).

Young People & Access to Education

7. The forecast overspend in Young People & Access to Education is now £0.278m.
8. Special Educational Needs Support Services Autism recoupment is now forecasting an income shortfall of £0.067m. This shortfall has reduced by £0.118m since the last report as a result of recruitment delays.
9. An overspend of £0.279m on Services to Disabled Children and underspend of -£0.188m on Connexions are virtually unchanged since the last report.

Children and Families

10. The forecast overspend across Children & Families is now £3.823m, and has increased by £0.471m since last month. Placements remains the most significant area of overspending at £1.806m. This month the total pressure has been reviewed and is now classified more accurately between the different social care services, so the apparent reduction of £0.519m in the forecast overspend is partly offset by changes elsewhere. These include Foster care placements which are forecast to overspend by £0.203m as a result of increased demand for medicals and assessments. The forecast overspend relating to the Southwark Judgement is unchanged at £0.300m,

but some of the costs relating to this were previously included within Placements overstating that pressure. The forecast overspend of £3.823m for the Children and Families Service Area assumes that £0.523m carry forward from 2008/09 will be utilised to offset pressures in this area on a one off basis.

11. Adoption and Special Guardianship Orders are forecast to overspend by £0.342m. As reported previously this reflects additional placements and insufficient base budget to cover the cost of service provision, which currently covers 47 orders. It is anticipated that the projection will increase over the remainder of the financial year as there are additional clients currently moving through the system.
12. The forecast overspend on Services for Asylum Seekers is now £1.391m and has reduced by £0.075m since last month. £0.590m of the overspend relates to expenditure carried forward from 2008/09 and the remaining £0.801m relates to the current financial year. The overall forecast for the Service Area still assumes that £1.000m of the overspend will be funded from the reserve created at the end of 2008/09 for anticipated future pressures.
13. In the past a number of pressures and savings agreed through the Service & Resource Planning process have been allocated to the Children & Families Head of Service cost centre in the first instance. An initial review has indicated that there is a pressure of £0.850m as these adjustments were not then reallocated to the appropriate Service Area. Virements to reallocate the pressures and savings appropriately will be made in a future report but it is not expected that the overall pressure will reduce.
14. As noted previously the Directorate has drawn up an action plan to mitigate pressures on the Placements budget. Work to complete this is continuing. If appropriate requests for virements to offset the overspends against underspends, will be made in the report to Cabinet in March.

Raising Achievement Service

15. The Raising Achievement Service is now reporting an overspend of £0.218m compared to £0.390m last month. Outdoor Education Centres are forecasting an overspend of £0.193m. This is associated with a shortfall in income and pressures relating to staffing and increased transport costs.
16. Last month it was reported that there was a pressure of £0.200m relating to changes to schools' subscriptions. This has now been reviewed and the forecast overspend has been reduced to £0.025m.

Commissioning, Performance & Quality Assurance (CPQA)

17. The total underspend for CPQA has increased from -£1.281m last month to -£1.342m. Within the total, Home to School Transport is now projecting an underspend of -£1.156m. Extended Rights to Free Travel, which is funded from Area Based Grant, continues to forecast an underspend of -£0.300m.

18. As noted previously the Children's Information & Integration Programme (ChIIP) which will provide improved information about the children in our care, is projecting an overspend of £0.396m.
19. Underspends on Joint Use (-£0.052m), and Premature Retirement Compensation (-£0.303m) are unchanged since last month.

Dedicated Schools Grant (DSG) Funded Services

20. The total overspend on DSG funded services is now £0.747m. Out of County Placements is forecast to overspend by £0.243m, a decrease of £0.108m since last month. Nursery Education Funding is still projected to overspend by £0.504m.
21. As noted previously the allocation of DSG across non-school services has been reviewed. The total available to reallocate to core areas to reduce the overspend stands at £3.322m but includes £0.700m which may be required for Early Years Development projects. £1.471m of the total available relates to one - off carry forward from 2008/09 so is not recurring funding that will be available in future years, whilst the remaining £1.851m is ongoing.

Action Plan – Overall Plan for Directorate

22. The forecast in-year overspend of £0.402m reflects the reallocation of DSG to core areas (£3.322m) and also the use of the CYP&F reserve which is holding carried forwards from 2008/09 (£1.523m). It also assumes that the reported underspends will offset overspends in other service areas. Virements to reflect this and to reallocate the DSG will be requested in the January report that will be considered by Cabinet in on 16 March 2010.

Social & Community Services: £0.780m overspend

23. Social & Community Services are forecasting an overspend of £0.780m against a budget of £167.136m, a variation of +0.47%. This is materially unchanged since the last report.

Community Services

24. The forecast overspend for Adult Learning has decreased from £0.335m to £0.291m. As reported previously radical changes in the Service are required as part of a four year action plan to balance the service to the funding available and repay supplementary estimates of £0.181m.

Social Care for Adults

25. The overspend in Social Care for Adults is now £0.397m. An action plan to balance this by year end is in place and it is expected that the position will improve further by year end. There are a number of small changes since last month contributing to an increase of £0.021m in the overall overspend.
26. The forecast underspend for Services for all Client Groups has decreased by £0.156m to -£0.125m, mainly as a result of increased Occupational Therapy

activity. Additional older people residential client income totalling -£0.455m, increased by £0.055m since last month, is forecast.

27. The Older People Care Management Teams are now forecasting a slightly reduced overspend of £0.590m. This is associated with costs of additional staff required for safeguarding work and to reduce waiting lists and delayed transfers of care and to meet other key performance targets.
28. The pressure within Learning Disabilities Internal Services is forecast at £0.421m compared to £0.442m last month.

Pooled Budgets

Older People, Physical Disabilities & Equipment Pool

29. The forecast outturn on the Older People and Physical Disabilities Pooled Budget is an overspend of £7.387m as shown in the table on the next page. This has increased by £1.609m since last month. This takes account of the use of the Older People Pooled Budget Reserve of £1.130m created in 2008/09 to fund the extra commitments in 2009/10 resulting from the Continuing Care Framework and additional placements.
30. The Council element of the Pool is forecast to overspend by £2.892m, an increase of £0.023m from last month. Reductions in the forecast spend on Older People has largely been offset by an increase in forecast spend on Home Support for People with Physical Disabilities. Further work is being undertaken to verify the accuracy of these forecasts. An action plan is being implemented to reduce the overspend to £1.5m by year end. This will need to be carried forward to be recovered in 2010/11.

Latest Budget		Forecast Variance November 2009			Forecast Variance October 2009	Change in Variance
		OP £m	PD £m	Total £m	Total £m	Total £m
2009/10 £m						
88.650	OCC Elements Forecast in-year variance	2.150	0.742	2.892	2.869	0.023
24.880	PCT elements Forecast in-year variance	2.824	1.180	4.004	2.387	1.617
114.213	Total Older People & Physical Disabilities	4.974	1.922	6.896	5.256	1.640
1.658	Equipment Pool	0.491	0	0.491	0.522	-0.031
115.871	Total - Older People, Physical Disabilities & Equipment Pool	5.465	1.922	7.387	5.778	1.609

31. The forecast overspend on the Primary Care Trust (PCT) element of the pool reflects the year end position which they are planning to achieve in relation to Continuing Health Care. This has increased by £1.617m since the last forecast and reflects a slower than expected reduction in the number of people qualifying for Continuing Health Care offset by a reduction in the number of new placements. The PCT is responsible for any financial risk arising, and the forecast will be monitored monthly to take account of the actual activity levels.
32. No assessment has yet been made of the possible impact on the County Council elements of the pool in the current financial year of the withdrawal of Continuing Health Care funding from clients who may then qualify for social care funding. Because the expected reduction in clients qualifying for Continuing Health Care is lower than the PCT expected the possible impact on the County Council's budget is reduced.
33. In the 2008/09 financial year a provision of £1.8m was set up in respect of the estimated back dated costs of 172 named clients awaiting Continuing Care assessments. As only a small proportion of these clients have been awarded Continuing Care funding to date the full amount of the provision may not be required for these cases and so may be available to fund some of the other pressures in this budget. Work is being carried out with the PCT to clarify the position on each of these cases but it has not yet been completed. The outcome will be included in future reports.
34. An overspend of £0.491m is forecast on equipment, a reduction of £0.031m since last month. This is the result of work commissioned to identify the reasons for the over spend and to develop an action plan to reduce the level of overspending.

Learning Disabilities Pool

35. The Learning Disabilities Pooled Budget is currently forecasting an overspend of £1.040m, a decrease of £0.066m since the previous report. This is due to efficiency savings of -£0.213m being achieved offset by increased commitments resulting from the November Panel decisions. The forecast does not take into account any estimate for further panel decisions before the end of the year.
36. The forecast also includes the efficiency savings identified in the 2009/10 budget process which have already been achieved. Further efficiency savings of £0.887m are expected to be made during the year. In addition, work is underway to contain spending in this financial year by identifying any over-commitment in budgets, minimising spend and maximising savings and checking detailed Independent Living Fund income against forecasts with a view to bringing the pooled budget into balance by year end. However there is a risk that not all of this will be achieved this financial year.

Environment & Economy: -£0.514m underspend

37. The overall Directorate position is a forecast underspend of -£0.514m, or -0.73% of the latest budget of £69.846m. This has decreased by -£0.519m since the last report.
38. The net overspend position across Transport is £0.085m, a reduction of £0.468m since last month. As agreed by Cabinet on 15 December 2009, £0.472m funding received from the Highways Agency a number of years ago will be used to offset staffing pressures within Transport on a one off basis so the majority of the reduction since last time reflects that decision.
39. The underspend in Sustainable Development is virtually unchanged at -£0.732m. Total waste forecast is 7% less than budgeted for, and the proportion landfilled is 53% compared to the target of 58% while the proportion recycled or composted is 47% compared to a target of 42%.
40. In addition to the underspend reported and as noted in previous reports if landfill continues to reduce as predicted, the £0.695m budget set aside for the purchase of Landfill Allowance Trading Scheme (LATS) allowances will not be needed. In light of the directorate position later in the year, consideration will be given to transferring this underspend to the Waste Management general reserve to contribute to the funding package required to support the business case for an additional recycling centre in Oxford City. Any further underspends could also be used to support the Waste Recycling Strategy.
41. The forecast overspend within Property Services has reduced by from £0.056m to £0.011m. Overspends relating to the Better Offices Programme are offset against underspends relating to rents.
42. Business Support is forecast to overspend by £0.122m as a result of increased legal recharges and other pressures.

Community Safety & Shared Services: £0.079m overspend

43. Community Safety is forecasting an overspend of £0.079m, or 0.25%, compared to an underspend of -£0.176m last month, a movement of £0.255m.
44. Current activity in the retained duty system in the Fire & Rescue Service indicates an overspend of £0.225m as a result of measures to address crewing shortages, additional training needs and new administrative requirements resulting from a new national incident recording system. Urgent action is being taken to control expenditure where possible. Any variation at year end will be met from balances in line with Council policy.
45. Trading Standards is now forecasting an overspend of £0.030m which will be managed using part of the underspend in the Gypsy and Traveller Service.

46. Shared Services still expect to deliver £0.422m savings in 2009/10. As noted last month, options are currently being considered and a proposal to repay the £1.4m balance of the loan of £4.2m in 2010/11 will be made in a future report.
47. School meal sales for Food with Thought from April to November were 9.5% higher than the equivalent period last year. The cost per meal remains below budget but the food prices are increasing and this is narrowing the gap between the budgeted and actual meal cost. Food with Thought and QCS Cleaning Services are forecasting a combined surplus in the region of £0.2m. This trading surplus will transfer to the reserve at year-end.

Corporate Core: £2.313m in year Directorate overspend

48. Corporate Core is forecasting an overspend of £2.313m. This has increased by £0.063m since last month.
49. ICT continues to forecast an in year overspend of £2.250m. This comprises one off overspends against projects totalling £1.45m and ongoing pressures of £0.8m (OCN, maintenance etc). Further explanation was set out in detail in the report to Cabinet on 15 December 2009. An action plan has been produced for reducing the overspend. The process of reducing staff numbers is already taking place but most of the savings achieved this year in the pay budget are likely to be offset by one off redundancy costs. Other measures will be implemented to reduce or control costs but it is not expected that they will significantly reduce the size of this year's overspend.
50. ICT already has serious budget pressures to manage next year. If this year's overspend is carried forward to be absorbed within the service, it will not be possible to stay within budget without cuts in service at a level that would seriously impact on the resilience of the Council's ICT infrastructure and service delivery.
51. Levels of activity in the planning and child protection areas of Legal Services are high this year. This is reflected in increased income generation compared to last year but also in higher costs. The net effect is that an overspend in Legal and Democratic Services is now extremely likely. As per the Provisional Outturn Report to Cabinet on 23 June 2009, a £0.063m underspend from 2008/09 was held in the carry forward reserve pending a request to release it during the year if pressures could not be managed within budget. It is now recommended that £0.063m should be transferred from the Carry Forward Reserve to offset the overspend.
52. At least one legal case will exceed £0.025m this year. The policy for a number of years has been that exceptional legal costs over £0.025m, where no budget exists, are met from balances. A request for a supplementary estimate will be made before the end of the year if Legal Services is unable to cover these costs.

53. As at 1 April 2009, the total Change Fund was £1.862m. Forecast expenditure in 2009/10 is £1.668m for a range of projects, including £0.651m for Lead Oxfordshire. The remaining unallocated balance is £0.194m.

Virements and Supplementary Estimates

54. The virements requested this month are detailed in Annex 2a with virements previously approved in Annex 2b and 2c and temporary virements to note in Annex 2d. Annex 2e shows the cumulative total virements to date. There are no budget lines where these total over £0.5m this month.

Grants Monitoring

55. Annex 3a and 3b set out the movement on specific grants since the original estimate, along with a forecast of the grant funded expenditure in year. Annex 3c details the Area Based Grant.

Bad Debt Write Offs

56. During the first eight months of 2009/10 there were 107 debts written off totalling £9,991. The largest debt was £1,266 so most were very small and uneconomical to recover through the courts. In addition Client Finance wrote off 66 debts in relation to charges for care totalling £25,169. The largest of those was £4,115.
57. In September 2007 Sedgemoor Children's Services ceased trading and went into liquidation. At this time the Council had made payments in advance totalling £110,685.71 to the company. In the 2007/08 accounts an impairment allowance for this amount was created which will now be used to write-off this debt. Following this event the service has made a number of changes to their processes, including not making payments in advance and accepting credit notes. Cabinet are recommended to approve the write off of this debt.

Strategic Measures

58. The average cash balance during November 2009 was £200.1m and the average rate of return was 0.76%. As noted in previous reports the average rate of return has fallen each consecutive month in 2009/10, from the starting point of 2.66% achieved in April 2009. However, it is now expected that the rate of return should stabilise around the current level for the remainder of 2009/10. It is expected that the budgeted income from interest of £2.1m will be achieved.
59. The Treasury Management lending list is included at Annex 6 for completeness but is unchanged since the last report.

Part – 2 Balance Sheet

Reserves

60. Annex 4 shows the forecast movement on earmarked reserves.

School Balances

61. As reported in the 2008/09 Provisional Outturn Report to Cabinet on 23 June 2009, school balances were £13.439m at 31 March 2009. Updates and further analysis of the forecast position will be provided in future reports, but the current forecast outturn is £4.761m as at 31 March 2010, a reduction of £8.678m.
62. Budget monitoring submissions for the period up to October 2009 have been received from 286 out of 289 schools. These submissions indicate that year end balances will be more consistent with the total originally budgeted for than in previous years.
63. 59 schools are currently projecting a deficit at the end of 2009/10 while 230 expect to be in surplus. Half of the secondary schools in Oxfordshire are currently forecasting deficits.

Loans to Schools

64. Under paragraph 4.7 of the Section 48 document Scheme for Financing Schools, schools may apply for a loan. These may be used to fund the purchase or replacement of equipment (including computer hardware) or to contribute to premises projects; repair and maintenance; energy and environmental improvements and historic budget deficits. Several of the deficits currently reported are likely to be converted to loans. All current loans relate to secondary schools.
65. Overall the planned and forecast reduction in surpluses is to be welcomed as it will help to ensure that the Department for Children, Schools and Families (DCSF) does not claw back excess balances. However, the authority is close to allowable limits for loans and deficits. These are based on the level of surpluses so as the latter diminish, our ability to help schools to manage their deficits will also reduce.

Balances

66. Annex 5 sets out the current position for general balances taking into account known changes. Total balances were £14.088m at the end of November, with the position unchanged from the end of October.

Part 3 – Capital Programme and Monitoring

67. The capital monitoring position set out in Annex 7, shows forecast expenditure for 2009/10 is £91.2m (excluding schools), a decrease of -£1.6m when compared to the last capital programme approved by Cabinet in October 2009. This is a change of £0.7m in the variation reported to Cabinet in December 2009. The table on the next page summarises the variations by directorate which are explained in the following paragraphs.

Directorate	Latest Capital Programme Budget (Approved October 2009 Position as at end of August 2009)	Forecast Expenditure (Position as at end of November 2009)	Forecast Variation November 2009	Variation Forecast October 2009	Change in Variation Forecast
Children, Young People & Families	£41.3m	£40.0m	-£1.3m	-£0.3m	-£1.0m
Social & Community Services	£7.3m	£6.3m	-£1.0m	-£0.4m	-£0.6m
Environment & Economy	£42.5m	£41.1m	-£1.4m	-£2.0m	+£0.6m
Community Safety & Shared Services	£0.7m	£0.9m	£0.2m	£0.4m	-£0.2m
Corporate Core	£1.0m	£2.9m	£1.9m	£0.0m	+£1.9m
Sub-total	£92.8m	£91.2m	-£1.6m	-£2.3m	+£0.7m
Schools Capital/Devolved Formula	£11.3m	£12.1m	£0.8m	£0.8m	£0.0m
Earmarked Reserves	£0.1m	£2.0m	£1.9m	£0.0m	+£1.9m
Total	£104.2m	£105.3m	£1.1m	-£1.5m	+£2.6m

Children, Young People & Families

68. The Children, Young People & Families directorate is forecasting to spend £40.0m in 2009/10 compared to the latest capital programme budget of £41.3m, a variation of -£1.3m. This is a change of -£1.0m from the variation reported last month.
69. A review of how adjustments made between capital and revenue are included in the capital programme has been carried out. The results impact on the Children, Young People and Families, Environment and Economy and Corporate Core directorates. The saving shown in CYP&F is £1.0m in 2009/10 with a total of £4.7m over all years of the programme. Some of this saving is used to finance capital/revenue adjustments shown in other directorates. The

Capital Programme Board is going to develop an exit strategy for some of the adjustments and until this is in place the net impact of these adjustments (£1.9m) is being held in earmarked reserves.

Social & Community Services

70. The forecast spend for Social & Community Services is £6.3m, a variation of -£1.0m when compared to the latest capital programme and a movement of -£0.6m from the position reported last month. This is due to slippage of expenditure into later years of the programme on the Bicester Care Home and Supported Living for people with Learning Disabilities schemes. There is also a saving of £0.2m on retentions.

Environment & Economy

71. The spend forecast for 2009/10 for Environment and Economy is £41.1m compared to the latest budget of £42.5m, a variation of -£1.4m. This is a movement of £0.6m from the position reported in December 2009.
72. £0.5m of the increase reflects the review of Capital/Revenue switches mentioned above. The remainder is the net effect of a number of small variations.

Community Safety and Shared Services

73. The forecast spend for Community Safety & Shared Services is £0.9m, a variation of £0.2m when compared to the latest capital programme. This is a variation of -£0.2m from the position reported last month and is due to slippage of expenditure into later years of the programme on the Bicester Fire Station Upgrade scheme.

Corporate Core

74. The Corporate Core directorate is forecasting to spend £2.9m in 2009/10 compared to the last capital programme budget of £1.0m, a variation of £1.9m. This is because of a payment made in relation to the SAP support contract for software licences, approved at Cabinet in December 2009.

Actual Expenditure

75. As at the end of November actual capital expenditure was £46.5m, this is 44% of the total planned expenditure of £105.3m. This represents a £7.7m increase from last month and is consistent with the position for the same period last year. Total commitments were a further £25.1m; therefore total committed expenditure was 68% of the total planned expenditure.

Movement on Overall Capital Programme

76. The forecast expenditure for the capital programme is £475.4m (excluding schools); compared to the last capital programme update of £491.3m this is a variation of -£15.9m. This is a change of -£5.9m to the variation reported to

Cabinet in December 2009. The directorate variations are shown in the table on the next page:

Directorate	Latest Capital Programme Budget (Approved October 2009 Position as at end of August 2009)	Forecast Expenditure (Position as at end of November 2009)	Variation Forecast November 2009	Variation Forecast October 2009	Change in Forecast Variation
Children, Young People & Families	£298.5m	£282.5m	−£16.0m	−£11.2m	−£4.8m
Social & Community Services	£23.0m	£22.9m	−£0.1m	£0.1m	−£0.2m
Environment & Economy	£160.2m	£158.0m	−£2.2m	£0.6m	−£2.8m
Community Safety & Shared Services	£5.6m	£6.1m	£0.5m	£0.5m	£0.0m
Corporate Core	£4.0m	£5.9m	£1.9m	£0.0m	+£1.9m
Sub-total	£491.3m	£475.4m	−£15.9m	−£10.0m	−£5.9m
Schools Capital/Devolved Formula	£62.0m	£64.0m	£2.0m	£2.0m	£0.0m
Earmarked Reserves	£1.7m	£9.6m	£7.9m	−£0.3m	+£8.2m
Total	£555.0m	£549.0m	−£6.0m	−£8.3m	+£2.3m

77. The decrease on Children, Young People & Families is mainly due to the impacts of the capital/revenue adjustments discussed above.
78. The decrease of £2.8m in Environment and Economy is due to the removal of £4.0m for Thornhill Park and Ride extensions as the assumptions on developer contributions available for this scheme have been revised due to the current economic climate. Expenditure has increased by £0.8m for capital/revenue adjustments and by £0.4m for the Chipping Norton Access Road scheme.
79. The increase in Corporate Core is due to the payment for SAP software licences as mentioned above.
80. The increase in earmarked reserves is due to the amount being held for capital/revenue adjustments and for resources being earmarked for a second phase of the Homes for Older People scheme.

Capital Programme Update

81. The position reported this month has been incorporated in the updated capital programme, attached at Annex 8.
82. The overall deficit on the capital programme has decreased from £5.368m to £4.502m, a change of £0.866m. This is primarily due to transport identifying additional resources to reduce the deficit on their programme.

83. The cashflow position of the overall programme has improved significantly, with the majority of the shortfall now falling in the final year of the programme.

Part 4 – Other Financial Issues

Creation Theatre Company

84. In the summer of 2008, the Cabinet agreed to make a repayable grant of £30,000 (funded by a supplementary estimate) to Creation Theatre, given their financial difficulties. The City Council also helped the company financially. Repayment of this grant is due in July 2010.
85. A major condition of the funding was that Creation should plan to minimise their exposure to the risks of bad weather. As a consequence of doing this, and despite fears prompted by the recession, the summer season made a healthy profit. By March 2010, therefore, Creation expect to be in a position where they have turned a substantial deficit into a small surplus, albeit insufficient to make the repayment in July.
86. Creation have now put together a new plan which aims to generate sufficient surplus over the next two years to build up a reserve to assist them with managing future risks. In order to aid their ongoing position, Creation have now asked the County Council to defer and phase the repayment of the grant as follows:

Date of Repayment	Amount
31 August 2011	5,000
31 January 2012	7,500
31 July 2012	17,500
TOTAL	30,000

87. The cost of deferring repayment would be to forego interest estimated at £1,000. The Cabinet is recommended to agree to defer repayment of the grant by Creation Theatre Company as set out in paragraph 65. In addition interest will be charged to the Theatre Company at a fixed rate of 2% per annum from 31 July 2010, with interest due being paid on each staged repayment date. This will recompense the Council for the interest foregone.

RECOMMENDATIONS

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

- (a) note the report;
- (b) approve the virements as set out in Annex 2a;
- (c) approve the use of carry forward from 2008/09 to offset pressures in Legal and Democratic Services as set out in paragraph 51.
- (d) Approve the write off of the bad debt of £110,685.71 in respect of a payment in advance to Sedgemoor Children's Services as set out in paragraph 57.
- (e) Approve the updated Capital Programme as set out in Annex 8;
- (f) Agree the deferral and phasing of the repayment of grant from Creation Theatre Company as set out in paragraphs 86 and 87.

SUE SCANE

Assistant Chief Executive & Chief Finance Officer

Background papers: Directorate reports

Contact Officer: Kathy Wilcox, Principal Financial Manager
Tel: (01865) 323981

January 2010

This page is intentionally left blank

CA7

Contributions to (+)/from (-)reserves	2,082	-2,365	693	-375	410	-2,059
Contribution to (+)/from(-) balances	-5,131				-5,506	-1,187
Capital Financing	37,161				37,161	-1,350
Interest on Balances	-1,034		-65		-1,099	0
Strategic Measures Budget	33,078	-2,365	628	-375	30,966	-4,596
Area Based Grant (income)	-26,950		-95		-27,045	0
Budget Requirement	379,170	0	0	0	379,170	439

Total External Financing to meet Budget Requirement						
Revenue Support Grant	19,657				19,657	0
Business rates	85,163				85,163	0
Council Tax	274,350				274,350	0
Other grant income (e.g. LABGI)						439
External Financing	379,170	0	0	0	379,170	439

Consolidated revenue balances position	
Forecast County Fund Balance net of City Schools (Annex 5)	14,088
In-year directorate variation to be met from (-) or transferred to (+) Carry Forward Reserve	-3,060
	11,028

KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator

Budget	On track to be within +/- 1% of year end budget	G
	On track to be within +/- 5% of year end budget	A
	Estimated outturn showing variance in excess of +/- 5% of year end budget	R

CAT

DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)

CY1	Children & Young People	14,524				14,524	14,767	243
CY2	Early Years & Family Support	17,310				17,310	17,814	504
CY3	Educational Effectiveness	1,620				1,620	1,620	0
CY4	Strategy & Performance	4,934				4,934	4,934	0
CY5	Schools (incl Non Devolved Schools Costs)	278,766				278,766	275,444	-3,322
	Total Gross	317,154	0	0	0	317,154	314,579	-2,575

KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator

Budget	On track to be within +/- 1% of year end budget	G
	On track to be within +/- 5% of year end budget	A
	Estimated outturn showing variance in excess of +/- 5% of year end budget	R

Ref	Division of Service	BUDGET 2009/10						Outturn Forecast Year end Outturn £000 (8)	Projected Year End Variation underspend - overspend + £000 (9)	Profiled Budget (Net) November 2009 £000 (10)	Actual Expenditure (Net) November 2009 £000 (11)	Variation to Budget November 2009 underspend - overspend + £000 (12)	Projected Year end Variance Traffic Light Indicator
		Original Budget £000 (3)	Brought Forward from 2008/09 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)							
(1)	(2)												(13)
SC1	Community Services												
	Gross Expenditure	22,704	88	-840		21,952	22,308	356	14,677	15,216	539	A	
	Gross Income	-10,117		838		-9,279	-9,279	0	-6,190	-6,414	-224	G	
		12,587	88	-2	0	12,673	13,029	356	8,487	8,802	315	A	
SC2	Social Care for Adults												
	Gross Expenditure	171,891	843	243		172,977	173,374	397	115,541	118,960	3,419	G	
	Gross Income	-42,898		-413		-43,311	-43,311	0	-29,073	-29,839	-766	G	
		128,993	843	-170	0	129,666	130,063	397	86,468	89,121	2,653	G	
SC3	Major Projects (excl Supporting People)												
	Gross Expenditure	357	0	0		357	357	0	238	198	-40	G	
	Gross Income	-190		0		-190	-190	0	-126	-1	125	G	
		167	0	0	0	167	167	0	112	197	85	G	
SC4	Strategy and Transformation												
	Gross Expenditure	28,650	163	-937		27,876	27,876	0	16,263	15,713	-550	G	
	Gross Income	-3,971		351		-3,620	-3,620	0	-2,112	-2,350	-238	G	
		24,679	163	-586	0	24,256	24,256	0	14,151	13,363	-788	G	
	Less recharges within directorate	-10,782				-10,782	-10,782	0	-7,118	7,118		G	
		10,782				10,782	10,782	0				G	
	Directorate Total Expenditure	212,820	1,094	-1,534	0	212,380	213,133	753	139,601	150,087	3,368	G	
	Directorate Total Income	-46,394	0	776	0	-45,618	-45,618	0	-30,383	-38,604	-1,103	G	
	Directorate Sub-Total	166,426	1,094	-758	0	166,762	167,515	753	109,218	111,483	2,265	G	
SC3_4	Supporting People												
	Gross Expenditure	12,571		125		12,696	12,723	27	8,589	9,423	834	G	
	Gross Income	-12,197		-125		-12,322	-12,322	0	-8,215	-10,654	-2,439	G	
		374	0	0	0	374	401	27	374	-1,231	-1,605	R	
	Directorate Total	166,800	1,094	-758	0	167,136	167,916	780	109,592	110,252	660	G	

Pooled Budget Memorandum Accounts

	OCC Contribution	Health Contribution	Gross Budget	Brought Forward from 2008/09	Net Budget	Forecast Outturn	Projected year-end variation	Projected variation OCC	Projected variation PCT
Older People's Pooled Budgets	81,835	20,316	102,151	1,130	103,281	108,255	4,974	2,150	2,824
Physical Disabilities Pooled Budget	7,114	3,818	10,932	0	10,932	12,854	1,922	742	1,180
Equipment Pooled Budget	1,346	312	1,658	0	1,658	2,149	491	187	304
Older People's, Physical Disabilities and Equipment Pooled Budget	90,295	24,446	114,741	1,130	115,871	123,258	7,387	3,079	4,308
Learning Disabilities Pooled Budget	42,812	31,093	73,905	0	73,905	74,945	1,040	602	438

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

Budget	On track to be within +/- 1% of year end budget	G
	On track to be within +/- 5% of year end budget	A
	Estimated outturn showing variance in excess of +/- 5% of year end budget	R

Ref	Directorate	BUDGET 2008/09						Latest Estimate	Outturn Forecast Year end Spend/Income	Projected Year end Variation underspend - overspend + £000 (9)	Profilled Budget (Net) November 2009 £000 (10)	Actual Expenditure (Net) November 2009 £000 (11)	Variation to Budget November 2009 underspend - overspend + £000 (12)	Projected Year end Variance Traffic Light Indicator
		Original Budget £000 (3)	Brought Forward from 2007/08 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	£000 (7)								
(1)	(2)													(13)
EE1	Transport	49,704	108	1,303		51,115	51,120	5	34,077	35,116	1,039	G		
	Gross Expenditure	-9,687		-584		-10,271	-10,191	80	-6,847	-4,259	2,588	G		
	Gross Income	40,017	108	719	0	40,844	40,929	85	27,230	30,857	3,627	G		
EE2	Sustainable Development	27,556	739	121		28,416	27,938	-478	18,944	14,702	-4,242	A		
	Gross Expenditure	-2,763		-341		-3,104	-3,358	-254	-2,069	-2,299	-230	R		
	Gross Income	24,793	739	-220	0	25,312	24,580	-732	16,875	12,403	-4,472	A		
EE3	Property Services	18,293	115	90	160	18,658	18,661	3	12,439	12,109	-330	G		
	Gross Expenditure	-19,584		20		-19,564	-19,556	8	-13,043	-11,676	1,367	G		
	Gross Income	-1,291	115	110	160	-906	-895	11	-604	433	1,037	A		
EE4	Business Support	5,224	4	-8		5,220	5,344	124	3,480	3,574	94	A		
	Gross Expenditure	-112		2		-110	-112	-2	-73	-112	-39	A		
	Gross Income	5,112	4	-6	0	5,110	5,232	122	3,407	3,462	55	A		
	Less recharges within directorate	-2,342				-2,342		2,342	-1,561		1,561	R		
		2,342				2,342		-2,342	1,561		-1,561	R		
	Directorate Expenditure Total	98,435	966	1,506	160	101,067	103,063	1,996	67,379	65,501	-1,878	A		
	Directorate Income Total	-29,804	0	-903	0	-30,707	-33,217	-2,510	-20,471	-18,346	2,125	R		
	Directorate Total Net	68,631	966	603	160	70,360	69,846	-514	46,908	47,155	247	G		

KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator

Budget	G
On track to be within +/- 1% of year end budget	A
On track to be within +/- 5% of year end budget	R
Estimated outturn showing variance in excess of +/- 5% of year end budget	

Ref	Directorate	BUDGET 2009/10						Outturn Forecast Year end Spend/Income £000 (8)	Projected Year end Variation underspend - overspend + £000 (9)	Profilled Budget (Net) November 2009 £000 (10)	Actual Expenditure (Net) November 2009 £000 (11)	Variation to Budget November 2009 underspend - overspend + £000 (12)	Projected Year end Variance Traffic Light Indicator
		Original Budget £000 (3)	Brought Forward from 2008/09 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)							
(1)	(2)												(13)
CS1	Fire & Rescue Service	Gross Expenditure 24,174	279	-29		24,424	24,623	199	16,283	15,452	-831		G
		Gross Income -616		1		-615	-615	0	-410	-636	-226		G
		Net Expenditure 23,558	279	-28	0	23,809	24,008	199	15,873	14,816	-1,057		G
CS2	Emergency Planning Service	Gross Expenditure 384	15	-1		398	398	0	265	230	-35		G
		Gross Income 0				0	0	0	0	0	0		G
		Net Expenditure 384	15	-1	0	398	398	0	265	230	-35		G
CS3	Safer Communities Unit	Gross Expenditure 886	15	-1		900	910	10	600	569	-31		A
		Gross Income 0				0	0	0	0	-46	-46		A
		Net Expenditure 886	15	-1	0	900	910	10	600	523	-77		A
CS4	Traveller Sites	Gross Expenditure 496		452		948	888	-60	632	475	-157		R
		Gross Income -283		-453		-736	-736	0	-491	-461	30		G
		Net Expenditure 213	0	-1	0	212	152	-60	141	14	-127		R
CS5	Trading Standards	Gross Expenditure 2,656	75	-10		2,721	2,751	30	1,814	1,903	89		A
		Gross Income -206				-206	-206	0	-137	-176	-39		G
		Net Expenditure 2,450	75	-10	0	2,515	2,545	30	1,677	1,727	50		A
CS6	Shared Services	Gross Expenditure 28,956	436	252		29,644	29,544	-100	19,763	18,814	-949		G
		Gross Income -26,539		-279		-26,818	-26,818	0	-17,879	-28,135	-10,256		G
		Net Expenditure 2,417	436	-27	0	2,826	2,726	-100	1,884	-9,321	-11,205		A
		Less recharges within directorate -3,528				-3,528	-3,528	0	-2,352		2,352		G
						3,528	3,528	0	2,352		-2,352		G
		Directorate Expenditure Total 54,024	820	663	0	55,507	55,586	79	37,005	37,443	438		G
		Directorate Income Total -24,116	0	-731	0	-24,847	-24,847	0	-16,565	-29,454	-12,889		G
		Directorate Total Net 29,908	820	-68	0	30,660	30,739	79	20,440	7,989	-12,451		G

KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator

Budget	G
On track to be within +/- 1% of year end budget	A
On track to be within +/- 5% of year end budget	R
Estimated outturn showing variance in excess of +/- 5% of year end budget	

Ref	Directorate	BUDGET 2009/10						Outturn Forecast Year end Spend/Income	Projected Year end Variation underspend - overspend + £000 (9)	Profiled Budget (Net) November 2009	Actual Expenditure (Net) November 2009	Variation to Budget November 2009 underspend - overspend + £000 (12)	Projected Year end Variance Traffic Light Indicator
		Original Budget £000 (3)	Brought Forward from 2007/08 Surplus + Deficit - £000 (4)	Virements to Date (5)	Supplementary Estimates to Date (6)	Latest Estimate (7)	£000 (8)						
(1)	(2)											(13)	
	TRANSFORMATION												
CC1	Business Support	1,361	32	-6		1,387	0	925	842	-83		G	
	Gross Expenditure	-179				-179	0	-119	-120	-1		G	
	Gross Income	1,182	32	-6	0	1,208	0	806	722	-84		G	
CC2	ICT	18,428		-29		21,849	3,450	12,266	18,400	6,134		R	
	Gross Expenditure	-18,783		339		-18,444	0	-12,296	-10,788	1,508		G	
	Gross Income	-355	0	310	0	-45	3,450	-30	7,612	7,642		R	
CC3	Strategic Human Resources & Organisational Development	2,657	17	-31		2,643	0	1,762	1,642	-120		G	
	Gross Expenditure	-2,622		221		-2,401	0	-1,601	-1,808	-207		G	
	Gross Income	35	17	190	0	242	0	161	-166	-327		G	
CC4	Finance & Procurement	3,555	44	106		3,705	0	2,470	2,112	-358		G	
	Gross Expenditure	-3,499		-17		-3,516	0	-2,344	-2,280	64		G	
	Gross Income	56	44	89	0	189	0	126	-168	-294		G	
	Gross Expenditure	26,001	93	40		29,584	3,450	17,423	22,996	5,573			
	Gross Income	-25,083	0	543		-24,540	0	-16,360	-14,996	1,364			
	SUBTOTAL TRANSFORMATION	918	93	583	0	1,594	3,450	1,063	8,000	6,937			

Ref	Directorate	BUDGET 2009/10					Latest Estimate	Projected Year end Variation	Actual Expenditure (Net) November 2009	Variation to Budget November 2009	Projected Year end Variation	Outturn Forecast Year end Spend/Income	Projected Year end Variation	Profilled Budget (Net) November 2009	Actual Expenditure (Net) November 2009	Variation to Budget November 2009	Projected Year end Variance Traffic Light Indicator
		Original Budget	Brought Forward from 2007/08 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate											
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (9)	£000 (11)	£000 (12)	£000 (9)	£000 (8)	£000 (9)	£000 (10)	£000 (11)	£000 (12)	(13)	
	STRATEGY																
CC5	Legal & Democratic Services																
	Gross Expenditure	5,546	102	-1		5,647	63	4,827	1,062		5,710		3,765	4,827	1,062	A	
	Gross Income	-2,522				-2,522	0	-2,280	-599		-2,522		-1,681	-2,280	-599	G	
		3,024	102	-1	0	3,125	63		463		3,188		2,084	2,547	463	A	
CC6	Partnerships																
	Gross Expenditure	913	66	34		1,013	0	656	-19		1,013		675	656	-19	G	
	Gross Income	-833				-833	0	-556	-1		-833		-555	-556	-1	G	
		80	66	34	0	180	0		-20		180		120	100	-20	G	
CC7	Policy Unit																
	Gross Expenditure	1,652	64	127		1,843	0	1,338	109		1,843		1,229	1,338	109	G	
	Gross Income	-1,472				-1,472	0	-1,167	-186		-1,472		-981	-1,167	-186	G	
		180	64	127	0	371	0		-77		371		248	171	-77	G	
CC8	Communication & Public Affairs																
	Gross Expenditure	844	27	138		1,009	0	573	-100		1,009		673	573	-100	G	
	Gross Income	-824				-824	0	-546	3		-824		-549	-546	3	G	
		20	27	138	0	185	0		-97		185		124	27	-97	G	
	Gross Expenditure	8,955	259	298		9,512	63	7,394	1,052		9,575		6,342	7,394	1,052		
	Gross Income	-5,651	0	0		-5,651	0	-4,549	-783		-5,651		-3,766	-4,549	-783		
	SUBTOTAL STRATEGY	3,304	259	298	0	3,861	63	2,845	269		3,924		2,576	2,845	269		

Ref	Directorate	BUDGET 2009/10						Outturn Forecast Year end Spend/Income	Projected Year end Variation underspend - overspend + £000 (9)	Profiled Budget (Net) November 2009	Actual Expenditure (Net) November 2009	Variation to Budget November 2009 underspend - overspend + £000 (12)	Projected Year end Variance Traffic Light Indicator
		Original Budget	Brought Forward from 2007/08 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate							
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	£000 (9)	£000 (10)	£000 (11)	£000 (12)	(13)	
CC9	Change Fund	806		-546		260	260	0	173		-173		
	Gross Expenditure					0	0	0	0		0	G	
	Gross Income	806	0	-546	0	260	260	0	173	0	-173	G	
CC10	Corporate & Democratic Core	4,398		22		4,420	4,420	0	2,947	2,899	-48		
	Gross Expenditure					0	0	0	0		0	G	
	Gross Income	4,398	0	22	0	4,420	4,420	0	2,947	2,899	-48	G	
	Less recharges within directorate	-4,948				-4,948	-4,948	0	-3,299		3,299	G	
		4,948				4,948	4,948	0	3,299		-3,299	G	
	Directorate Expenditure Total	35,212	352	-186	0	35,378	38,891	3,513	23,586	33,289	9,703	R	
	Directorate Income Total	-25,786	0	543	0	-25,243	-25,243	0	-16,827	-19,545	-2,718	G	
	Directorate Total Net	9,426	352	357	0	10,135	13,648	3,513	6,759	13,744	6,985	R	

City Council Contract - ICT Refres	-1,200
In-Year Directorate Variation	2,313

City Council Contract - ICT Refres	-1,200
In-Year Directorate Variation	12,448

KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator

Budget	G
On track to be within +/- 1% of year end budget	A
On track to be within +/- 5% of year end budget	R
Estimated outturn showing variance in excess of +/- 5% of year end budget	

Shared Services: Cash Flow Forecast (2009/10 Prices)

November 2009

CA7

Annex 1f

Latest Position (2008/09 prices)	2006/07 £000	2007/08 £000	2008/09 £000	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	Total £000
Budget Savings	0	1,281	3,752	4,641	4,599	4,599	4,599	4,599	4,599	32,669
Project Costs	1,189	2,453	478	1,090	349					5,559
Additional Operating Costs	264	1,118	1,595	1,970	2,491	2,003	1,990	1,993	1,993	15,417
Net Saving / (Cost)	-1,453	-2,290	1,679	1,581	1,759	2,596	2,609	2,606	2,606	11,693
Cumulative Net Saving / (Cost)	-1,453	-3,743	-2,064	-483	1,276	3,872	6,481	9,087	11,693	

Budget Savings - Business Case (2005/06 prices)	2006/07 £000	2007/08 £000	2008/09 £000	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15* £000	Total £000	Total 2009/10 Prices
Budget Savings	724	2,592	3,808	4,001	4,001	4,001	4,001	4,001		27,129	29,653
Project Costs	4,303	1,693	54							6,050	6,050
Additional Operating Costs	806	1,483	1,572	1,569	1,569	1,569	1,569	1,569		11,706	12,612
Net Saving / (Cost)	-4,385	-584	2,182	2,432	2,432	2,432	2,432	2,432		9,373	10,991
Cumulative Net Saving / (Cost)	-4,385	-4,969	-2,787	-355	2,077	4,509	6,941	9,373			
Variance	2,932	1,226	723	-128	-801	-637	-460	-286	11,693		

Original Business Case (revised 2009/10 prices)	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	Total £000
Variance at comparable prices (2009/10 prices)	10,991	-1,904				702

* original business case only went up to 2013/14

On-going annual savings of £2.6m
Savings per Business Case achieved by Dec 2014, target March 2014

November Financial Monitoring Report
CABINET - 19 January 2010

Annex 2a

Virements

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/Temporary (P/T)	Council Approval Required (✓)	Details	Expenditure		Income	
							From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
			VIREMENTS RECOMMENDED THIS REPORT							
			Intradirectorate Virements							
			Children, Young People & Families							
	Jan-10	CYPF1-13	SEN Support Service	P		Budget Tidy with SENSS across expenditure & income gl codes	-4,665		4,754	-89
	Jan-10	SC2_2F	Social & Community Services Internal Day Centres	P		Rent income budget moved into the OPPD pool.			5	
	Jan-10	SC2_2A	Contribution to OP Pooled Budget	P		Rent income budget moved into the OPPD pool.				-5
			Total Intradirectorate Virements Recommended				-4,665	0	4,759	-94
			Interdirectorate Virements							
			Total Interdirectorate Virements Recommended				0	0	0	0
			TOTAL VIREMENTS RECOMMENDED THIS REPORT				-4,665	0	4,759	-94

Virements requiring Cabinet approval are:

1. All permanent virements.
2. Temporary virements between £250,000 and £500,000.

NB: All virements greater than £500,000 and deemed to constitute a change in policy, will be recommended by Cabinet for approval by Council. This includes the cumulative total of virements that have previously been

Virements

VIREMENTS REQUIRING CABINET APPROVAL ACTIONED THIS REPORT

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-)	To / Increase (+)	From / Decrease (+)	To / Increase (-)
						£000	£000	£000	£000
			Intradirectorate Virements						
	Nov-09	CYPF3-21	Professional Development	P	Ensure budgets are in line with current management structure	-428			
	Nov-09	CYPF3-22	Educational Achievement & Service Monitoring	P	Ensure budgets are in line with current management structure	-168		49	
	Nov-09	CYPF3-23	Curriculum Learning & Inclusion	P	Ensure budgets are in line with current management structure	-622			
	Nov-09	CYPF3-24	Partnership Development & Extended Learning	P	Ensure budgets are in line with current management structure	-432		41	
	Nov-09	CYPF3-25	Secondary School Improvement	P	Ensure budgets are in line with current management structure	-530			
	Nov-09	CYPF3-31	Strategic Management	P	Ensure budgets are in line with current management structure		2,180		-90
	Nov-09	CYPF4-3	CPQA-Organisational Development	P	1.0fte transferred to the Family Information Service from CYPF General Office (w.e.f. Sept 2009)	-12			
	Nov-09	CYPF4-1	CPQA-Performance	P			12		
	Nov-09	CYPF2-5	Central Costs	P	Reallocate additional funding in relation to 4fte social workers		160		
	Nov-09	CYPF2-32	Family Support	P	Reallocate additional funding in relation to 4fte social workers	-160			
	Nov-09	CYPF2-22	Early Years and Childcare Area Teams	P	Tidy Early Years budget to reflect 2009/10 restructure			43	-43
	Nov-09	CYPF2-21	Early Years and Childcare County wide	P	Tidy Early Years budget to reflect 2009/10 restructure			16	-16
	Nov-09	CYPF2-21	Early Years and Childcare County wide	P	Tidy Early Years budget to reflect 2009/10 restructure			9	-9
	Nov-09	CYPF2-22	Early Years and Childcare Area Teams	P	Tidy Early Years budget to reflect 2009/10 restructure				
	Nov-09	CYPF2-21	Early Years and Childcare County wide	P	Tidy Early Years budget to reflect 2009/10 restructure				
	Nov-09	CYPF2-22	Early Years and Childcare Area Teams	P	Tidy Early Years budget to reflect 2009/10 restructure				
	Nov-09	CYPF2-24	Childrens Centres & Childcare Development Area Teams	T	Creation of Blackbird Leys Childrens Centre income and expenditure budget		666		-666
	Nov-09	CYPF2-24	Childrens Centres & Childcare Development Area Teams	T	Creation of Bicester Childrens Centre income and expenditure budget		317		-317
	Nov-09	SC2_2A	Social & Community Services OCC Contribution to OP Pool	P	To move cost centre SKE701 (Service Agreement - Carers) out of OPPD pooled budget to SC2_1i (One off Funding Projects)	-684		684	
	Nov-09	SC2_1i	One Off Funding Projects	P	To move cost centre SKE701 (Service Agreement - Carers) out of OPPD pooled budget to SC2_1i (One off Funding Projects)		684		-684
	Nov-09	SC2_2B	OP Care Management Team	P	To Move cost centre SKT493 OP (MH) Care Management out of Older People into Mental Health.	-533			
	Nov-09	SC2_3A	OCC Contribution to MH Pool	P	To Move cost centre SKT493 OP (MH) Care Management out of Older People into Mental Health.		533		
	Nov-09	SC2_1D	Employment Services	P	Restructure Cost Centre		347		-347
	Nov-09	SC4_3A	Leadership Team	P	Early retirements budget moved from contingency.		8		
	Nov-09	SC4_3B	Contingency	P	Early retirements budget moved from contingency.	-8			
	Nov-09	CC3.4	Corporate Core Strategic HR & OD - OD	T	Transfer of part of the Lead Oxfordshire funding from Change Fund. The funding level has now reached £280k in total	-100			
	Nov-09	CC9	Change Fund	T			100		
			Total Intradirectorate Virements			-3,677	5,007	842	-2,172
			Interdirectorate Virements						
	Nov-09	CC3.1	Strategic HR & OD - HR	P	Transfer of Job Finder Service to Shared Services	-52			
	Nov-09	CS6.1.4	Shared Services - HR	P	Transfer of Job Finder from Strategic HR		52		
	Nov-09	CC3.4	Strategic HR & OD - OD	P	Transfer of Apprenticeship post to Organisational Development from Shared Services		50		
	Nov-09	CS6.1.4	Shared Services - HR	P	Transfer of Apprenticeship post to Strategic HR&OD	-50			
	Nov-09	CC3.3	Strategic HR & OD - Unison	P	Transfer of budget from E&E to create a central budget for Unison branch officers funded by OCC.		4		
	Nov-09	EE4.1	Buisness Improvement	P	Funding Unison	-4			
	Nov-09	CC4.2	Finance & Procurement - Corporate Finance	P	Transfer of Capital Management Accounting budget from Shared Services		55		
	Nov-09	CS6.1.3	Shared Services - FMA	P	Transfer of Capital Management Accounting budget to Corporate Core	-55			
			Total Interdirectorate Virements			-161	161	0	0
			TOTAL VIREMENTS approved and on SAP			-3,838	5,168	842	-2,172

November Financial Monitoring Report
CABINET - 19 January 2010

Annex 2c

Virements

MEMORANDUM VIREMENTS REQUIRING CABINET APPROVAL PREVIOUSLY APPROVED BUT NOT YET ACTIONED DUE TO TIMING OF DECISION AND MONTH END

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
			Intradirectorate Virements						
			Children, Young People & Families						
	Dec-09	CYPF2-24	Childrens Centres and Childcare Development Area Teams	T	Creation of Roundabout Centre income and expenditure budget		336		-336
	Dec-09	CYPF2-24	Childrens Centres and Childcare Development Area Teams	T	Creation of Roundabout Daycare income and expenditure budget		420		-420
			Environment & Economy						
	Dec-09	EE1.4	Oxfordshire Highways	T	Moving from road maintenance to revenue contribution for the Access to Oxford capital scheme	-200	200		
			Corporate Core						
	Dec-09	CC3.3	Strategic HR & OD - Unison	P	Transfer of budget to create a central budget for Unison branch officers funded by OCC.		3		
	Dec-09	CC2.1	ICT - Personnel	P		-1			
	Dec-09	CC5.2	Legal & Democratic - Democratic Services	P		-1			
	Dec-09	CC4.1	Finance & Procurement - Service Management	P		-1			
			Total Intradirectorate Virements			-203	959	0	-756
			Interdirectorate Virements						
	Dec-09	SC1_3	Cultural & Community Development	P	Transfer of budget from SCS to create central budget for Unison branch officers funded by OCC.	-3			
	Dec-09	SC1_6	Registration Service	P	Transfer of budget from SCS to create central budget for Unison branch officers funded by OCC.	-1			
	Dec-09	SC4_1A	Recharges	P	Transfer of budget from SCS to create central budget for Unison branch officers funded by OCC.	-22			
	Dec-09	CS6.1	Shared Services - Management Team	P	Transfer of budget to Corporate Core to create a central	-2			
	Dec-09	CS5	Trading Standards	P		-1			
	Dec-09	CS1.1	Fire & Rescue Service	P		-1			
	Dec-09	CC3.3	Strategic HR & OD - Unison	P	Transfer of budget from S&CS to create a central budget for Unison branch officers funded by OCC.		26		
	Dec-09	CC3.3	Strategic HR & OD - Unison	P	Transfer of budget from Community Safety & Shared Services to create a central budget for Unison branch officers funded by OCC.		4		
	Dec-09	SC4_1a	Strategy & Transformation - Recharges	P	Childcare Checks		2		
	Dec-09	SM	Strategic Measures	P		-2			
			Total Interdirectorate Virements			-32	32	0	0
			TOTAL VIREMENTS approved but not on SAP			-235	991	0	-756

Virements requiring Cabinet approval are:

1. All permanent virements.
2. Temporary virements between £250,000 and £500,000.

NB: All virements greater than £500,000 will be recommended by Cabinet for approval by Council. This includes the cumulative total of virements that have previously been reported and approved.

Virements

NEW VIREMENTS FOR CABINET TO NOTE AND VIREMENTS NOTED IN PREVIOUS REPORTS

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
			VIREMENTS TO NOTE THIS REPORT						
	Jan-10	CS4	Community Safety & Shared Services	T	CIH Exhibition Stand		4		4
	Jan-10	CS4	Gypsy & Travellers Service	T					
	Jan-10	CC5.2	Corporate Core	T	CFB019 - Educational Appeal Software	-6	6		
	Jan-10	CC9	Democratic Services Change Fund	T					
			Interdirectorate Virements		Total Intradirectorate Virements	-6	10	0	-4
					Total Interdirectorate Virements	0	0	0	0
					TOTAL VIREMENTS TO NOTE THIS REPORT	-6	10	0	-4

November Financial Monitoring Report
CABINET - 19 January 2010

Cumulative Virements to Date

Budget/Book Ref	Total Temporary Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested in this Report	Cumulative Total of Permanent Virements Approved and Requested	Total virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic light indicator - negative
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
Children, Young People & Families														
CYPF1-13 Expenditure	0	0	0	0	-3	0	0	-4,668		0	0	£000		
CYPF1-13 Income	0	0	0	0	3	0	0	4,668		0	0			
CYPF1-13 Net	0	0	0	0	0	0	0	0	0	0	0	0	G	G
CYPF1-14 Expenditure	0	0	0	0	-42	0	0	-42		0	0			
CYPF1-14 Income	0	0	0	0	37	0	0	37		0	0			
CYPF1-14 Net	0	0	0	0	-5	0	0	-5		0	0	-5	G	G
CYPF1-21 Expenditure	0	0	0	0	0	0	0	0		0	0			
CYPF1-21 Income	0	0	0	0	-37	0	0	-37		0	0			
CYPF1-21 Net	0	0	0	0	-37	0	0	-37		0	0	-37	G	G
CYPF1-22 Expenditure	0	0	0	0	257	0	0	257		0	0			
CYPF1-22 Income	0	0	0	0	-262	0	0	-262		0	0			
CYPF1-22 Net	0	0	0	0	-5	0	0	-5		0	0	-5	G	G
CYPF1-25 Expenditure	0	0	0	0	-1	0	0	-1		0	0			
CYPF1-25 Income	0	0	0	0	0	0	0	0		0	0			
CYPF1-25 Net	0	0	0	0	-1	0	0	-1		0	0	-1	G	G
CYPF1-26 Expenditure	0	0	0	0	42	0	0	42		0	0			
CYPF1-26 Income	0	0	0	0	0	0	0	0		0	0			
CYPF1-26 Net	0	0	0	0	42	0	0	42		0	0	42	G	G
CYPF1-3 Expenditure	291	0	0	291	-611	0	0	-611		0	0			
CYPF1-3 Income	-278	0	0	-278	461	0	0	461		0	0			
CYPF1-3 Net	13	0	0	13	-150	0	0	-150		0	0	-137	G	G
CYPF1-41 Expenditure	0	0	0	0	-455	0	0	-455		0	0			
CYPF1-41 Income	0	0	0	0	0	0	0	0		0	0			
CYPF1-41 Net	0	0	0	0	-455	0	0	-455		0	0	-455	G	A
CYPF1-51 Expenditure	0	0	0	0	194	0	0	194		0	0			
CYPF1-51 Income	0	0	0	0	-207	0	0	-207		0	0			
CYPF1-51 Net	0	0	0	0	-13	0	0	-13		0	0	-13	G	G
CYPF2-11 Expenditure	-101	0	0	-101	-28	0	0	-28		0	0			
CYPF2-11 Income	101	0	0	101	28	0	0	28		0	0			
CYPF2-11 Net	0	0	0	0	0	0	0	0		0	0	0	G	G
CYPF2-12 Expenditure	0	0	0	0	-10	0	0	-10		0	0			
CYPF2-12 Income	0	0	0	0	0	0	0	0		0	0			
CYPF2-12 Net	0	0	0	0	-10	0	0	-10		0	0	-10	G	G
CYPF2-13 Expenditure	100	0	0	100	-8	0	0	-8		0	0			
CYPF2-13 Income	0	0	0	0	0	0	0	0		0	0			
CYPF2-13 Net	100	0	0	100	-8	0	0	-8		0	0	92	G	G
CYPF2-14 Expenditure	-125	0	0	-125	-11	0	0	-11		0	0			
CYPF2-14 Income	-104	0	0	-104	0	0	0	0		0	0			
CYPF2-14 Net	-229	0	0	-229	-11	0	0	-11		0	0	-240	G	G
CYPF2-15 Expenditure	25	0	0	25	0	0	0	0		0	0			
CYPF2-15 Income	0	0	0	0	0	0	0	0		0	0			
CYPF2-15 Net	25	0	0	25	0	0	0	0		0	0	25	G	G
CYPF2-21 Expenditure	15	0	0	15	793	0	0	793		0	0			
CYPF2-21 Income	-15	0	0	-15	-973	0	0	-973		0	0			
CYPF2-21 Net	0	0	0	0	-180	0	0	-180		0	0	-180	G	G
CYPF2-22 Expenditure	0	0	0	0	45	0	0	45		0	0			
CYPF2-22 Income	0	0	0	0	-23	0	0	-23		0	0			
CYPF2-22 Net	0	0	0	0	-9	0	0	-9		0	0			
CYPF2-23 Expenditure	176	0	0	176	-9	0	0	-9		0	0			
CYPF2-23 Income	-72	0	0	-72	8	0	0	8		0	0			
CYPF2-23 Net	104	0	0	104	-1	0	0	-1		0	0	103	G	G
CYPF2-24 Expenditure	2,651	756	0	3,407	141	0	0	141		0	0			
CYPF2-24 Income	-2,651	-756	0	-3,407	-9	0	0	-9		0	0			
CYPF2-24 Net	0	0	0	0	132	0	0	132		0	0	132	G	G
CYPF2-31 Expenditure	0	0	0	0	-2	0	0	-2		0	0			
CYPF2-31 Income	0	0	0	0	0	0	0	0		0	0			
CYPF2-31 Net	0	0	0	0	-2	0	0	-2		0	0	-2	G	G
CYPF2-32 Expenditure	0	0	0	0	64	0	0	64		0	0			
CYPF2-32 Income	0	0	0	0	0	0	0	0		0	0			
CYPF2-32 Net	0	0	0	0	64	0	0	64		0	0	64	G	G

Budget/Book Ref	Total Temporary Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total Virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic Light Indicator - negative
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
CYP2-33	0	0	0	0	-27	0	0	-27	0	0	0	0		
CYP2-33	0	0	0	0	18	0	0	18	0	0	0	0		
CYP2-34	0	0	0	0	-9	0	0	-9	-9	0	0	-9	G	G
CYP2-34	0	0	0	0	-1	0	0	-1	0	0	0	0		
CYP2-34	0	0	0	0	0	0	0	0	0	0	0	0		
CYP2-4	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G
CYP2-4	0	0	0	0	155	0	0	155	0	0	0	0		
CYP2-4	0	0	0	0	0	0	0	0	0	0	0	0		
CYP2-5	-150	0	0	-150	155	0	0	155	155	0	0	155	G	G
CYP2-5	0	0	0	0	-205	0	0	-205	0	0	0	0		
CYP2-5	-150	0	0	-150	0	0	0	0	-355	0	0	-355	G	G
CYP3-12	8	0	0	8	-1	0	0	-1	0	0	0	0		
CYP3-12	0	0	0	0	0	0	0	0	0	0	0	0		
CYP3-13	8	0	0	8	-1	0	0	-1	7	0	0	7	G	G
CYP3-13	0	0	0	0	24	0	0	24	0	0	0	0		
CYP3-13	0	0	0	0	0	0	0	0	0	0	0	0		
CYP3-21	0	0	0	0	24	0	0	24	24	0	0	24	G	G
CYP3-21	0	0	0	0	-428	0	0	-428	0	0	0	0		
CYP3-21	0	0	0	0	0	0	0	0	0	0	0	0		
CYP3-22	25	0	0	25	-428	0	0	-428	-428	0	0	-428	G	A
CYP3-22	-25	0	0	-25	-231	0	0	-231	0	0	0	0		
CYP3-22	0	0	0	0	41	0	0	41	-190	0	0	-190	G	G
CYP3-23	0	0	0	0	-622	0	0	-622	0	0	0	0		
CYP3-23	0	0	0	0	0	0	0	0	0	0	0	0		
CYP3-23	0	0	0	0	-622	0	0	-622	-622	0	-622	-622	G	G
CYP3-24	0	0	0	0	-433	0	0	-433	0	0	0	0		
CYP3-24	0	0	0	0	41	0	0	41	0	0	0	0		
CYP3-24	0	0	0	0	-392	0	0	-392	-392	0	0	-392	G	G
CYP3-25	0	0	0	0	-530	0	0	-530	0	0	0	0		
CYP3-25	0	0	0	0	0	0	0	0	0	0	0	0		
CYP3-25	0	0	0	0	-530	0	0	-530	-530	0	-530	-530	G	G
CYP3-31	-8	0	0	-8	-530	0	0	-530	0	0	0	0		
CYP3-31	-8	0	0	-8	2,179	0	0	2,179	0	0	0	0		
CYP3-31	0	0	0	0	-90	0	0	-90	2,081	0	2,081	2,081	G	G
CYP4-1	0	0	0	0	2,089	0	0	2,089	0	0	0	0		
CYP4-1	0	0	0	0	384	0	0	384	0	0	0	0		
CYP4-1	0	0	0	0	-351	0	0	-351	0	0	0	0		
CYP4-1	0	0	0	0	33	0	0	33	33	0	0	33	G	G
CYP4-2	164	0	0	164	241	0	0	241	0	0	0	0		
CYP4-2	-164	0	0	-164	-11	0	0	-11	230	0	0	230	G	G
CYP4-3	0	0	0	0	-40	0	0	-40	0	0	0	0		
CYP4-3	0	0	0	0	0	0	0	0	0	0	0	0		
CYP4-3	0	0	0	0	-40	0	0	-40	-40	0	0	-40	G	G
CYP4-4	51	0	0	51	-42	0	0	-42	0	0	0	0		
CYP4-4	0	0	0	0	0	0	0	0	0	0	0	0		
CYP4-4	0	0	0	0	-42	0	0	-42	9	0	0	9	G	G
CYP4-5	48	0	0	48	-141	0	0	-141	0	0	0	0		
CYP4-5	-69	0	0	-69	6	0	0	6	-493	0	-493	-493	G	G
CYP4-5	-21	0	0	-21	-135	0	0	-135	-156	0	0	-156	G	G
CYP4-7	0	0	0	0	-143	0	0	-143	0	0	0	0		
CYP4-7	0	0	0	0	0	0	0	0	0	0	0	0		
CYP4-7	0	0	0	0	-143	0	0	-143	-143	0	0	-143	G	G
CYP4-10	150	0	0	150	271	0	0	271	0	0	0	0		
CYP4-10	0	0	0	0	-183	0	0	-183	0	0	0	0		
CYP4-10	0	0	0	0	88	0	0	88	238	0	0	238	G	G
CYP5-1	150	0	0	150	-262	0	0	-262	0	0	0	0		
CYP5-1	0	0	0	0	262	0	0	262	0	0	0	0		
CYP5-2	0	0	0	0	-797	0	0	-797	0	0	0	0		
CYP5-2	0	0	0	0	797	0	0	797	0	0	0	0		
CYP5-2	0	0	0	0	0	0	0	0	0	0	0	0		
CYP5-2	0	0	0	0	0	0	0	0	0	0	0	0		
Total CYP&F	3,320	756	0	4,076	-293	0	0	-4,958	-882	0	526	-882	G	G
Income	-3,271	-756	0	-4,033	-489	0	0	-4,665	143	0	-90	143	G	G
Net	43	0	0	43	-782	0	0	-739	0	0	436	-739	G	G

Budget Book Ref	Total Temporary Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total Virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic Light Indicator - negative
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
Social and Community Services														
SC1_1	41	0	0	41	-30	0	0	-30	0	0	0	0		
SC1_1	-1	0	0	-1	0	0	0	0	0	0	0	0		
SC1_2	40	0	0	40	-30	0	0	-30	10	0	0	10	G	G
SC1_2	0	0	0	0	-220	0	0	-220	0	0	0	0		
SC1_2	0	0	0	0	209	0	0	209	0	0	0	0		
SC1_2	0	0	0	0	-11	0	0	-11	-11	0	0	-11	G	G
SC1_3	20	0	0	20	-3	-3	0	-6	0	0	0	0		
SC1_3	0	0	0	0	0	0	0	0	0	0	0	0		
SC1_4	20	0	0	20	-3	-3	0	-6	14	0	0	14	G	G
SC1_4	0	0	0	0	-10	0	0	-10	0	0	0	0		
SC1_4	0	0	0	0	0	0	0	0	0	0	0	0		
SC1_5	0	0	0	0	-10	0	0	-10	-10	0	0	-10	G	G
SC1_5	0	0	0	0	-1	0	0	-1	0	0	0	0		
SC1_5	0	0	0	0	-1	0	0	-1	0	0	0	-1	G	G
SC1_6	0	0	0	0	-5	-1	0	-6	0	0	0	0		
SC1_6	0	0	0	0	0	0	0	0	0	0	0	0		
SC2_1a	0	0	0	0	-5	-1	0	-6	-6	0	0	-6	G	G
SC2_1a	0	0	0	0	-3	0	0	-3	0	0	0	0		
SC2_1a	0	0	0	0	0	0	0	0	0	0	0	0		
SC2_1b	0	0	0	0	-3	0	0	-3	-3	0	0	-3	G	G
SC2_1b	0	0	0	0	-10	0	0	-10	0	0	0	0		
SC2_1b	0	0	0	0	0	0	0	0	0	0	0	0		
SC2_1c	129	0	0	129	-10	0	0	-10	-10	0	0	-10	G	G
SC2_1c	0	0	0	0	0	0	0	0	0	0	0	0		
SC2_1c	0	0	0	0	0	0	0	0	0	0	0	0		
SC2_1d	129	0	0	129	0	0	0	0	129	0	0	129	G	G
SC2_1d	18	0	0	18	344	0	0	344	0	0	0	0		
SC2_1d	0	0	0	0	-347	0	0	-347	0	0	0	0		
SC2_1e	18	0	0	18	-3	0	0	-3	15	0	0	15	G	G
SC2_1e	0	0	0	0	-3	0	0	-3	0	0	0	0		
SC2_1e	0	0	0	0	0	0	0	0	0	0	0	0		
SC2_1g	0	0	0	0	-30	0	0	-30	-30	0	0	-30	G	G
SC2_1g	0	0	0	0	0	0	0	0	0	0	0	0		
SC2_1g	0	0	0	0	0	0	0	0	0	0	0	0		
SC2_1h	0	0	0	0	-30	0	0	-30	-30	0	0	-30	G	G
SC2_1h	0	0	0	0	150	0	0	150	0	0	0	0		
SC2_1h	0	0	0	0	0	0	0	0	0	0	0	0		
SC2_1i	-21	0	0	-21	150	0	0	150	150	0	0	150	G	G
SC2_1i	0	0	0	0	1,188	0	0	1,188	0	0	505	0		
SC2_1i	0	0	0	0	-684	0	0	-684	0	0	0	0		
SC2_1j	-20	0	0	-20	504	0	0	504	484	0	505	-21	G	G
SC2_1j	0	0	0	0	-3	0	0	-3	0	0	0	0		
SC2_1j	0	0	0	0	0	0	0	0	0	0	0	0		
SC2_1j	0	0	0	0	-3	0	0	-3	-3	0	0	-3	G	G
SC2_2a	129	0	0	129	-1,642	0	0	-1,642	-3	0	-505	-3	G	G
SC2_2a	0	0	0	0	684	0	-5	679	0	0	0	0		
SC2_2a	129	0	0	129	-958	0	-5	-963	-834	0	-505	-329	G	G
SC2_2b	0	0	0	0	-555	0	0	-555	-555	0	0	0		
SC2_2b	0	0	0	0	0	0	0	0	0	0	0	0		
SC2_2b	0	0	0	0	-555	0	0	-555	-555	0	0	0		
SC2_2f	-258	0	0	-258	0	0	0	0	0	0	0	0		
SC2_2f	0	0	0	0	0	0	0	0	0	0	0	0		
SC2_2f	0	0	0	0	5	0	5	5	0	0	0	0		
SC2_2j	-258	0	0	-258	0	0	0	0	-253	0	0	-253	G	G
SC2_2j	0	0	0	0	-4	0	0	-4	0	0	0	0		
SC2_2j	0	0	0	0	0	0	0	0	0	0	0	0		
SC2_3a	0	0	0	0	-4	0	0	-4	-4	0	0	-4	G	G
SC2_3a	0	0	0	0	767	0	0	767	0	0	767	0		
SC2_3a	0	0	0	0	0	0	0	0	0	0	0	0		
SC2_3a	0	0	0	0	767	0	0	767	767	0	767	0	G	G

Budget Book Ref	Total Temporary Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total Virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic Light Indicator - negative
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
SC2_3b	Expenditure	0	0	0	14	0	0	14	0	0	0	0		
SC2_3b	Income	0	0	0	16	0	0	16	0	0	0	0		
SC2_3b	Net	0	0	0	30	0	0	30	30	0	0	30	G	G
SC2_4a	Expenditure	0	0	0	49	0	0	49	0	0	0	0		
SC2_4a	Income	0	0	0	-30	0	0	-30	0	0	0	0		
SC2_4a	Net	0	0	0	19	0	0	19	19	0	0	19	G	G
SC2_4b	Expenditure	0	0	0	-61	0	0	-61	0	0	0	0		
SC2_4b	Income	0	0	0	61	0	0	61	0	0	0	0		
SC2_4b	Net	0	0	0	0	0	0	0	0	0	0	0	G	G
SC2_4d	Expenditure	0	0	0	-19	0	0	-19	0	0	0	0		
SC2_4d	Income	31	0	0	0	0	0	31	0	0	0	0		
SC2_4d	Net	31	0	0	31	0	0	31	12	0	0	12	G	G
SC2_4e	Expenditure	0	0	0	-8	0	0	-8	0	0	0	0		
SC2_4e	Income	8	0	0	8	0	0	8	0	0	0	0		
SC2_4e	Net	8	0	0	0	0	0	8	0	0	0	0	G	G
SC2_4f	Expenditure	0	0	0	-50	0	0	-50	0	0	0	0		
SC2_4f	Income	-31	0	0	0	0	0	-31	0	0	0	0		
SC2_4f	Net	-31	0	0	-31	0	0	-31	-81	0	0	-81	G	G
SC4_1a	Expenditure	113	0	0	-603	-20	0	-623	0	0	-510	0		
SC4_1a	Income	0	0	0	-603	0	0	-603	0	0	0	0		
SC4_1a	Net	113	0	0	-113	-20	0	-133	-510	0	-510	0	G	G
SC4_1b	Expenditure	0	0	0	-4	0	0	-4	0	0	0	0		
SC4_1b	Income	0	0	0	0	0	0	0	0	0	0	0		
SC4_1b	Net	0	0	0	-4	0	0	-4	-4	0	0	-4	G	G
SC4_1c	Expenditure	0	0	0	-15	0	0	-15	0	0	0	0		
SC4_1c	Income	0	0	0	-15	0	0	-15	0	0	0	0		
SC4_1c	Net	0	0	0	-15	0	0	-15	-15	0	0	-15	G	G
SC4_2a	Expenditure	0	0	0	-4	0	0	-4	0	0	0	0		
SC4_2a	Income	0	0	0	-4	0	0	-4	0	0	0	0		
SC4_2a	Net	0	0	0	-4	0	0	-4	-4	0	0	-4	G	G
SC4_2c	Expenditure	0	0	0	-4	0	0	-4	0	0	0	0		
SC4_2c	Income	0	0	0	-4	0	0	-4	0	0	0	0		
SC4_2c	Net	0	0	0	-4	0	0	-4	-4	0	0	-4	G	G
SC4_3	Expenditure	-40	0	0	-31	0	0	-71	0	0	0	0		
SC4_3	Income	0	0	0	0	0	0	0	0	0	0	0		
SC4_3	Net	-40	0	0	-31	0	0	-71	-71	0	0	-71	G	G
Total SCS	Expenditure	131	0	0	-806	-24	0	-830	-699	0	-298	0		
Total SCS	Income	0	0	0	-83	0	0	-83	-83	0	0	0		
Total SCS	Net	131	0	0	-889	-24	0	-913	-782	0	-298	-484		
Environment and Economy														
EE1.1	Expenditure	434	0	0	-60	0	0	-60	0	0	350	0		
EE1.1	Income	0	0	0	0	0	0	0	0	0	0	0		
EE1.1	Net	434	0	0	-60	0	0	-60	374	0	350	24	G	G
EE1.2	Expenditure	414	0	0	50	0	0	50	0	0	396	0		
EE1.2	Income	0	0	0	0	0	0	0	0	0	0	0		
EE1.2	Net	414	0	0	50	0	0	50	464	0	396	66	G	G
EE1.2.1	Expenditure	0	0	0	493	0	0	493	0	0	493	0		
EE1.2.1	Income	0	0	0	493	0	0	493	493	0	493	0	G	G
EE1.2.1	Net	0	0	0	0	0	0	0	0	0	0	0		
EE1.3	Expenditure	141	0	0	0	0	0	0	0	0	141	0		
EE1.3	Income	0	0	0	0	0	0	0	0	0	0	0		
EE1.3	Net	141	0	0	0	0	0	0	141	0	141	0	G	G
EE1.4	Expenditure	-905	0	0	21	0	0	21	0	0	-889	0		
EE1.4	Income	0	0	0	0	0	0	0	0	0	0	0		
EE1.4	Net	-905	0	0	21	0	0	21	-884	0	-889	5	G	G
EE2.1	Expenditure	23	0	0	-19	0	0	-19	0	0	0	0		
EE2.1	Income	0	0	0	0	0	0	0	0	0	0	0		
EE2.1	Net	23	0	0	-19	0	0	-19	4	0	0	4	G	G
EE2.3.1	Expenditure	148	0	0	0	0	0	0	0	0	0	0		
EE2.3.1	Income	-148	0	0	0	0	0	0	0	0	0	0		
EE2.3.1	Net	0	0	0	0	0	0	0	0	0	0	0	G	G
EE2.4	Expenditure	0	0	0	-223	0	0	-223	0	0	0	0		
EE2.4	Income	0	0	0	223	0	0	223	0	0	0	0		
EE2.4	Net	0	0	0	0	0	0	0	0	0	0	0	G	G
EE2.5	Expenditure	0	0	0	209	0	0	209	0	0	0	0		
EE2.5	Income	0	0	0	-209	0	0	-209	0	0	0	0		
EE2.5	Net	0	0	0	0	0	0	0	0	0	0	0	G	G

Budget Book Ref	Total Temporary Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic Light Indicator - negative
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
EE3.1.1	13	0	0	13	-12	0	0	-12		0	0			
EE3.1.1	0	0	0	0	0	0	0	0		0	0			
EE3.1.3	13	0	0	13	-12	0	0	-12	1	0	0	1	G	G
EE3.1.3	0	0	0	0	33	0	0	33		0	0			
EE3.1.3	0	0	0	0	0	0	0	0		0	0			
EE3.1.3	0	0	0	0	33	0	0	33	33	0	0	33	G	G
EE3.1.4	0	0	0	0	-21	0	0	-21		0	0			
EE3.1.4	0	0	0	0	0	0	0	0		0	0			
EE4.1	2	0	0	2	-21	0	0	-21	-21	0	0	-21	G	G
EE4.1	2	0	0	2	-6	0	0	-6		0	0			
EE4.1	2	0	0	2	0	0	0	0		0	0			
EE4.1	4	0	0	4	-6	0	0	-6	-2	0	0	-2	G	G
Total EE	270	0	0	270	465	0	0	465	735	0	493	493		
	-146	0	0	-146	14	0	0	14	-132	0	0	0		
Net	124	0	0	124	479	0	0	479	603	0	493	110		

Budget Book Ref	Total Temporary Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total Virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic Light Indicator - negative
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
Community Safety & Shared Services														
CS1.1	0	0	0	0	-12	-1	0	-13	0	0	0	0		
CS1.1	0	0	0	0	0	0	0	0	0	0	0	0		
CS1.2	0	0	0	0	-12	-1	0	-13	-13	0	0	-13	G	
CS1.2	0	0	0	0	-820	0	0	-820	0	0	-820	0	G	
CS1.3	0	0	0	0	-820	0	0	-820	-820	0	-820	0	G	
CS1.3	0	0	0	0	8	0	0	8	0	0	0	0	G	
CS1.4	0	0	0	0	-8	0	0	-8	0	0	0	0	G	
CS1.4	0	0	0	0	-345	0	0	-345	0	0	-568	0	G	
CS1.4	0	0	0	0	9	0	0	9	0	0	0	0	G	
CS1.5	0	0	0	0	-336	0	0	-336	-336	0	-568	232	G	
CS1.5	0	0	0	0	1,140	0	0	1,140	1,140	0	1,388	-248	G	
CS1.5	0	0	0	0	1,140	0	0	1,140	1,140	0	1,388	-248	G	
CS3	0	0	0	0	-1	0	0	-1	0	0	0	0		
CS3	0	0	0	0	0	0	0	0	0	0	0	0		
CS4	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	
CS4	4	0	0	4	447	0	0	447	0	0	0	0	G	
CS4	-4	0	0	-4	-449	0	0	-449	-2	0	0	-2	G	
CS5	0	0	0	0	-2	0	0	-2	0	0	0	0	G	
CS5	0	0	0	0	-10	-1	0	-11	-11	0	0	-11	G	
CS5	0	0	0	0	-10	-1	0	-11	-11	0	0	-11	G	
CS6.1	0	0	0	0	0	-2	0	-2	0	0	0	0	G	
CS6.1	0	0	0	0	0	0	0	0	0	0	0	0	G	
CS6.1	0	0	0	0	322	0	0	322	0	0	0	0	G	
CS6.1	0	0	0	0	-215	0	0	-215	0	0	0	0	G	
CS6.1	0	0	0	0	107	0	0	107	107	0	0	107	G	
CS6.1	0	0	0	0	6	0	0	6	0	0	0	0	G	
CS6.1	0	0	0	0	59	0	0	59	0	0	0	0	G	
CS6.1	0	0	0	0	65	0	0	65	65	0	0	65	G	
CS6.1	-6	0	0	-6	-95	0	0	-95	0	0	0	0	G	
CS6.1	-6	0	0	-6	-1	0	0	-1	-102	0	0	-102	G	
CS6.1	-185	0	0	-185	303	0	0	303	0	0	0	0	G	
CS6.1	-37	0	0	-37	-85	0	0	-85	0	0	0	0	G	
CS6.1	-222	0	0	-222	218	0	0	218	-4	0	0	-4	G	
CS6.2	0	0	0	0	-93	0	0	-93	0	0	0	0	G	
CS6.2	0	0	0	0	0	0	0	0	0	0	0	0	G	
CS6.2	0	0	0	0	-93	0	0	-93	-93	0	0	-93	G	
CS6.2	-187	0	0	-187	850	-4	0	846	0	0	0	0	G	
CS6.2	-41	0	0	-41	-690	0	0	-690	0	0	0	0	G	
CS6.2	-228	0	0	-228	160	-4	0	156	-72	0	0	-72	G	
Total CS&SS														
Expenditure														
Income														
Net														

Budget Book Ref	Total Temporary Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total Virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic Light Indicator - negative
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
Corporate Core														
CC1.1	79	0	0	79	-91	0	0	-91	0	0	0	0		
CC1.1	0	0	0	0	0	0	0	0	0	0	0	0		
CC2.1	79	79	0	79	-91	0	0	-91	-12	0	0	-12	G	G
CC2.1	0	0	0	0	-21	-1	0	-22	0	0	0	0		
CC2.1	0	0	0	0	-21	-1	0	-22	-22	0	0	-22	G	G
CC2.2	0	0	0	0	5	0	0	5	0	0	0	0		
CC2.2	0	0	0	0	0	0	0	0	0	0	0	0		
CC2.7	0	0	0	0	5	0	0	5	5	0	0	5	G	G
CC2.7	0	0	0	0	-2	0	0	-2	0	0	0	0		
CC2.7	0	0	0	0	0	0	0	0	0	0	0	0		
CC2.8	0	0	0	0	-2	0	0	-2	-2	0	0	-2	G	G
CC2.8	0	0	0	0	0	0	0	0	0	0	0	0		
CC2.8	0	0	0	0	95	0	0	95	95	0	0	95	G	G
CC2.8	0	0	0	0	95	0	0	95	0	0	0	0		
CC2.9	0	0	0	0	0	0	0	0	0	0	0	0		
CC2.9	0	0	0	0	-868	0	0	-868	0	0	-868	0		
CC2.9	0	0	0	0	-868	0	0	-868	-868	0	0	0	G	G
CC2.10	0	0	0	0	-3	0	0	-3	0	0	0	0		
CC2.10	0	0	0	0	0	0	0	0	0	0	0	0		
CC2.10	0	0	0	0	-3	0	0	-3	-3	0	0	-3	G	G
CC2.11	0	0	0	0	-1	0	0	-1	0	0	0	0		
CC2.11	0	0	0	0	0	0	0	0	0	0	0	0		
CC2.11	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G
CC2.12	0	0	0	0	0	0	0	0	0	0	0	0		
CC2.12	0	0	0	0	1,112	0	0	1,112	0	0	868	0		
CC2.12	0	0	0	0	1,112	0	0	1,112	1,112	0	868	244	G	G
CC3.1	0	0	0	0	-63	0	0	-63	0	0	0	0		
CC3.1	0	0	0	0	0	0	0	0	0	0	0	0		
CC3.1	0	0	0	0	-63	0	0	-63	-63	0	0	-63	G	G
CC3.2	0	0	0	0	-224	0	0	-224	0	0	0	0		
CC3.2	0	0	0	0	221	0	0	221	0	0	0	0		
CC3.2	0	0	0	0	-3	0	0	-3	-3	0	0	-3	G	G
CC3.3	0	0	0	0	75	33	0	108	0	0	0	0		
CC3.3	0	0	0	0	0	0	0	0	0	0	0	0		
CC3.3	0	0	0	0	75	33	0	108	108	0	0	108	G	G
CC3.4	-65	0	0	-65	48	0	0	48	0	0	0	0		
CC3.4	0	0	0	0	0	0	0	0	0	0	0	0		
CC3.4	0	0	0	0	-65	0	0	-65	-17	0	0	-17	G	G
CC3.5	0	0	0	0	-2	0	0	-2	0	0	0	0		
CC3.5	0	0	0	0	0	0	0	0	0	0	0	0		
CC3.5	0	0	0	0	-2	0	0	-2	-2	0	0	-2	G	G
CC4.1	50	0	0	50	-22	-1	0	-23	0	0	0	0		
CC4.1	0	0	0	0	47	0	0	47	0	0	0	0		
CC4.1	0	0	0	0	25	-1	0	24	74	0	0	74	G	G
CC4.2	50	0	0	50	103	0	0	103	0	0	0	0		
CC4.2	0	0	0	0	-39	0	0	-39	0	0	0	0		
CC4.2	0	0	0	0	64	0	0	64	64	0	0	64	G	G
CC4.3	-18	0	0	-18	-4	0	0	-4	0	0	0	0		
CC4.3	0	0	0	0	-13	0	0	-13	0	0	0	0		
CC4.3	0	0	0	0	-17	0	0	-17	-35	0	0	-35	G	G
CC4.4	-18	0	0	-18	-3	0	0	-3	0	0	0	0		
CC4.4	0	0	0	0	-12	0	0	-12	0	0	0	0		
CC4.4	0	0	0	0	-15	0	0	-15	-15	0	0	-15	G	G
CC5.1	0	0	0	0	-8	0	0	-8	0	0	0	0		
CC5.1	0	0	0	0	-57	0	0	-57	0	0	0	0		
CC5.1	0	0	0	0	-65	0	0	-65	-65	0	0	-65	G	G
CC5.2	20	0	0	20	-37	-1	0	-38	0	0	0	0		
CC5.2	0	0	0	0	57	0	0	57	0	0	0	0		
CC5.2	0	0	0	0	20	-1	0	19	39	0	0	39	G	G
CC5.5	0	0	0	0	2	0	0	2	0	0	0	0		
CC5.5	0	0	0	0	0	0	0	0	0	0	0	0		
CC5.5	0	0	0	0	-1	0	0	-1	2	0	0	2	G	G
CC5.6	0	0	0	0	0	0	0	0	0	0	0	0		
CC5.6	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G
CC5.6	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G

Budget Book Ref	Total Temporary Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total Virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic Light Indicator - negative
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
CC6.1	Expenditure	21	0	0	406	0	0	406	0	0	0	0		
CC6.1	Income	0	0	0	0	0	0	0	0	0	0	0		
CC6.1	Net	21	0	0	406	0	0	406	427	0	0	427	A	G
CC6.2	Expenditure	0	0	0	-194	0	0	-194	0	0	0	0		
CC6.2	Income	0	0	0	0	0	0	0	0	0	0	0		
CC6.2	Net	0	0	0	-194	0	0	-194	-194	0	0	-194	G	G
CC6.3	Expenditure	0	0	0	157	0	0	157	0	0	0	0		
CC6.3	Income	0	0	0	0	0	0	0	0	0	0	0		
CC6.3	Net	0	0	0	157	0	0	157	157	0	0	157	G	G
CC6.4	Expenditure	15	0	0	-211	0	0	-211	0	0	0	0		
CC6.4	Income	0	0	0	0	0	0	0	0	0	0	0		
CC6.4	Net	15	0	0	-211	0	0	-211	-196	0	0	-196	G	G
CC6.5	Expenditure	0	0	0	-160	0	0	-160	0	0	0	0		
CC6.5	Income	0	0	0	0	0	0	0	0	0	0	0		
CC6.5	Net	0	0	0	-160	0	0	-160	-160	0	0	-160	G	G
CC7.1	Expenditure	0	0	0	-43	0	0	-43	0	0	0	0		
CC7.1	Income	0	0	0	0	0	0	0	0	0	0	0		
CC7.1	Net	0	0	0	-43	0	0	-43	-43	0	0	-43	G	G
CC7.2	Expenditure	101	0	0	136	0	0	136	237	0	0	237	G	G
CC7.2	Income	0	0	0	0	0	0	0	0	0	0	0		
CC7.2	Net	101	0	0	136	0	0	136	237	0	0	237	G	G
CC7.4	Expenditure	51	0	0	-43	0	0	-43	0	0	0	0		
CC7.4	Income	0	0	0	0	0	0	0	0	0	0	0		
CC7.4	Net	51	0	0	-43	0	0	-43	8	0	0	8	G	G
CC7.5	Expenditure	22	0	0	-96	0	0	-96	0	0	0	0		
CC7.5	Income	0	0	0	0	0	0	0	0	0	0	0		
CC7.5	Net	22	0	0	-96	0	0	-96	-74	0	0	-74	G	G
CC7.6	Expenditure	0	0	0	-1	0	0	-1	0	0	0	0		
CC7.6	Income	0	0	0	0	0	0	0	0	0	0	0		
CC7.6	Net	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G
CC8.1	Expenditure	0	0	0	139	0	0	139	139	0	0	139	G	G
CC8.1	Income	0	0	0	0	0	0	0	0	0	0	0		
CC8.1	Net	0	0	0	139	0	0	139	139	0	0	139	G	G
CC8.2	Expenditure	0	0	0	-1	0	0	-1	0	0	0	0		
CC8.2	Income	0	0	0	0	0	0	0	0	0	0	0		
CC8.2	Net	0	0	0	-1	0	0	-1	-1	0	0	-1	G	G
CC9	Expenditure	-346	0	0	0	0	0	0	0	0	0	0		
CC9	Income	0	0	0	0	0	0	0	0	0	0	0		
CC9	Net	-346	0	0	0	0	0	0	-346	0	0	-346	G	G
CC10.1	Expenditure	0	0	0	14	0	0	14	14	0	0	14	G	G
CC10.1	Income	0	0	0	0	0	0	0	0	0	0	0		
CC10.1	Net	0	0	0	14	0	0	14	14	0	0	14	G	G
CC10.2	Expenditure	0	0	0	7	0	0	7	7	0	0	7	G	G
CC10.2	Income	0	0	0	0	0	0	0	0	0	0	0		
CC10.2	Net	0	0	0	7	0	0	7	7	0	0	7	G	G
Total CC	Expenditure	-70	0	0	-139	30	0	-109	-179	0	0	0		
Total CC	Income	0	0	0	543	0	0	543	543	0	0	543		
Total CC	Net	-70	0	0	404	30	0	434	364	0	0	364		
Total Directorate Virements	Expenditure	3,464	756	0	77	2	-4,665	-4,586	-366	0	721	0		
Total Directorate Virements	Income	-3,464	-756	0	-705	0	4,665	3,960	-260	0	-90	0		
Total Directorate Virements	Net	0	0	0	-628	2	0	-626	-626	0	631	-1,257		

KEY TO TRAFFIC LIGHTS

Cumulative Permanent Virements	Cumulative virements (permanent and temporary) below £400,000	G
Cumulative virements (permanent and temporary) above £400,000 - close to requiring Council approval		A
Cumulative virements (permanent and temporary) above £500,000 - requires Council approval		R

November Financial Monitoring Report
CABINET - 19 January 2010
Supplementary Estimates

CAT

Annex 2f

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Details	£000	Repayable/ Non-repayable
13 4 & 16b	Jul-09	CYFP5-2	Non devolved school costs	DSG inflation imbalance	215	Non-repayable
	Sep-09	EE3	Property Services	Third Party legal costs	160	Non-repayable
				TOTAL SUPPLEMENTARY ESTIMATES PREVIOUSLY REPORTED	375	
			SUPPLEMENTARY ESTIMATES ACTIONED THIS REPORT			
				TOTAL SUPPLEMENTARY ESTIMATES THIS REPORT	0	
				TOTAL SUPPLEMENTARY ESTIMATES ANNEX 1 (Col 6)	375	

Page 5

			SUPPLEMENTARY ESTIMATES REQUESTED THIS REPORT			
				TOTAL SUPPLEMENTARY ESTIMATES THIS REPORT	0	

MEMORANDUM
SUPPLEMENTARY ESTIMATES PREVIOUSLY APPROVED BUT NOT ACTIONED DUE TO TIMING OF DECISION AND MONTH END

						0

November Financial Monitoring Report
CABINET - 19 January 2010
Specific Grants Monitoring 2009/10

CAT

Annex 3a

Ringfenced	Notification	Directorate	Unused Grant Income carried forward from 2008/09	2009/10 Grant Income per Budget Book Original Estimate	Previously Reported changes to existing grants	New Grants/ Changes to existing grants this MMR	Total Grant Funding Available in 2009/10	Total variation to 2009/10 Grant Income per Budget Book	Grant Funded to Date	Balance Remaining	% Remaining	Forecast Expenditure to 31 March 2010	Balance that can be carried forward (subject to approval from grant body)
			£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
		Children, Young People & Families											
R	F	Dedicated Schools Grant (DSG)	1,188	317,154	4,523		322,865	5,711	215,243	107,622	33%	322,865	0
R	F	Standards Fund	3,461	18,555	7,503	189	29,708	11,153	19,805	9,902	33%	29,519	-189
R	F	School Standards	0	12,298	5,406		17,704	5,406	11,803	5,901	33%	17,704	0
R	F	Sure Start General	28	14,706	-2,067		12,667	-2,039	8,445	4,222	33%	12,667	0
R	F	Patfinder	0	0	776		776	776	518	258	33%	776	0
OS	P	Learning & Skills Council	541	28,919	-41		29,419	500	7,151	22,268	76%	29,419	0
R	C	Asylum Seekers		1,285			0	0	902	383	30%	1,627	342
R	C	Transformation Fund		211			0	0	141	70	33%	211	0
R	C	Workforce Modernisation & Development		183	1		0	0	46	138	75%	184	0
R	P	School Support Staff training and qualifications		210	0		210	0	20	190	90%	210	0
R	P	Golden helios for newly qualified teachers		341	341		341	0	302	39	11%	341	0
R	P	DCSF - National College for Leadership of Schools		65	65		65	0	65	0	100%	65	-33
		Parenting Strategy Support Grant	17	353	0		370	17	126	244	66%	370	0
		Contact Point	263	230	346		493	263	180	313	63%	493	0
		Youth Opportunity Fund	37	346	0		383	37	316	67	17%	383	0
R	FC	DCSF - Family intervention project	379	943	183		1,126	183	830	296	26%	1,126	0
R	FC	DCSF - MIFC-PROJECT	11	0	113		113	113	12	111	98%	113	0
R	C	DCSF - KEEP PROJECT	0	0	305		684	684	140	544	80%	400	-284
		Environmental arts project	30	0	0		30	0	30	0	100%	30	0
R	P	CLG - PSA Pump Priming Grant	11	0	0		11	0	7	3	27%	11	0
R	P	Leaving Care, Unaccompanied Asylum Seekers	105	427	0		105	105	70	35	33%	105	0
R	F	Probation (Home Office)	57	0	99		156	156	156	0	0%	156	0
R	F	DfCA - Young Victims	63	0	63		63	63	63	0	0%	63	0
R	F	Huntercombe Young Offenders Institution	0	0	135	15	150	150	150	0	0%	150	0
R	F	Thames Valley Police	0	0	145		145	145	145	0	0%	145	0
R	F	Oxford PCT Partnership Funding	0	0	15		15	15	15	0	0%	15	0
R	F	DCSF - Play Patfinder	0	0	162		162	162	22	140	86%	162	0
R	F	DCSF - V Programme	0	0	143		143	143	62	81	57%	143	0
		Social & Community Services											
R	F	AIDS & HIV Training	63	132			195	63	56	139	71%	120	75
OS	U	Learning & Skills Council - Adult Education	344	4,241	-628		3,957	-284	2,638	1,319	33%	3,957	0
R	F	New Deal	0	135	-135		0	-135	0	0	0%	0	0
R	F	Social Care Reform Grant	454	1,853			2,307	454	803	1,504	65%	2,307	0
OS	C	General Registrars Office		8	8		8	8	5	3	38%	8	0
R	P	Standards Fund (Music Service)		736			736	0	491	245	33%	736	0
R	F	Supporting People	1,364	17,019			18,383	1,364	12,372	6,011	33%	18,383	0
OS	C	Workstep		312	-64		248	-64	136	112	45%	248	0
R	F	LD Campus Closure		29	29		29	29	19	10	34%	29	0
U	C	Information Advice Guidance		12	12		12	12	8	4	33%	12	0
U	C	Adult Stroke Services	102	213	111		213	213	77	136	64%	171	42
R	F	Minor Repairs and Adaptations "Handyperson" Funding		125	125		125	125	0	125	100%	125	0
R	F	National Dementia Strategy		39	39		39	39	3	36	92%	9	30
OS	P	Environment & Economy	23	234			257	23	171	86	33%	257	0
		Community Safety & Shared Services											
R	C	New Burdens Grant*	144	107	8		259	152	173	86	33%	259	0
		Milk Grant		25			25	0	17	8	32%	25	0
		Corporate Core											
		MKOB Improvement Grant	36		232		268	268	191	77	29%	268	0
		TOTAL SPECIFIC GRANTS	8,710	420,404	17,754	204	447,072	26,688	285,899	163,171	36%	446,932	154

* The timing of when New Burdens Grant is spent is dependent on the progress of the Regional Fire Control project

Ringfenced
R
U
OS
Notification
P
F
C

Ringfenced
Un-ringfenced
Outside Aggregate External Finance therefore RU not applicable. Assume conditions attached therefore ringfenced
Provisional Notification Received
Final Notification Received
Claim Required

November Financial Monitoring Report
CABINET - 19 January 2010

CHANGES TO SPECIFIC GRANTS FOR CABINET TO NOTE

Cabinet Date	Ringfenced	Notification	Budget Book Ref	Service Area	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
Jan-10	R	P	CYPF3-31	Children, Young People & Families	Revised notification		32		-32
Jan-10	R	P	CYPF3-22	Standards Fund School Development Grant	Revised notification		62		-62
Jan-10	R	P	CYPF3-22	Standards Fund Targeted Support for Primary Strategy	Revised notification		95		-95
Jan-10	R	P	CYPF1-51	Standards Fund Targeted Improvement Grant Youth Offending service	Huntercombe Young Offenders Institute - increased grant for salaries		15		-15
Jan-10	R	P	CYPF1-14	Services for disabled children	DSG Grant Income into correct cost centres			24	-24
Jan-10	R	P	CYPF4-8	DSG Income	DSG Grant Income into correct cost centres				-24
					TOTAL CHANGES TO SPECIFIC GRANTS	0	204	24	-228

Page 57

Ringfenced

Ringfenced

Un-ringfenced

Outside Aggregate External Finance therefore R/U not applicable. Assume conditions attached therefore ringfenced

Notification

P Provisional Notification Received

F Final Notification Received

C Claim Required

Notification	Directorate	Grant Income per Budget Book Original Estimate	Previously Reported	New Grants/Changes to Existing Grants this MMR	Current Grant Amount Revised Estimate	Current Variation to Budget Book Original Estimate	Grant Expenditure to Date	Balance Remaining	% Remaining	Forecast Expenditure to 31 March 2010
Ringfenced		£000	£000	£000	£000	£000	£000	£000	£000	£000
U	Children, Young People & Families	739			739	0	0	739	100%	739
U	Child & Adolescent Mental Health Grant	449			449	0	331	118	26%	449
U	Carers Grant (Children)	869			869	0	789	80	9%	869
U	Children's Fund	4,669			4,669	0	2921	1,748	37%	4,669
U	Connexions	306			306	0	306	0	0%	306
U	Positive Activities for Young People	107			107	0	107	0	0%	107
U	Young People Substance Mis-Use	81			81	0	80	1	1%	81
U	Young People Substance Mis-Use Partnership Grant									
U	Former Standards Fund:									
U	School Development Grant - LA element	1,835			1,835	0	29	1,806	98%	1,205
U	Extended Schools Start Up costs	1,593			1,593	0	98	1,495	94%	1,593
U	School Improvement Partners	289			289	0	166	123	43%	289
U	Education Health Partnerships	120	42		162	42	38	124	77%	162
U	Choice Advisers	37			37	0	5	32	86%	37
U	School Intervention	189			189	0	53	136	72%	189
U	Flexible 14-19 Partnership Funding	159			159	0	95	64	40%	159
U	Extended Rights to Free Travel	329			329	0	0	329	100%	29
U	Sustainable Travel	52			52	0	0	52	100%	52
U	Secondary National Strategy - Behaviour & Att	183			183	0	53	130	71%	183
U	Secondary National Strategy - Central Co-ordination	267			267	0	105	162	61%	267
U	Primary National Strategy - Central Co-ordination	320			320	0	172	148	46%	320
U	Teenage Pregnancy	160			160	0	157	3	2%	160
U	Care Matters White Paper	345	9		354	9	236	118	33%	354
U	Child Death Review Processes	56			56	0	37	19	33%	56
U	Child Trust Fund	6			6	0	0	6	100%	6
U	Designated Teacher Funding	44	44		44	44	0	44	100%	44
U	Social & Community Services									
U	Carers Grant	1,795			1,795	0	1018	777	43%	1,795
U	Mental Health Advocacy grant	283			283	0	189	94	33%	283
U	Mental Health Grant	1,233			1,233	0	822	411	33%	1,233
U	Preserved Rights	2,794			2,794	0	1863	931	33%	2,794
U	Supporting People Administration	374			374	0	266	108	29%	374
U	Learning Disabilities Development Fund	367			367	0	245	122	33%	367
U	Local Involvement Networks	223			223	0	149	74	33%	223
U	Environment & Economy									
U	Rural Bus Services Grant	1,634			1,634	0	1089	545	33%	1,634
U	School Travel Advisers Grant	92			92	0	61	31	34%	92
U	Detrunking of Non-Core Routes	1,703			1,703	0	1135	568	33%	1,703
U	Road Safety Partnerships	1,190			1,190	0	793	397	33%	1,190
U	Community Safety									
U	Stronger Safer Communities Fund	652			652	0	326	326	50%	652
U	Adult Social Care Workforce (transferred from S&CS to Shared Services)	1,312			1,312	0	845	467	36%	1,312
U	Children's Social Care Workforce	138			138	0	91	47	34%	138
	Total Area Based Grants	26,950	44	51	27,045	95	14,670	12,375	46%	26,115

Ringfenced

R U

Ringfenced
Un-ringfenced

OS

Outside Aggregate External Finance therefore R/U not applicable. Assume conditions attached therefore ringfenced

P

Provisional Notification Received
Final Notification Received

F

C

Claim Required

November Financial Monitoring Report
 CABINET - 19 January 2010
 Earmarked Reserves Forecast 2009/10

CAT

Annex 4

	2009/2010 as at November-09				Forecast Balance at 31 March 2010 £000	Change in closing balance forecast £000	Commentary
	Balance at 1 April 2009 £000	Forecast Movement Contributions from Reserve £000	Contributions to Reserve £000	Forecast Balance at 31 March 2010 £000			
Children Young People & Families							
Primary	9,097	-4,541		4,556	-4,541		
Secondary	2,515	-2,878		-363	-2,878		
Special	1,827	-1,259		568	-1,259		
Sub total schools' revenue reserves	13,439	-8,678	0	4,761	-8,678		
School Loans	-1,488			-1,488	0		
Capital	770			770	0		
Total schools' reserves	12,721	-8,678	0	4,043	-8,678		
Food with Thought/Quest	1,203			1,203	0		
Schools Contingency	-24			-24	0		
Schools Partnerships	805			805	0		
Schools Insurance	265			265	0		
Youth Management Committee	374			374	0		
Supply Cover	2,800			2,800	0		
Maternity Leave	-2,892			-2,892	0		
CYP General reserve	1,000	-1,523	523	0	-1,523	Remainder of carry forward placed in CYP&F Reserve to cover directorate pressures	
Children & Families Reserve	0			0	0		
Directorate Total	16,252	-10,201	523	6,574	-10,201		
Social & Community Services							
Registration Service	115			115	0		
Cultural Services General	106		59	165	0		
ICT/Digitisation projects	707	-86	131	752	-64		
Vehicle Renewals	119	-64	52	107	-64		
Donations	25			25	0		
Adult Learning (CECs accumulated Surplus)	117	-117		0	-117		
Materials Development Reserve	76			76	0		
Learning Disabilities Pooled Budget	-480			0	0		Transfer of 2008/09 LD Pool Budget overspend
Older People Pooled Budget Reserve	1,130	-1,130		0	0		Transfer of 2008/09 OP Pool Budget underspend
OSJ Client Income	64			64	0		
S117 Reserve	760			760	0		
Directorate Total	2,739	-917	242	2,064	-245		

	2009/2010 as at November-09				Forecast Balance at 31 March 2010 £000	Change in closing balance forecast £000	Commentary
	Balance at 1 April 2009 £000	Forecast Movement		Forecast Balance at 31 March 2010 £000			
		Contributions from Reserve £000	Contributions to Reserve £000				
Environment & Economy							
Countryside Ascot Park	16			16	0		
Countryside Publications	0			0	0		
Highways Winter Maintenance	18			18	0		
Dix Pit WRC Development	13			13	0		
Landfill Allowance Trading Scheme	0			0	0		
Vehicle Renewals	61			61	0		
On Street Car Parking	1,847	-1,038	623	1,432	0		On-street parking contract costs now based on the new contract values, which are lower than originally estimated. Park and Ride sites also estimated to be £250k less than originally thought, offset by unrealised additional income targets.
Dix Pit Engineering Works	532	-65	167	634	0		
Waste Management	835			835	0		
Better Working Initiatives	69			69	0		
Oxfordshire Waste Partnership Joint Reserve	487			487	0		
Directorate Total	3,878	-1,103	790	3,565	0		
Community Safety							
Fire Rescue	38	-33		5	0		
Protective Clothing	76			76	0		
Breathing Apparatus Equipment	33	-10		23	0		
Rescue Equipment	59	-50		9	0		
Communications Fund	368	-725	815	458	0		
Vehicles	35	-35		0	0		
IT	532	-65		467	0		
Fire Control/Fire Link	20			20	0		
Emergency Planning					0		
Trading Standards	7			7	0		
Vehicles	12			12	0		
Trainee Reserve	73		50	123	0		
Gypsy & Traveller Services - Refurbishment					0		
Shared Services					0		
Shared Services Funding Reserve	2,024	-3,060	4,641	3,605	0		Reduction in estimated project spend this year (see Annex 5)
Money Management Reserve	20			20	0		
Directorate Total	3,297	-3,978	5,506	4,825	0		

	2009/2010 as at November-09				Forecast Balance at 31 March 2010 £000	Change in closing balance forecast £000	Commentary
	Balance at 1 April 2009 £000	Forecast Movement		Forecast Balance at 31 March 2010 £000			
		Contributions from Reserve £000	Contributions to Reserve £000				
Corporate Core							
Change Fund	1,055	-1,055		0	0	Assumes the balance currently unallocated (£0.194m) will be used	
SAP for Schools	332	-332		0	0	Final election costs not yet known	
Council Elections	356	-356		0	0		
FMSIS Audit	132	-132		0	0		
Schools ICT	1,811	-1,811		0	0		
Sims Support Service	81	-81		0	0		
SAP Competency Centre	298	-298		0	0		
IT Development Fund	807	-807		0	0		
Directorate Total	4,872	-4,872	0	0	0		
Corporate							
Insurance Reserve	4,604			4,604	0		
Carry Forward Reserve	2,535	-7,400		-4,865	178	Carry forwards from 2007/08 and 2008/09 agreed for use in 2009/10 by Cabinet on 23 June 2009.	
Capital Reserve	8,027			8,027	0		
Other Reserves	-2			-2	0		
LABGI Reserve	944	-629	439	754	0		
Budget Reserve - Agreed 2007	3,849	-3,849		0	0		
Budget Reserve - Agreed 2009	0		5,931	5,931	0		
Efficiency Savings Reserve			1,880	1,880	0	Transfer excess over £19.0m at 2008/09 year end to Efficiency Savings Reserve in 2009/10	
Prudential Borrowing Reserve	1,350		1,350	2,700	0		
Corporate Total	21,307	-11,878	9,600	19,029	178		
Total	52,345	-32,949	16,661	36,057	-10,268		

November Financial Monitoring Report
CABINET - 19 January 2010
Forecast Year End Revenue Balances

Date	Forecast 2009/10		Budget 2009/10
	£m	£m	£m
Provisional outturn 2008/09 net of City Schools	20.187		19.000
City Schools Reorganisation brought forward from 2008/09	1.369		1.369
County Fund Balance		21.556	20.369
Planned Use of Balances		-5.131	-5.131
Less City Schools Reorganisation to be carried forward		-0.775	-0.775
Original forecast outturn position 2009/10		15.650	14.463
Additions			
May-09 Surplus grant repaid in May 2009 in respect of a company liquidation	0.078		
Oct-09 Correction to grant repayment - this is a capital grant	-0.078		
		0.000	0.000
Calls on balances deducted			
Apr-09 Transfer excess over £19.0m at 2008/09 year end to Efficiency Savings Reserve in 2009/10	-1.187		
May-09 Supplementary Estimate for DSG inflation imbalance	-0.215		
Jul-09 Supplementary estimate for third party legal fees	-0.160		
		-1.562	-2.000
Net forecast		14.088	12.463

Total budget requirement

379.170

379.170

Provisional balances as a % of budget requirement

3.72%

3.29%

Net Forecast	14.088
Calls on balances agreed but not actioned	
	0.000
Calls on balances requested in this report	
	0.000
Revised forecast position	14.088

Consolidated Revenue Balances

Provisional outturn 2008/09 net of City Schools	20.187
Less forecast year end balances as at September 2009 net of City Schools	-14.088
Add 2009/10 City Schools repayment	0.594
Forecast movement on County Fund Balance	<u>6.693</u>

Oxfordshire County Council's Treasury Management Lending List
As at 2 December 2009

Counterparty Name	Lending Limits			
	Standard Limit	Overnight Limit	Group Limit	Period Limit
	£	£	£	
<u>Call Accounts / Money Market Funds</u>				
Abbey plc - Capital A/c	22,000,000	5,000,000	27,000,000	3 years
Abbey plc - Main A/c	22,000,000	5,000,000	27,000,000	3 years
Bank of Scotland Plc - Base Plus A/c	15,000,000	5,000,000	20,000,000	3 mths
Bank of Scotland Plc - Business Current A/c	15,000,000	5,000,000	20,000,000	3 mths
Clydesdale Bank Base Rate Tracker Plus A/c	10,000,000	0	27,000,000	3 mths
Lloyds TSB Bank plc - Callable Deposit A/c	15,000,000	5,000,000	20,000,000	3 mths
Royal Bank of Scotland - Call A/c	15,000,000	5,000,000	20,000,000	3 mths
<u>Money Market Deposits</u>				
Abbey plc	22,000,000	5,000,000	27,000,000	3 years
Abbey Time Deposit Facility	22,000,000	5,000,000	27,000,000	3 years
Alliance and Leicester plc	10,000,000	0	27,000,000	3 mths
Bank Nederlandse Gemeenten N.V.	30,000,000	5,000,000	0	3 years
Bank of New York Mellon	22,000,000	5,000,000	0	2 years
Bank of Nova Scotia	22,000,000	5,000,000	0	2 years
Bank of Scotland Plc	15,000,000	5,000,000	20,000,000	3 mths
Bank of Scotland Plc (Through Broker)	15,000,000	5,000,000	20,000,000	3 mths
Barclays Bank Plc	22,000,000	5,000,000		2 years
Barclays Bank Plc (Direct)	22,000,000	5,000,000		2 years
Bilbao Bizkaia Kutxa	10,000,000	0	0	3 mths
Bradford and Bingley plc	15,000,000	0	0	Check government guarantee prior to lending
Clydesdale Bank	10,000,000	0	27,000,000	3 mths
Credit Industriel et Commercial (CIC)	15,000,000	0	0	364 days
Crown Agents Bank Ltd	10,000,000	0	0	3 mths
Debt Management Account Deposit Facility	100% Portfolio	0	0	6 mths
DnB NOR Bank	10,000,000	0	0	3 mths
DZ Bank AG Deutsche Zentral-Genossenschaftsbank	10,000,000	0	0	3 mths
EFG Bank S.A. (ex-EFG Private Bank)	10,000,000	0	0	3 mths
English, Welsh and Scottish Local Authorities	30,000,000	5,000,000	0	3 years
HSBC Bank plc	22,000,000	5,000,000	0	3 years
JP Morgan Chase Bank	22,000,000	5,000,000	0	2 years
Lloyds TSB Bank plc	15,000,000	5,000,000	20,000,000	3 mths
National Australia Bank	22,000,000	5,000,000	27,000,000	3 years
National Bank of Canada	10,000,000	0	0	3 mths
Northern Rock plc	15,000,000	0	0	Check government guarantee prior to lending
Rabobank Group	30,000,000	5,000,000	0	3 years
Royal Bank of Canada	30,000,000	5,000,000	0	3 years
Royal Bank of Scotland	15,000,000	5,000,000	20,000,000	3 mths
Toronto-Dominion Bank	22,000,000	5,000,000	0	2 years

This page is intentionally left blank

Capital Monitoring Report
Consolidation
November 2009

Ref (1)	Scheme (2)	Budget				Expenditure				Variations		
		Budget (as per February capital programme) 2009/10 (3) £'000	Pre 2009/10 (4) £'000	Current Year Estimate (as per latest capital programme) 2007/08 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Actual expenditure to date 2009/10 (9) £'000	Projected expenditure to year end 2009/10 (10) £'000	Revised Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (14) £'000
	CYP&F Main Programme	34,754	9,700	36,956	60,012	96,968	16,505	38,024	62,678	100,702	1,068	3,734
	CYP&F Forward Plan	5,141	0	4,341	197,146	201,487	463	1,950	179,841	181,791	-2,391	-19,696
	Sub-total CYP&F	39,895	9,700	41,297	257,158	298,455	16,968	39,974	242,519	282,493	-1,323	-15,962
	Social & Community Services	7,946	16,635	7,248	15,735	22,983	1,691	6,321	16,571	22,892	-927	-91
	Environment & Economy	43,526	46,604	42,481	117,770	160,251	21,710	41,093	116,880	157,973	-1,388	-2,278
	Community Safety	243	494	745	4,878	5,623	378	889	5,242	6,131	144	508
	Corporate Core	1,000	0	1,000	3,000	4,000	0	2,887	3,000	5,887	1,887	1,887
	TOTAL	92,610	73,433	92,771	398,541	491,312	40,747	91,164	384,212	475,376	-1,607	-15,936
	CYP&F Schools Capital	1,392	0	1,742	2,465	4,207	0	2,542	3,692	6,234	800	2,027
	Devolved Formula Fund	9,867	0	9,564	48,256	57,820	5,759	9,564	48,256	57,820	0	0
	Earmarked Reserve Allocations (including Disbursements)	286	0	86	1,555	1,641	0	2,035	7,567	9,602	1,949	7,961
		104,155	73,433	104,163	450,817	554,980	46,506	105,305	443,727	549,032	1,142	-5,948

NOTE: the scheme totals represent the value of schemes from 2009/10.

Capital Monitoring Report
Children, Young People & Families - Main
November 2009

Ref (1)	Scheme (2)	Budget				Expenditure				Variations		
		Budget (as per February 2009/10 capital programme) £'000 (3)	Pre 2009/10 £'000 (4)	Current Year Estimate (as per latest capital programme) 2009/10 £'000 (5)	Post 2009/10 £'000 (6)	Original Total scheme cost £'000 (7)	Actual expenditure to date 2009/10 £'000 (9)	Projected expenditure to year end 2009/10 £'000 (10)	Post 2009/10 £'000 (11)	Total Revised scheme costs £'000 (12)	Variation on Current year budget £'000 (13)	Total Scheme variation £'000 (14)
	Primary Capital Programme											
1	Combe - Hall & Classrooms	350	934	241	0	1,175	150	241	0	1,175	0	0
2	Charlton-on-Otmoor - Repl of Temporary Classrooms	400	23	400	782	1,205	213	600	582	1,205	200	0
3	Thame, Barley Hill - Repl of Temporary Classrooms	300	37	300	1,213	1,550	167	600	763	1,400	300	-150
4	Marcham (Phase 2) - Classrooms	350	0	344	0	344	344	344	0	344	0	0
5	Launton - Hall & Classroom	0	0	0	0	0	3	250	625	875	250	875
6	Harwell - 2 Classroom extension	0	0	0	0	0	31	200	550	750	200	750
	Secondary Capital Programme											
7	Wantage, Fitzwaryn - Phase 1	1,725	472	1,756	0	2,228	1,455	1,756	0	2,228	0	0
8	Woodstock, Marlborough - Science & Repl Temporary Buildings	2,978	220	2,300	795	3,315	742	2,300	795	3,315	0	0
9	Witney, Wood Green - Changing Rooms	0	135	157	0	292	148	157	0	292	0	0
10	Oxford Academy Project	12,700	705	15,000	17,645	33,350	7,518	15,000	17,645	33,350	0	0
11	Oxford Academy Project - Environmental Works	0	146	0	0	146	0	0	0	146	0	0
12	Chipping Norton - Science	1,200	12	600	3,788	4,400	190	450	3,938	4,400	-150	0
13	Burford Community College - 8 Classroom Block & Drama Studio	0	0	0	0	0	87	200	2,300	2,500	200	2,500
14	Wantage, Fitzwaryn - Phase 2 (Modernisation & Post 16)	0	0	0	0	0	2	100	3,100	3,200	100	3,200
15	Provision of School Places Banbury, Hamwell Fields - Extensions	643	1,355	722	0	2,077	623	722	0	2,077	0	0
16	Witney, Tower Hill - Extensions	569	104	565	0	669	485	565	0	669	0	0

Capital Monitoring Report
Children, Young People & Families - Main
November 2009

Ref	Scheme	Budget				Expenditure				Variations			
		Budget (as per February 2009/10 capital programme)	Pre 2009/10	Current Year Estimate (as per latest capital programme) 2009/10	Post 2009/10	Original Total scheme cost	Pre 2009/10	Actual expenditure to date 2009/10	Projected expenditure to year end 2009/10	Post 2009/10	Total Revised scheme costs	Variation on Current year budget	Total Scheme variation
17	Cuttleslowe - Foundation Stage Classroom	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
18	Witney, Henry Box - Music	600	22	780	604	1,406	22	216	780	604	1,406	0	0
Children's & Family Centres													
19	Flexibility of Childcare 08/09 - 10/11	2,900	117	2,000	5,655	7,772	117	441	1,300	6,355	7,772	-700	0
20	Children Centres 08/09 - 10/11 Phase 3	1,000	6	560	5,484	6,050	6	285	260	4,852	5,118	-300	-932
21	North East Abingdon - Children's Centre	0	16	424	0	440	16	111	424	0	440	0	0
22	Bloxham - Children's Centre	0	0	0	0	0	0	3	200	252	452	200	452
23	Chalgrove - Children's Centre	0	0	0	0	0	1	2	400	143	544	400	544
Improvements to Young People's Centres													
24	Faringdon Young People's Centre	0	105	120	0	225	105	77	120	0	225	0	0
25	Wallingford Young People's & Children's Centres	190	22	150	1,035	1,207	22	18	50	1,135	1,207	-100	0
26	Witney Young People's Centre (Phase 1)	145	92	8	0	100	92	8	8	0	100	0	0
27	Berinsfield Young People's Centre	175	6	244	0	250	6	22	200	44	250	-44	0
28	Chill Out / Youth Capital Fund	399	528	470	399	1,397	528	348	470	399	1,397	0	0
29	Witney Young People's Centre (Phase 2)	0	0	0	0	0	0	0	75	1,045	1,120	75	1,120
30	Kidlington Young People's Centre	0	0	0	0	0	0	14	250	48	298	250	298
31	Back on Track - Mill & Vehicles	0	0	0	0	0	19	65	381	0	400	381	400

Capital Monitoring Report
Children, Young People & Families - Main
November 2009

Ref (1)	Scheme (2)	Budget				Expenditure				Variations			
		Budget (as per February capital programme) 2009/10 (3)	Pre 2009/10 (4)	Current Year Estimate (as per latest capital programme) 2009/10 (5)	Post 2009/10 (6)	Original Total scheme cost (7)	Pre 2009/10 (8)	Actual expenditure to date 2009/10 (9)	Projected expenditure to year end 2009/10 (10)	Post 2009/10 (11)	Total Revised scheme costs (12)	Variation on Current year budget (13)	Total Scheme variation (14)
32	Children Homes Development Thornbury House Children's Home - Repl of building	750	31	100	1,323	1,454	31	56	300	1,123	1,454	200	0
33	Annual Programmes Schools Access Initiative	1,042	825	942	4,568	6,335	825	268	1,008	4,408	6,241	66	-94
34	Health & Safety - CYP&F	285	331	119	1,265	1,715	331	62	119	1,265	1,715	0	0
35	Kilvrough Manor	0	74	241	0	315	74	212	241	0	315	0	0
36	Health & Safety - Corporate	554	270	400	1,600	2,270	270	0	300	1,500	2,070	-100	-200
37	Temporary Classrooms - Relocation & Removal	500	302	548	2,650	3,500	302	491	548	2,460	3,310	0	-190
38	Creprey - Refurbishment & Extensions	0	0	0	0	0	0	0	0	356	356	0	356
39	Other Schemes / Programmes Small Projects	1,146	0	1,068	1,007	2,075	0	524	1,099	1,031	2,130	31	55
40	Minor Works	165	150	181	0	331	150	101	181	0	331	0	0
41	Loans to Foster/Adoptive Parents	150	158	150	592	900	158	0	90	652	900	-60	0
42	Special Schools (16-19)	0	567	0	0	567	567	416	453	0	1,020	453	453
43	14 - 19 Rural Areas	0	0	370	730	1,100	0	0	370	730	1,100	0	0
44	14-19 Diploma	415	0	415	2,285	2,700	0	308	355	836	1,191	-60	-1,509
45	Play Pathfinder	0	291	955	864	2,110	291	368	955	864	2,110	0	0
46	Short Breaks (AHDC)	0	0	299	698	997	0	0	299	698	997	0	0
47	Woodlands Outdoor Education Centre	0	0	0	0	0	76	18	259	50	385	259	385

Capital Monitoring Report
Children, Young People & Families - Main
November 2009

Ref (1)	Scheme (2)	Budget				Expenditure				Variations			
		Budget (as per February capital programme) 2009/10 (3)	Pre 2009/10 (4)	Current Year Estimate (as per latest capital programme) 2009/10 (5)	Post 2009/10 (6)	Original Total scheme cost (7)	Pre 2009/10 (8)	Actual expenditure to date 2009/10 (9)	Projected expenditure to year end 2009/10 (10)	Post 2009/10 (11)	Total Revised scheme costs (12)	Variation on Current year budget (13)	Total Scheme variation (14)
48	<u>ICT</u> Harnessing Technology Grant	1,283	944	1,283	1,225	3,452	944	0	1,283	1,225	3,452	0	0
49	Home Access for Targeted Groups	0	0	213	0	213	0	218	213	0	213	0	0
50	<u>Retentions & Oxford City School Reorganisation</u>	576	0	1,323	205	1,528	0	-501	1,240	305	1,545	-83	17
51	Retentions Oxford City Schools Reorganisation	0	0	58	0	58	0	-26	58	0	58	0	0
	Sub-Total CYP&F	33,490	9,000	36,056	56,412	101,468	9,096	16,505	38,024	62,678	109,798	1,968	8,330
52	<u>School Capital</u> Devolved Formula	9,867	0	9,564	48,256	57,820	0	5,759	9,564	48,256	57,820	0	0
53	Harnessing Technology Grant	1,392	0	1,392	2,465	3,857	0	0	1,392	2,465	3,857	0	0
54	Specialist Sports College	0	0	350	0	350	0	0	350	0	350	0	0
55	Kitchen & Dining improvements	0	0	0	0	0	0	0	200	318	518	200	518
56	14-19 Diploma	0	0	0	0	0	0	0	600	909	1,509	600	1,509
	Sub-Total Schools	11,259	0	11,306	50,721	62,027	0	5,759	12,106	51,948	64,054	800	2,027
57	<u>Capital Adjustments & Funding Provisions</u>	300	140	300	1,200	1,640	140	0	0	0	140	-300	-1,500
58	Efficiency Savings	640	560	600	2,400	3,560	560	0	0	0	560	-600	-3,000
59	Property Client Fee	324	0	0	0	0	0	0	0	0	0	0	0
60	Tugwell Fields	0	0	0	0	0	0	0	0	0	0	0	0
	Sub-Total Other	1,264	700	900	3,600	5,200	700	0	0	0	700	-900	-4,500
	Total	46,013	9,700	48,262	110,733	168,695	9,796	22,264	50,130	114,626	174,552	1,868	5,857

Capital Monitoring Report
Children, Young People & Families - Forward Plan
November 2009

Ref (1)	Scheme (2)	Budget				Expenditure				Variations			
		Budget (as per February capital programme) 2009/10 £'000 (3)	Pre 2009/10 £'000 (4)	Current Year Estimate (as per latest capital programme) 2009/10 £'000 (5)	Post 2009/10 £'000 (6)	Original Total scheme cost £'000 (7)	Pre 2009/10 £'000 (8)	Actual expenditure to date 2009/10 £'000 (9)	Projected expenditure to year end 2009/10 £'000 (10)	Post 2009/10 £'000 (11)	Total Revised scheme costs £'000 (12)	Variation on Current year budget (13) £'000	Total Scheme variation (14) £'000
(1)	Primary Capital Programme												
	Primary School Review	0	0	0	35,773	35,773	0	0	0	33,853	33,853	0	-1,920
	- Bayards	300	0	300	7,900	8,200	0	55	300	7,900	8,200	0	0
	- Wood Farm		0	300	11,200	11,500	0	124	300	11,450	11,750	0	250
	- Rose Hill												
	- St Andrew's, Chinnor												
	- ICT Programme												
	Primary Replacement of Temps												
	- The Grange	0	0	0	1,500	1,500	0	21	100	1,900	2,000	100	500
	- Great Milton												
	- Tackley		0	25	575	600	0	0	25	575	600	0	0
	- Mill Lane		0	200	550	750	0	116	200	550	750	0	0
	- Cumnor												
	- Garsington												
	Eynsham	100	0	0	400	400	0	0	0	400	400	0	0
	Launton	900	0	250	625	875	0	0	0	0	0	-250	-875
	Peppard	200	0	100	500	600	0	0	50	550	600	-50	0
	Harwell	350	0	100	750	850	0	0	0	0	0	-100	-850
(2)	Secondary Capital Programme												
	Burford - Phase 3 Drama & Classroom Block	350	0	200	2,300	2,500	0	0	0	0	0	-200	-2,500
	Faringdon Community College - Phase 3	0	0	0	1,500	1,500	0	0	0	1,500	1,500	0	0
	Warriner	0	0	0	250	250	0	9	0	250	250	0	0
	Secondary Schools Modernisation	0	0	0	1,500	1,500	0	0	0	1,500	1,500	0	0
	- Bartholomew												
	- Henry Box												

Capital Monitoring Report
Children, Young People & Families - Forward Plan
November 2009

Ref (1)	Scheme (2)	Budget					Expenditure				Variations		
		Budget (as per February capital programme) 2009/10 £'000 (3)	Pre 2009/10 £'000 (4)	Current Year Estimate (as per latest capital programme) 2009/10 £'000 (5)	Post 2009/10 £'000 (6)	Original Total scheme cost £'000 (7)	Actual expenditure to date 2009/10 £'000 (9)	Projected expenditure to year end 2009/10 £'000 (10)	Post 2009/10 £'000 (11)	Total Revised scheme costs £'000 (12)	Variation on Current year budget (13) £'000	Total Scheme variation (14) £'000	
	Special Schools Modernisation - Northern House	0	0	0	1,450	1,450	0	0	1,450	1,450	0	0	0
	- Wood Eaton Manor	0	0	200	0	200	0	0	200	200	0	0	0
	Lord Williams - Autism Unit	50	0	50	1,370	1,420	0	1	1,370	1,420	0	0	0
	Frank Wise	40	0	40	0	40	0	0	0	0	-40	-40	-40
	Fitzwaryn Phase 2	600	0	200	2,250	2,450	0	0	0	0	-200	-2,450	-2,450
	St Birinus - Food Technology	100	0	0	300	300	0	2	300	300	0	0	0
	Iffley Mead - Food Technology	0	0	0	300	300	0	0	250	300	50	0	0
	Secondary Modernisation	0	0	0	4,748	4,748	0	0	4,338	4,338	0	0	-410
	Provision of School Places												
	Didcot, Great Western Park - Primary No.1	0	0	0	6,250	6,250	0	0	6,250	6,250	0	0	0
	Didcot, Great Western Park - Primary No.2	0	0	0	6,250	6,250	0	0	6,250	6,250	0	0	0
	Didcot, Great Western Park - Secondary (Phase 1)	0	0	0	20,800	20,800	0	0	20,800	20,800	0	0	0
	Didcot, Ladygrove (New Primary) - 7 classroom	0	0	0	3,000	3,000	0	0	3,000	3,000	0	0	0
	Carterton Community College - Hall	350	0	50	300	350	0	20	50	625	0	275	275
	Bodicote, Bankside - 10 classroom	0	0	0	4,000	4,000	0	0	4,000	4,000	0	0	0
	Bicester, Gavray Drive - 7 classroom	0	0	0	4,000	4,000	0	-18	0	4,000	0	0	0
	Bicester - Secondary P1 (incl existing schools)	0	0	0	11,000	11,000	0	0	11,000	11,000	0	0	0
	Bicester - Secondary P2 (including existing schools)	0	0	0	11,000	11,000	0	0	11,000	11,000	0	0	0
	Bicester, South West - 14 Classroom	0	0	0	6,250	6,250	0	0	6,250	6,250	0	0	0
	Upper Heyford	0	0	0	6,250	6,250	0	0	6,250	6,250	0	0	0

Capital Monitoring Report
Children, Young People & Families - Forward Plan
November 2009

Ref (1)	Scheme (2)	Budget				Expenditure				Variations			
		Budget (as per February capital programme) 2009/10 (3) £'000	Pre 2009/10 (4) £'000	Current Year Estimate (as per latest capital programme) 2009/10 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Pre 2009/10 (8) £'000	Actual expenditure to date 2009/10 (9) £'000	Projected expenditure to year end 2009/10 (10) £'000	Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (14) £'000
	Wantage / Grove - Secondary (option c)	0	0	0	14,000	14,000	0	0	14,000	14,000	14,000	0	0
	Witney, Madley Brook - 3 classroom extension	0	0	50	825	875	0	50	825	875	875	0	0
	Existing demographic pupil provision	0	0	0	1,453	1,453	0	0	2,501	2,501	2,501	0	1,048
	- The Cherwell Primary Areas	0	0	250	500	750	31	250	500	750	750	0	0
	- Oxford	0	0	0	75	75	0	0	75	75	75	0	0
	St Nicholas	0	0	0	0	0	0	0	0	0	0	0	0
	SS Philip & James	0	0	0	0	0	0	0	0	0	0	0	0
	- Henley	0	0	0	0	0	0	0	0	0	0	0	0
	- Faringdon	0	0	0	0	0	0	0	0	0	0	0	0
	- Wantage	0	0	0	0	0	0	0	0	0	0	0	0
	- Wallingford	0	0	0	0	0	0	0	0	0	0	0	0
	Secondary	200	0	200	3,800	4,000	32	150	3,850	4,000	4,000	-50	0
	- Bicester, Cooper	0	0	0	0	0	0	0	0	0	0	0	0
	- Wheatley Park (Hall)	0	0	0	0	0	0	0	0	0	0	0	0
	- Cherwell (Hall)	0	0	0	0	0	0	0	0	0	0	0	0
(4)	Risk / Contingency	0	0	0	1,974	1,974	0	0	1,974	1,974	1,974	0	0
	- General Programme	0	0	0	1,500	1,500	0	0	0	0	0	0	0
	- Early Years Development Fund	0	0	0	0	0	0	0	0	0	0	0	-1,500
(5)	Children's & Family Centres												
(6)	Early Years Development Funding												
(7)	Halls & Kitchens	0	0	0	750	750	4	0	750	750	750	0	0
	Hornton - Hall	150	0	150	0	150	0	0	0	0	0	-150	-150
	Windmill - Hall	0	0	0	0	0	0	0	0	0	0	0	0
(8)	Special Education Needs												

Capital Monitoring Report
Children, Young People & Families - Forward Plan
November 2009

Ref (1)	Scheme (2)	Budget				Expenditure				Variations			
		Budget (as per February capital programme) 2009/10 (3) £'000	Pre 2009/10 (4) £'000	Current Year Estimate (as per latest capital programme) 2009/10 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Actual expenditure to date 2009/10 (9) £'000	Projected expenditure to year end 2009/10 (10) £'000	Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (14) £'000	
(9)	<u>Locally Co-ordinated Voluntary Aided Programme</u>												
(10)	<u>Risk Management Programme</u>												
(11)	<u>Opportunity Development</u> King Alfred's - Consolidation Larkmead - AWP & Sports Facilities	0	0	0	12,000	12,000	0	0	0	0	0	0	-12,000
(12)	<u>Outdoor Education Service</u> Woodlands - NOF - Refurb Annex	375	0	375	0	375	0	0	0	0	-375	0	-375
(13)	<u>Improvement of Young People's Centres</u>												
	Witney Young People's Phase 2	250	0	225	895	1,120	0	0	0	0	0	0	-1,120
	Didcot Young People's Centre	300	0	0	300	300	0	0	0	0	0	0	-300
	Back on Track Programme	400	0	650	600	1,250	0	0	0	0	0	0	-1,250
	- Kidlington					0	0	0	0	0	0	0	0
	- Abingdon					0	0	0	0	0	0	250	250
	- Didcot					0	0	0	0	0	0	550	550
	Banbury New Futures Centre					0	0	0	100	100	100	100	3,000
	Chipping Norton Young People & Adult Learning Centre					0	0	0	28	28	25	25	1,000
(14)	<u>Children Homes Development</u>					0	0	0	0	0	0	0	0
(15)	<u>Annual Programmes</u>					0	0	0	3	3	3	3	1,000

Capital Monitoring Report
Children, Young People & Families - Forward Plan
November 2009

Ref (1)	Scheme (2)	Budget					Expenditure				Variations		
		Budget (as per February capital programme) 2009/10 (3) £'000	Pre 2009/10 (4) £'000	Current Year Estimate (as per latest capital programme) 2009/10 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Pre 2009/10 (8) £'000	Actual expenditure to date 2009/10 (9) £'000	Projected expenditure to year end 2009/10 (10) £'000	Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (14) £'000
(16)	Specific / Delegated Funding												
	Targeted Capital - SEN	0	0	300	3,033	3,333	0	14	50	2,580	-250	-703	
	Tugwell	126	0	126	0	126	0	0	0	0	-126	-126	
(17)	ICT												
	Total	5,141	0	4,341	197,146	201,487	0	463	1,950	179,841	-2,391	-19,696	

Capital Monitoring Report
Social & Community Services
Nov 2009

Ref (1)	Scheme (2)	Budget				Expenditure				Variations			
		Budget (as per February capital programme) 2009/10 (3)	Pre 2009/10 (4) £'000	Current Year Estimate (as per latest capital programme) 2009/10 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Pre 2009/10 (8) £'000	Actual expenditure to date 2009/10 (9) £'000	Projected expenditure to year end 2009/10 (10) £'000	Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (14) £'000
Community Services													
Libraries													
1	Banbury Library & Arts Centre	50	0	50	5,625	5,675	0	0	25	5,760	5,785	-25	110
2	Bicester Library	20	16	20	834	870	0	0	20	834	870	0	0
3	Central Library Refurbishment	69	268	20	159	447	268	8	20	159	447	0	0
4	Chalbury Library	0	0	0	130	130	0	0	0	130	130	0	0
5	Headington Library	196	7	150	63	220	7	3	20	219	246	-130	26
6	Thame Library	1,344	145	1,290	257	1,692	145	355	1,290	257	1,692	0	0
7	Watlington Library	450	130	600	40	770	130	83	500	140	770	-100	0
8	Library Refurbishment Programme	250	102	190	580	872	102	92	220	603	925	30	53
County Heritage & Arts													
9	Abingdon Museum (Contribution)	100	0	0	300	300	0	0	0	300	300	0	0
10	Museums Resource Programme - Standlake	423	41	100	494	635	41	48	100	494	635	0	0
11	- Museum	0	0	15	15	30	0	15	15	15	30	0	0
12	Development Project - SOFO	541	335	540	0	875	335	257	540	0	875	0	0
12	Pegasus Theatre (Contributions)												

Ref (1)	Scheme (2)	Budget				Expenditure				Variations			
		Budget (as per February capital programme) 2009/10 (3)	Pre 2009/10 (4) £'000	Current Year Estimate (as per latest capital programme) 2009/10 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Pre 2009/10 (8) £'000	Actual expenditure to date 2009/10 (9) £'000	Projected expenditure to year end 2009/10 (10) £'000	Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (14) £'000
13	Cogges Manor Farm	65	0	65	185	250	0	0	65	185	250	0	0
		3,508	1,044	3,040	8,682	12,766	1,044	861	2,815	9,096	12,955	-225	189
	Social Care for Adults												
	Mental Health												
14	Mental Health Projects	177	177	177	177	531	177	125	177	177	531	0	0
15	Residential												
15	Bicester Care Home (Forward Funding)	895	1,007	717	0	1,724	1,007	164	500	274	1,781	-217	57
16	Homes for Older People - Extra Care Housing	250	14	236	650	900	14	0	236	650	900	0	0
17	Homes for Older People - Extra Care Housing (Banbury)	0	0	675	675	1,350	0	0	675	675	1,350	0	0
18	Learning Disabilities - Supported Living *Prudential Borrowing	480	4	350	846	1,200	4	0	240	956	1,200	-110	0
19	OP Care Home Improvements DAAT	0	0	0	107	107	0	0	0	0	0	0	-107
	Day Centres												
21	Abingdon, Resource Centres (Phase 1-3)	997	208	692	350	1,250	208	293	692	350	1,250	0	0
22	Banbury Day Centre (OP)	50	4	50	946	1,000	4	0	50	996	1,050	0	50
23	Rural Day Centres (OP)	30	81	30	59	170	81	3	30	59	170	0	0
24	Wantage Day Centre (OP & LD)	0	0	0	500	500	0	0	0	500	500	0	0

Ref (1)	Scheme (2)	Budget				Expenditure				Variations			
		Budget (as per February capital programme) 2009/10 (3)	Pre 2009/10 (4) £'000	Current Year Estimate (as per latest capital programme) 2009/10 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Pre 2009/10 (8) £'000	Actual expenditure to date 2009/10 (9) £'000	Projected expenditure to year end 2009/10 (10) £'000	Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (14) £'000
25	Day Centre (OP)	100	0	100	100	200	0	0	0	200	200	-100	0
26	Day Centres (LD)	100	0	100	100	200	0	0	50	150	200	-50	0
		3,079	1,495	3,127	4,510	9,132	1,495	585	2,650	4,987	9,132	-477	0
	<u>Strategy & Transformation</u>												
	ICT												
27	Supporting People	48	81	48	0	129	81	0	48	0	129	0	0
28	Time to Change	0	2,074	57	0	2,131	2,074	12	57	0	2,131	0	0
29	Adult Social Care - IT Infrastructure	268	0	100	363	463	0	0	100	363	463	0	0
30	New Adult ICT Services System	580	0	50	1,950	2,000	0	33	50	1,950	2,000	0	0
31	Mobile Working Project	50	26	24	50	100	26	3	24	50	100	0	0
		946	2,181	279	2,363	4,823	2,181	48	279	2,363	4,823	0	0
	<u>Retentions (Including Fees) &</u>												
32	Retentions	201	0	383	80	463	0	101	183	0	183	-200	-280
33	Minor Works	202	0	319	50	369	0	111	319	50	369	0	0
34	HOP's Externalisation	0	11,915	100	50	12,065	11,915	-15	75	75	12,065	-25	0
		403	11,915	802	180	12,897	11,915	197	577	125	12,617	-225	-280
35	Property Client Fees	10	0	0	0	0	0	0	0	0	0	0	0
	SERVICES	7,946	16,635	7,248	15,735	39,618	16,635	1,691	6,321	16,571	39,527	-927	-91

**Capital Monitoring Report
Environment & Economy - Transport
November 2009**

Scheme (2)	Budget				Expenditure				Variations		
	Current Year Budget (as per Feb 09 capital programme) 2009/10 £'000 (3)	Pre 2009/10 £'000 (4)	Current Year Estimate (as per latest capital programme) 2009/10 £'000 (5)	Post 2009/10 £'000 (6)	Original Total scheme cost £'000 (7)	Actual expendit- ure to date 2009/10 £'000 (9)	Projected expendit- ure to year end 2009/10 £'000 (10)	Revised Post 2009/10 £'000 (11)	Total Revised scheme costs £'000 (12)	Variation on Current year budget £'000 (13)	Total Scheme variation £'000 (15)
Retentions from LTP1 schemes		0	201	0	201	0	197	0	197	-4	-4
LTP2											
Network Development											
Thornhill P & R	15	2,918	15	0	2,933	0	26	0	2,944	11	11
D40 Green Road Roundabout		5,396	15	0	5,411	0	15	0	5,411	0	0
Congestion Monitoring ANPR		794	2	0	796	0	2	0	796	0	0
ANR Routing	62	13	50	0	63	0	1	0	63	0	0
Oxford VMS	250	441	200	0	641	0	200	0	641	0	0
Whipping Norton AQMA	290	76	287	0	363	0	129	250	455	-158	92
Wallingford AQMA	248	0	248	0	248	0	22	34	56	-226	-192
Thornhill P & R extensions		277	22	4,282	4,581	19	82	140	499	60	-4,082
TMC Network Improvements	0	72	0	0	72	0	103	0	175	103	103
Access to Oxford											
Access to Oxford - Remaining Programme	450	0	0	856	856	0	0	5,730	5,730	0	4,874
Oxford Rail Station	0	0	0	0	0	0	0	500	500	0	500
Road Safety											
Oxford Transport Strategy											
High St (contribution to HM scheme)	229				1,365		677	616	1,293	-148	-72
Summertown	34	1,291	50	0	1,341	23	50	0	1,341	0	0
Fairfax Rd/Purcell Rd Cycle Link	205	5	0	180	185	0	0	180	185	0	0
Old Rd/Windmill Rd Cycle Link	0	9	0	0	9	3	35	91	135	35	126

Capital Monitoring Report
Environment & Economy - Transport
November 2009

Scheme (2)	Budget				Expenditure				Variations		
	Current Year Budget (as per Feb 09 capital programme) 2009/10 £'000 (3)	Pre 2009/10 £'000 (4)	Current Year Estimate (as per latest capital programme) 2009/10 £'000 (5)	Post 2009/10 £'000 (6)	Original Total scheme cost £'000 (7)	Actual expenditure to date 2009/10 £'000 (9)	Projected expenditure to year end 2009/10 £'000 (10)	Revised Post 2009/10 £'000 (11)	Total Revised scheme costs £'000 (12)	Variation on Current year budget £'000 (13)	Total Scheme variation £'000 (15)
Other Cycle Improvement schemes	30	0	51	0	51	11	3	30	33	-48	-18
Controlled Parking Zones	376	134	371	0	505	84	138	235	507	-233	2
Highfield Area Traffic Management	116	0	20	96	116	0	5	130	135	-15	19
Central AQMA	100	31	53	0	84	0	53	0	84	0	0
London Rd corridor - phase 2	554	1,746	600	0	2,346	524	600	0	2,346	0	0
London Rd corridor - phase 3	520	112	180	1,743	2,035	104	180	1,743	2,035	0	0
New Inn Hall Street (West End)	164	128	506	0	634	437	466	0	594	-40	-40
Speedwell Street/St Aldate's (West End)	85	85	41	0	126	122	121	0	206	80	80
Worspath Driftway/The Slade crossing ped cycle improvements	0	0	0	0	0	0	0	150	150	0	150
Wansford Oxford											
Queens Street	825	9	985	678	678	0	0	588	588	0	-90
Frideswide Square (West End)	135	64	136	1,100	994	771	985	0	994	0	0
St Ebbes	0	0	0	0	1,300	9	136	450	650	0	-650
Towns Programme											
Abingdon											
Abingdon Town Centre	540	2,491	540	150	3,181	86	540	150	3,181	0	0
Abingdon secondary cycle routes		3	35	0	38	0	11	0	14	-24	-24
Marcham Rd Ph 2	185	95	185	0	280	30	210	0	305	25	25
Banbury											
Western Corridor		261	1	0	262	2	1	0	262	0	0
Merton Street One way scheme		6	41	0	47	5	41	0	47	0	0
Hanwell Fields Mineral Railway		0	0	150	150	0	0	150	150	0	0
Merton Street One way scheme 2		0	0	0	0	0	0	130	130	0	130
Rapid schemes (ECO Town)		0	0	0	0	0	0	25	25	0	25

Capital Monitoring Report
Environment & Economy - Transport
November 2009

Scheme (2)	Budget			Expenditure				Variations			
	Current Year Budget (as per Feb 09 capital programme) 2009/10 £'000 (3)	Pre 2009/10 £'000 (4)	Current Year Estimate (as per latest capital programme) 2009/10 £'000 (5)	Post 2009/10 £'000 (6)	Original Total scheme cost £'000 (7)	Actual expenditure to date 2009/10 £'000 (9)	Projected expenditure to year end 2009/10 £'000 (10)	Revised Post 2009/10 £'000 (11)	Total Revised scheme costs £'000 (12)	Variation on Current year budget £'000 (13)	Total Scheme variation £'000 (15)
Henley											
Town Centre	134	1,164	280	0	1,444	238	280	0	1,444	0	0
Witney											
Cogges Link Road	1,033	1,541	650	15,613	17,804	465	790	15,783	18,114	140	310
Woodgreen/West End Ped Cycle		25	85	0	110	1	0	90	115	-85	5
Woodford Mill Pedestrian Cycle Route		59			59	13	1	0	60	1	1
Downs Road		43			43	21	9	50	102	9	59
Gloucester											
Gloucester central area improvement		0	0	750	750	0	0	1,000	1,000	0	250
Roman Road		0			0	0	2	98	100	2	100
Wantage/Grove											
Limborough Road		0			0	0	0	45	45	0	45
Carterton											
NE Carterton Cycle Links		34	19	0	53	5	5	0	39	-14	-14
Carterton B4477 upgrade		2	23	0	25	2	23	0	25	0	0
Carterton further cycle schemes		0		0	0	0	0	10	10	0	10
Other Towns											
Ambrosden pedestrian refuge		36	3	0	39	-20	3	0	39	0	0
Sutton Courtney Footpath		0			0	13	15	0	15	15	15
Adderbury, Twyford crossing		0			0	0	0	55	55	0	55
Kidlington, Exeter Hall cycle route		0			0	0	0	20	20	0	20
Chipping Norton, Oxford Road		0			0	0	0	85	85	0	85
Locality Initiatives		0			0	0	0	410	410	0	410
Didcot Cow Lane		0			0	0	0	100	100	0	100
Public Transport											
Yarnton-Pear Tree Bus Priority	33	0	421	304	725	46	437	414	851	16	126
Premium Routes upgrade	421	1	222	0	223	125	226	0	227	4	4
Ilfley Rd donnington bridge jn		0			0	0	0	120	120	0	120
Oxford, Garsington Rd/Cowley Rd signalled rdbt improvements											

Capital Monitoring Report
Environment & Economy - Transport
November 2009

	Budget			Expenditure				Variations			
	Current Year Budget (as per Feb 09 capital programme) 2009/10 (3) £'000	Current Year Estimate (as per latest capital programme) 2009/10 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Pre 2009/10 (8) £'000	Actual expenditure to date 2009/10 (9) £'000	Projected expenditure to year end 2009/10 (10) £'000	Revised Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (15) £'000
Scheme (2)											
Public Transport Information Project	288	288	232	1,191	671	234	288	278	1,237	0	46
Rail Station Development	176	125	134	259	0	71	125	134	259	0	0
Didcot Station Forecourt	3,943	536	4,150	5,629	943	232	536	4,150	5,629	0	0
Smarter Choices (BWTS)	850	787	400	1,187	0	280	716	512	1,228	-71	41
Salaries	638	638	651	1,289	0	0	632	635	1,267	-6	-22
Abbey Centre (Abingdon Depot)	100										
Tugwell Field Access Road	0	0	0	0	0	197	224	0	224	224	224
Integrated Transport FP			20,158	20,158	0	0	0	13,561	13,561	0	-6,597
Preparation Pool			900	900	0	0	0	600	600	0	-300
TOTAL ITS	13,909	9,737	53,067	83,780	20,976	4,795	9,390	49,562	79,928	-347	-3,852
Structural Maintenance											
Carriageways	12,497	2,030	7,424	9,454	0	-8	1,771	7,650	9,421	-259	-33
Footways		2,140	6,900	9,040	0	1,509	2,257	6,600	8,857	117	-183
Surface Treatments		3,061	13,747	16,808	0	2,453	3,202	13,560	16,762	141	-46
Structural Patching		281	2,179	2,460	0	56	368	1,836	2,204	87	-256
Bridges		2,360	15,480	17,840	0	719	2,172	14,990	17,162	-188	-678
Drainage		806	2,650	3,456	0	484	806	3,153	3,959	0	503
St Lighting Column replacement		1,028	0	1,028	0	262	550	2,080	2,630	-478	1,602
Cumnor Hill		411	0	829	418	335	350	0	768	-61	-61
A420 Lower Bourton Junction		620	0	620	0	506	620	0	620	0	0
A40 (Headington - M40)		0	935	935	0	0	100	835	935	100	0
A422 Ruscote Avenue, Banbury		0	0	0	0	0	90	600	690	90	690

Capital Monitoring Report
Environment & Economy - Transport
November 2009

Scheme (2)	Budget				Expenditure				Variations			
	Current Year Budget (as per Feb 09 capital programme) 2009/10 (3) £'000	Pre 2009/10 (4) £'000	Current Year Estimate (as per latest capital programme) 2009/10 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Pre 2009/10 (8) £'000	Actual expenditure to date 2009/10 (9) £'000	Projected expenditure to year end 2009/10 (10) £'000	Revised Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (15) £'000
A4158 Oxford Iffley Road (design)					0	0	0	30	90	120	30	120
St Aldates Phase 2		873	100	0	973	873	102	100	0	973	0	0
High Street Phase 3		377	1,666	384	2,427	377	818	1,878	178	2,433	212	6
Principle Roads		0	20	4,947	4,967	0	22	23	2,736	2,759	3	-2,208
Other HQ Items		0	905	0	905	0	149	393	478	871	-512	-34
Capital funding of capitalisable HM		0	650	0	650	0	0	850	0	850	200	200
TOTAL STRUCTURAL MAINTENANCE	12,497	1,668	16,078	54,646	72,392	1,668	8,537	15,560	54,786	72,014	-518	-378
TOTAL E&E (TRANSPORT)	26,406	22,644	25,815	107,713	156,172	22,644	13,332	24,950	104,348	151,942	-865	-4,230

Capital Monitoring Report
Environment & Economy
November 2009

Scheme (2)	Budget				Expenditure				Variations		
	Current Year Budget (as per Feb 09 capital programme) 2009/10 £'000 (3)	Pre 2009/10 £'000 (4)	Current Year Estimate (as per latest capital programme) 2009/10 £'000 (5)	Post 2009/10 £'000 (6)	Original Total scheme cost £'000 (7)	Actual expenditur e to date 2009/10 £'000 (9)	Projected expenditur e to year end 2009/10 £'000 (10)	Revised Post 2009/10 £'000 (11)	Total Revised scheme costs £'000 (12)	Variation on Current year budget £'000 (13)	Total Scheme variation £'000 (15)
Property Services											
Environmental advice/consultancy		11	9	0	20	11	0	0	11	-9	-9
Carbon Management											
Energy Conservation (Prudentially funded)	200	341	150	1,033	1,524	341	95	150	1,524	0	0
Street Lighting (Prudentially funded)	300	226	0	0	226	226	20	0	226	0	0
SALIX		291	309	0	600	291	139	323	614	14	14
Energy Bus		0	101	0	101	0	80	102	102	1	1
Automated Monitoring & Targeting		61	56	0	117	61	68	68	129	12	12
Bulk Fuel Storage		0	17	0	17	0	0	0	0	-17	-17
Carbon Management Fund	100	0	0	147	147	0	0	0	160	0	13
BOP											
Southern Area Offices		269	0	0	269	269	1	0	269	0	0
Storage		225	0	0	225	225	0	0	225	0	0
Banbury Office	3,108	2,796	3,213	0	6,009	2,796	2,120	3,278	6,074	65	65
County Hall	1,526	1,463	1,208	0	2,671	1,463	1,276	1,318	2,781	110	110
East Oxford Office - Knights Court		742	85	0	827	742	60	84	826	-1	-1
Oxford Options	1,091	85	750	115	950	85	148	826	950	76	76
Oxford Options - Laundry	0	9	148	0	157	9	135	148	0	0	0
Youth Offending Service	150	0	150	0	150	0	0	0	150	-150	0
Trading Standards		0	480	0	480	0	0	405	480	-75	0
Macclesfield House ICT node		0	0	500	500	0	0	0	500	0	0
BOP Capital Revenue Switch	233	0	907	280	1,187	0	0	795	1,075	-112	-112
BOP Contingency		0	0	437	437	0	0	0	375	0	-62
Contributions to Chipping Norton Town Partnership Programme	120	0	120	206	326	0	0	0	326	-120	0
Oxford Castle Education Centre	66	0	66	0	66	0	0	0	0	-66	-66
Redbridge Hollow - Fly Tipped Waste	1,170	12	1,168	0	1,180	12	4	427	1,180	-741	0

Scheme (2)	Budget				Expenditure				Variations		
	Current Year Budget (as per Feb 09 capital programme) 2009/10 £'000 (3)	Pre 2009/10 £'000 (4)	Current Year Estimate (as per latest capital programme) 2009/10 £'000 (5)	Post 2009/10 £'000 (6)	Original Total scheme cost £'000 (7)	Actual expenditure to date 2009/10 £'000 (9)	Projected expenditure to year end 2009/10 £'000 (10)	Revised Post 2009/10 £'000 (11)	Total Revised scheme costs £'000 (12)	Variation on Current year budget £'000 (13)	Total Scheme variation £'000 (15)
Relocation of Countryside Services	500	2	358	0	360	2	237	121	360	-121	0
Bampton Community Facility	0	0	0	0	0	0	20	888	908	20	908
Chipping Norton Access Road	0	0	0	0	0	0	430	0	430	430	430
Annual Programmes											
Backlog Maintenance (Prudentially funded)	4,653	17,352	5,656	1,992	25,000	17,352	5,385	2,168	24,905	-271	-95
Minor Works	500	0	613	1,490	2,103	0	468	1,590	2,058	-145	-45
Health & Safety (Non-Schools)	28	0	28	0	28	0	28	120	148	0	120
Contingency - staff delivery	50	0	50	100	150	0	50	100	150	0	0
Opportunity Purchase Fund		0	0	343	343	0	0	343	343	0	0
Whole Life Value Pool-Budget Provision	100	0	100	400	500	0	0	500	500	-100	0
Capital revenue switch adjustments							97	88	185	97	185
Efficiency Savings							370	131	501	370	501
Disposal costs											
Sub-Total Property Services	13,895	23,885	15,742	7,043	46,670	23,885	15,009	9,728	48,622	-733	1,952
Waste Management											
Oakley Wood WRC Redevelopment	500	71	679	0	750	71	675	0	750	0	0
Redbridge WRC	1,000	4	56	940	1,000	4	56	940	1,000	0	0
Kidlington WRC	625		15	610	625	0	15	610	625	0	0
Alkerton WRC	750		0	750	750	0	0	750	750	0	0
Stanford in the Vale WRC	350		0	350	350	0	0	350	350	0	0
Oxford Waste Partnership PRG allocation			174	364	538	0	384	154	538	210	0
Sub-Total Waste Management	3,225	75	924	3,014	4,013	75	1,134	2,804	4,013	210	0
Sub-Total E&E	17,120	23,960	16,666	10,057	50,683	23,960	16,143	12,532	52,635	-523	1,952

Capital Monitoring Report
Community Safety & Shared Services
November 2009

Scheme (2)	Budget				Expenditure				Variations		
	Current Year Budget (as per Feb 09 capital programme) 2009/10 (3) £'000	Pre 2009/10 (4) £'000	Current Year Estimate (as per latest capital programme) 2009/10 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Actual expenditure to date 2009/10 (9) £'000	Projected expenditure to year end 2009/10 (10) £'000	Revised Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (15) £'000
Fire & Rescue Service											
Banbury Fire Station - New Dimension	20	61	1	0	62	61	1	0	62	0	0
Radio Replacement Scheme		144	6	0	150	144	14	0	158	8	8
Critical Works - HQ Power Supply	59	50	0	0	50	50	0	0	50	0	0
Critical Works - W.C/Shower Facilities		0	61	0	61	0	61	0	61	0	0
Minor Works - Day Crewing Houses		0	30	0	30	0	30	0	30	0	0
Flood Defence Works			32		32		32		32		0
Minor Works - Slade Incident Command Suite		26	159	250	435	26	20	389	435	-139	0
Bicester Fire Station Upgrade	35										
Bicester Fire Station		0	0	0	0	0	0	0	0	0	0
Wallingford Fire Station	10	12	10	2,378	2,400	12	10	2,378	2,400	0	0
Thame Fire Station	50	0	50	2,250	2,300	0	25	2,275	2,300	-25	0
Gypsy & Traveller Sites											
Redbridge Hollow Additional Pitch		0	126	0	126	0	126	0	126	0	0
Redbridge Hollow Traveller Site Refurbishment of Amenity Units	69	0	69	0	69	0	69	0	69	0	0
Safer Stronger Communities											
Safer Stronger Communities Grant		201	201	0	402	201	201	0	402	0	0
Shared Services - Food With Thought											
School Kitchen & Dining Improvements		0	0	0	0	0	300	200	500	300	500
TOTAL COMMUNITY SAFETY & SHARED SERVICES	243	494	745	4,878	6,117	494	889	5,242	6,625	144	508

Capital Monitoring Report
Corporate Core
November 2009

	Budget				Expenditure				Variations			
	Current Year Budget (as per Feb 09 capital programme) 2009/10 (3) £'000	Pre 2009/10 (4) £'000	Current Year Estimate (as per latest capital programme) 2009/10 (5) £'000	Post 2009/10 (6) £'000	Original Total scheme cost (7) £'000	Pre 2009/10 (8) £'000	Actual expenditure to date 2009/10 (9) £'000	Projected expenditure to year end 2009/10 (10) £'000	Revised Post 2009/10 (11) £'000	Total Revised scheme costs (12) £'000	Variation on Current year budget (13) £'000	Total Scheme variation (14) £'000
Scheme (2)												
ICT Hardware & Software	1000		1,000	3,000	4,000	0		1,000	3,000	4,000	0	0
SAP Support Contract - Software licences	0		0	0	0	0		1,887	0	1,887	1,887	1,887
TOTAL CORPORATE CORE	1,000	0	1,000	3,000	4,000	0	0	2,887	3,000	5,887	1,887	1,887

1000
0
1000
3000
4000
0
0
2887
3000
5887
1887
1887

Capital Monitoring Report
Grant Applications
November 2009

Ref.	Scheme/Programme Area	Status	Description	Amount £000	Year
(1)	Children, Young People & Families Building Schools for the Future - 4 schools	1	Included within a group of Authorities to develop a Strategy for Change (July 2010) and Readiness to Delivery. Outline business case by Dec 2010. King Alfred's consolidation, possible contribution from sale of asset.	80,000	2013/14 onwards
(2)	Bicester	1	LSC application	9,000	2013/14 onwards
(3)	Performance Reward Grant	3	Individual Service Target Areas	3,000	2010/11 & 2011/12
(4)	Chipping Norton Young People & Adult Centre	1	Chipping Norton Town Council	525 200	
	Sub-Total CYP&F			92,725	
(5)	Social & Community Services				
(6)	Banbury - Adult Learning Centre Oxfordshire Record Office	1 1	Bid - expression of interest Jan 09 Archive Storage for Oxfordshire Primary Care Trusts	350 180	2009/10 2010/11
	Sub-Total Community Safety			530	
(7)	Environmental & Economy				
(8)	Highways Maintenance Access to Oxford - Improvements to Oxford Rail Station	1 1	Allocation to be made to two county's from each region. Indicative allocation by Regional Transport Board. Business case to be submitted Oct/Nov 2009.	tbc 6,000	2009/10 2010/11
(9)	Access to Oxford - Remaining Elements	1	Indicative allocation by Regional Transport Board. Business cases for individual projects to be submitted.	56,000	£20m 2013/14 £20m 2014/15 £16m 2015/16
(10)	Performance Reward Grant	3	Key Workers Loans	626	
(11)	Hanwell Mineral Railway	1	Match funding from Sustrans towards increase in project scope.	150	2010/11
	Sub-Total Environmental & Economy			62,776	
(12)	Community Safety				
	Redbridge Hollow Travellers Site - extension of amenity blocks	1	Bid resubmitted June 09. Total project cost is £565k. 25% (£141k) revenue match funding and £56k grant funding carried forward from previous project.	368	2009/10-2010/11
(13)	Redbridge Hollow Travellers Site - 8 additional pitches	1	Bid submitted June 09.	1,163	2009/10-2010/11
(14)	Safer Stronger Communities Fund	1	Indicative allocation.	201	2010/11
	Sub-Total Community Safety			1,732	
	Total			157,763	

Key:

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

This page is intentionally left blank

Financing of Capital Programme

Table 1 : Summary Position

	PHASED PAYMENTS (NET)							TOTAL £000
	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	After 2014/15 £000	
Financing								
Credit Approvals	39,563	32,981	34,358	34,944	36,027	90	202	178,165
SCE(R) Formulaic Capital Allocations - Grant	4,222	20,314	10,499	10,524	10,290	0	0	55,849
Grants & Contributions	49,318	58,929	19,441	15,267	12,549	12,001	0	167,505
Direct Revenue Financing	910	454	0	0	0	0	0	1,364
Capital Receipts	7,017	7,010	7,875	3,380	1,805	4,070	0	31,157
Indicative 3 Year Forward Plan & Contributions *	706	5,631	2,622	15,000	31,750	39,550	0	95,259
Capital Receipts Unapplied	2,980	0	0	0	0	0	0	2,980
Capital Reserve	8,027	0	0	0	0	0	0	8,027
Financing Adjustments	2,861	1,363	0	0	0	0	0	4,224
Total Finance Available	115,604	126,682	74,795	79,115	92,421	55,711	202	544,530
Payments/ Notional Payments								
Capital Programme Payments	98,208	98,997	54,978	45,124	39,705	12,214	202	349,428
Indicative 3 Year Forward Plan	1,950	21,860	29,834	32,422	49,284	46,441	0	181,791
Capital Revenue Switch Adjustments	3,112	2,859	1,120	1,120	0	0	0	8,211
Earmarked Reserve Allocations	2,035	1,782	275	770	670	4,070	0	9,602
Total Payments/ Notional Payments	105,305	125,498	86,207	79,436	89,659	62,725	202	549,032
Financing Surplus(+)/ Shortfall (-)	10,299	1,184	-11,412	-321	2,762	-7,014	0	-4,502
Cumulative Surplus(+)/ Shortfall (-)	10,299	11,483	71	-250	2,512	-4,502	-4,502	

* "Indicative 3 Year Forward Plan & Contributions" do not include capital receipts. All capital receipts are shown within "Capital Receipts" to effectively monitor the delivery of the disposal programme.

Table 2: Financing Details

	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	After 2014/15 £000	TOTAL £000
Credit Approvals								
Annual Capital Guidelines								
Education	12,602	9,240	10,624	12,474	14,324			59,264
Transport	16,389	16,048	18,612	18,612	18,613			88,274
Personal Social Services	72	72	72	72	72			288
Fire	676	696	696	696				2,764
Basic Credit Approval	29,739	26,056	30,004	31,854	32,937	0	0	150,590
Supplementary Credit Approvals								
Education								0
Transport								0
Personal Social Services								0
Other								0
Prudential Guidelines	9,824	6,925	4,354	3,090	3,090	90	202	27,575
Total Credit Approvals	39,563	32,981	34,358	34,944	36,027	90	202	178,165
Direct Revenue Financing								
Specific	910	454	0	0	0	0	0	1,364
Total Direct Revenue Financing	910	454	0	0	0	0	0	1,364
Capital Receipts								
Receipts	7,017	7,010	7,875	3,380	1,805	4,070	0	31,157
Total Usable Receipts	7,017	7,010	7,875	3,380	1,805	4,070	0	31,157

Children, Young People & Families - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	Project Appr. (3)	(Start (F)inish (4)	PHASED PAYMENTS (GROSS)							TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER Balance (18) £000		
				Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000		After 2014/15 (12) £000	SCA (14) £000	Grants & Cont'ns (15) £000		Revenue (16) £000	Capital Receipts Fund (17) £000
	Primary Capital Programme																
1	Combe - New Hall & Classrooms	ED643	(S) Sept 08 (F) June 09	934	241												1,138
2	Charlton-on-Otmoor - Repl of Temporary Classrooms	ED701	(S) (F)	23	600	582											1,185
3	Thame, Barley Hill - Repl of Temporary Classrooms	ED703	(S) Sept 09 (F)	37	600	550	213										1,100
4	Marcham (Phase 2) - Classroom	ED704	(S) May 09 (F) Aug 09	344													344
5	Launton - Hall & Classrooms	ED695	(S) (F)	250		550	75										875
6	Harwell - 2 classroom extension	ED711	(S) (F)	200	200	350	200										720
	Sub-Total Primary Capital Programme			994	2,235	2,032	488	0	0	0	0	0	0	0	387	0	5,749
	Secondary Capital Programme																
7	Wantage, Fitzwaryn - Phase 1	ED689	(S) Nov 08 (F) Dec 09 (e)	472	1,756												443
8	Woodstock, Marlborough - Science & Repl Temporary Buildings	ED692	(S) Apr 09 (F) Jan 10 (e)	220	2,300	795											3,005
9	Witney, Wood Green - Changing Rooms	ED694	(S) Dec 08 (F) July 09	135	157												12
10	Oxford, Peers School Academy Project	ED686	(S) (F)	705	15,000	15,245	2,400										1,340
11	Oxford Academy Project - Environmental	ED678	Complete	146													0
12	Chipping Norton - Science	ED708	(S) (F)	12	450	3,200	738										4,270
13	Burford Community College - 8 Classroom Block & Drama Studio	ED714	(S) (F)	200	2,000	300											2,400
14	Wantage, Fitzwaryn - Phase 2 (Modernisation & Post 16)	ED715	(S) (F)	100	100	2,500	600										1,510
	Sub-Total Secondary Capital Programme			1,690	19,963	23,740	4,038	0	0	0	0	0	0	0	35,973	478	12,980
	Provision of School Places																
15	Banbury, Hanwell Fields - Extensions	ED676	(S) Jun 08 (F) Sept 09	1,355	722												1,683
16	Witney, Tower Hill - Extension	ED688	(S) Feb 09 (F) Sept 09	104	565												0
17	Cuttleslowe - Foundation Stage Classroom	ED705	(S) (F)	250													163

Children, Young People & Families - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	Project Appr. (3)	(Start (F)inish (4)	PHASED PAYMENTS (GROSS)							TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER Balance (18) £000	
				Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000		After 2014/15 (12) £000	SCA (14) £000	Grants & Cont'ns (15) £000		Revenue (16) £000
18	Witney, Henry Box - Music	ED699	(S) (F)	22	760	564	40				1,406	0	1,366	0	0	40
	Sub-Total Provision of School Places			1,481	2,317	564	40	0	0	0	4,402	0	2,516	0	0	1,886
	Children's & Family Centres															
19	Flexibility of Childcare 08/09 - 10/11			117	1,300	5,355	1,000				7,772	0	7,772	0	0	0
20	Children Centres 08/09 - 10/11		(S)	6	260	3,852	1,000				5,118	0	5,104	0	0	14
21	North East Abingdon - Children's Centre	ED698	(F)	16	424						440	0	440	0	0	0
22	Bloxham - Children's Centre	ED713	(S)	1	200	252					452	0	452	0	0	0
23	Chalgrove - Children's Centre (P1 & P2)	ED716	(S) (F)	1	400	143					544	0	471	0	0	73
	Sub-Total Children's & Family Centres			140	2,584	9,602	2,000	0	0	0	14,326	0	14,239	0	0	87
	Improvements of Young People's Centres															
24	Fairingdon Young People's Centre	ED700	(S) (F)	105	120	1,050	85				225	0	225	0	0	0
25	Wallingford Young People's & Children Centre		(S) (F)	22	50						1,207	0	350	0	300	557
26	Witney Young People's Centre (Phase 1)	ED707	(S) (F)	92	8	44					100	0	0	20	0	80
27	Bermsfield Youth Centre		(S) (F)	6	200						250	0	0	0	0	250
28	Chill Out / Youth Capital Fund	ED709	(S) (F)	528	470	399	95				1,397	0	897	0	0	500
29	Witney Young People's Centre (Phase 2)		(S) (F)	75	75	950					1,120	0	250	20	0	850
30	Kidlington Young People's Centre	ED717	(S) (F)	19	250	48					298	0	250	3	0	45
31	Back on Track - Mill & Vehicles				381						400	0	400	0	0	0
	Sub-Total Youth Centres's			772	1,554	2,491	180	0	0	0	4,997	0	2,372	43	300	2,282
	Children Homes Development															
32	Thornbury House Children's Home - Replacement Building *	ED702	(S) (F)	31	300	1,000	123				1,454	0	0	0	0	1,454
	Annual Programmes															
33	Schools Access Initiative			825	1,008	982	1,142	1,142			6,241	0	0	0	0	6,241
34	Health & Safety - CYP&F			331	119	305	305	305			1,715	0	23	0	0	1,692
35	Kilvrough Manor	ED697		74	241						315	0	0	0	0	315
36	Health & Safety - Corporate			270	300	300	400	400			2,070	0	0	0	0	2,070
37	Temporary Classrooms - Relocation & Removal			302	548	660	600	600			3,310	0	0	0	0	3,310
38	Cropley - Refurbishment & Extensions	ED710			356						356	0	0	0	0	356

Children, Young People & Families - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	Project Appr. (3)	(Start (F)inish (4)	PHASED PAYMENTS (GROSS)										SPECIFIC FINANCING				OTHER	
				Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000	TOTAL COST (13) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000		
	Other Schemes																		
39	Small Projects			0	1,099	247	335	256	193	0								85	1,879
40	Minor Works			150	181	0	0	0	0	0								0	325
41	Loans to Foster/Adoptive Parents (Prudentially Funded)			158	90	90	90	90	90	202								0	0
42	Special Schools (16-19)			567	453	430	300											0	1,020
43	14-19 Rural Areas			370	370	836												0	0
44	14-19 Diploma			355	864	864												0	0
45	Play Pathfinder			291	299	688												0	0
46	Short Breaks (AHDC)			76	259	50												0	0
47	Woodlands Outdoor Education Centre	ED645	(S) (F)															0	385
	ICT																		
48	Harnessing Technology Grant			944	1,283	1,225												0	0
49	Home Access for Targeted Groups			213														0	0
	Retentions & Oxford City School Reorganisation																		
50	2007/08 Earlier Starts - Retentions			0	1,240	305												0	1,539
51	Oxford City Schools Review			0	58													0	1,198
	Sub Total Other Programmes			4,019	9,371	8,348	3,295	2,793	2,775	90	202							900	13,304
	SUB-TOTAL CYP&F			9,096	38,024	46,777	10,041	2,793	2,775	90	202							900	68,791
	School Capital																		
52	Devolved Formula			9,564	9,564	9,564	9,564	9,564	9,564	10,000								0	57,820
53	Harnessing Technology Grant			1,392	1,189	1,276	1,189											0	3,857
54	Specialist Sports College			350	350	318												0	350
55	Kitchen & Dining Improvements			200	600	909												0	518
56	14-19 Diploma			600														0	1,509
	Sub-Total School Capital			0	12,106	12,067	10,753	9,564	9,564	10,000	0							0	64,054
	TOTAL CAPITAL PROGRAMME			9,096	50,130	58,844	20,794	12,357	12,339	10,090	202							900	132,845
	Capital Revenue Switch Adjustments																		
57	Efficiency Savings			140														0	0
58	Property Client Fees			560														0	140
	Total Capital Revenue Switch Adjustments			700	0	0	0	0	0	0	0						0	0	
	TOTAL CHILDREN, YOUNG PEOPLE & FAMILIES			9,796	50,130	58,844	20,794	12,357	12,339	10,090	202							900	132,845
																		0	700
																		0	37,164

Children, Young People & Families - Forward Plan (November 2009)

Narrative	PHASED PAYMENTS / ALLOCATIONS							SPECIFIC & OTHER FUNDING			
	2008/09 £000	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	After 2013/14 £000	TOTAL COST £000	Additional Resources £000	Revenue £000	Formula Allocations £000
Primary Capital Programme											
Primary School Review (funding allocation)			1,000	7,499	9,544	10,744	5,066	33,853	4,468		29,385
- Bayards		300	2,400	5,100	400			8,200			8,200
- Wood Farm		300	5,000	5,000	1,450			11,750	923	695	10,132
- Rose Hill											
- St Andrew's, Chinnor											
- ICT Programme		0	0	0	0			0			0
Primary Replacement of Temps		100	1,500	400				2,000			2,000
- The Grange		25	575					600	40		560
- Great Milton		200	550					750	40		710
- Tackley											
- Mill Lane											
- Cumnor											
- Garsington											
Eynsham				400				400			400
Peppard								600	40		560
Secondary Capital Programme											
Faringdon Community College - Phase 3			100	1,400				1,500	500		1,000
Warriner (D&T & Extension)				250				250	250		0
Secondary Schools Modernisation				750	750			1,500			1,500
- Bartholomew											
- Henry Box											
Special Schools Modernisation											
- Northern House		200	150	1,200	100			1,450	300		1,150
- Woodeaton Manor		50	670	700				200			200
Lord Williams - Autism Unit								1,420	320		1,100
St Birinus - Food Technology			200	100				300	300		0
Iffley Mead - Food Technology		50	150	100				300	300		0
Secondary Modernisation				500	648	3,190		4,338			4,338
Provision of School Places					2,500	3,750		6,250	6,250		0
Didcot, Great Western Park - Primary (14 classroom) No.1											

Children, Young People & Families - Forward Plan (November 2009)

Narrative	PHASED PAYMENTS / ALLOCATIONS							SPECIFIC & OTHER FUNDING			
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	After 2013/14	TOTAL COST	Additional Resources	Revenue	Formula Allocations
Didcot, Great Western Park - Primary (14 classroom) No.2							6,250	6,250	6,250		0
Didcot, Great Western Park - Secondary (Phase 1)							20,500	20,800	20,800		0
Didcot, Ladygrove (New Primary School) - 7 classroom					750		2,250	3,000			0
Carterton Community College - Hall		50	540	35				625	327		298
Bodicote, Bankside - 10 classroom				250			750	4,000	4,000		0
Bicester, Gavray Drive - 7 classroom				50			1,950	4,000	4,000		0
Bicester - Secondary P1 (incl existing schools)				500			6,500	11,000	11,000		0
Bicester - Secondary P2 (incl existing schools)							5,500	11,000	11,000		0
Bicester, South West - 14 classroom					2,500		3,750	6,250	6,250		0
Upper Heyford - New Primary School					2,500		3,750	6,250	6,250		0
Wantage / Grove - Secondary (option c)					500		6,000	14,000	7,000		7,000
Witney, Madley Brook - 3 Classroom Extensions		50	700	125				875	275		600
Existing demographic pupil provision											
- The Cherwell		0	300	600			600	2,501	500		2,001
Primary Basic Need - Areas											
- Oxford											
St Nicholas		250	500					750			750
SS Philip & James			75					75			75
- Henley											
- Faringdon											
- Wantage											
- Wallingford											
Secondary											
- Cooper											
- Wheatley Park (Hall)		150	2,600	1,250				4,000			4,000
- Cherwell (Hall)											
Risk / Contingency											
Children's & Family Centres											
Early Years Development Funding											
		0	0	250	250	250	1,224	1,974			1,974

Children, Young People & Families - Forward Plan (November 2009)

Narrative	PHASED PAYMENTS / ALLOCATIONS							SPECIFIC & OTHER FUNDING			
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	After 2013/14	TOTAL COST	Additional Resources	Revenue	Formula Allocations
Halls & Kitchens Hornton - Hall			550	200				750	8		742
Special Education Needs											
Locally Co-ordinated Voluntary Aided Programme											
Risk Management Programme											
Opportunity Development Larkmead - AWP & Sports Facilities			100	500				600	600		0
Outdoor Education Service											
Improvement of Young People's Centres Back on Track Programme - Abingdon - Didcot Banbury New Futures Centre Chipping Norton Young People & Adult Learning Centre											
								250	250		0
								500	550		0
		100	1,500	1,000	400			3,000	3,000		0
		25	650	275	50			1,000	1,000		0
Children Homes Development											
Annual Programmes											
Specific / Delegated Funding Targeted Capital - SEN (allocation)		50	750	1,350	480			2,630			2,630
ICI											
TOTAL	0	1,950	21,860	29,834	32,422	49,284	46,441	181,791	99,791	695	81,305

All schemes are subject to feasibility, option appraisal and formal project approval. Capital allocations only announced for 08/09 to 10/11, 11/12 to 13/14 allocations are notional.

Social & Community Services - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	Project Appr. (3)	(S)Start (F)inish (4)	PHASED PAYMENTS (GROSS)										SPECIFIC FINANCING			OTHER		
				Before 2009/10 £000 (5)	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000	TOTAL COST (13) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000		
Community Services																			
Libraries																			
1	Banbury Library & Mill Art Centre			16	25	60	800	2,190	2,710							5,675			
2	Bicester Library			268	20	34	800									870			
3	Central Libraries Refurbishment				20	159										425			
4	Charlbury Library						130									130			
5	Headington Library			7	20	219										171			
6	Thame Library		(S) Jul 09 (F)	145	1,290	257										1,544			
7	Watlington Library		(S) Aug 09 (F)	130	500	140										201			
8	General Library Refurbishment			102	220	381	222									872			
County Heritage & Arts																			
9	Abingdon Museum (Contribution)					100	100	100								300			
10	Museums Resource Programme			41	100	494		100								552			
11	Development Project - SOFO				15	15										0			
12	Pegasus Theatre (Contributions)			335	540											875			
13	Cogges Manor Farm				65	75	110									250			
Sub-Total Community Services				1,044	2,815	1,934	2,162	2,290	2,710	0	0	0	12,955	0	648	22	420	11,865	
Social Care for Adults																			
Mental Health																			
14	Mental Health Projects			177	177	177										531			0
Residential																			
15	HOP's Bicester (Forward Funding)			1,007	500	274										1,781			1,724
16	Extra Care Housing			14	236	650										900			900
17	Extra Care Housing - Banbury				675	675										1,350			0
18	Learning Disabilities - Supported Living			4	240	425	531									1,200			1,200
19	Improving the Care Home DAAT					0										0			0
Day Centres																			
21	Abingdon, Resource Centres (Phases 1-3)			208	692	350										1,250			1,250
22	Banbury Day Centre			4	50	900	96									1,050			1,000
23	Rural Day Centres (OP)			81	30	59										170			170
24	Wantage Day Centre				500	500										500			500
25	Day Service Older People				100	100										200			200
26	Day Centre - LD				50	150										200			200
Sub-Total Social Care for Adults				1,495	2,650	4,260	727	0	0	0	0	0	9,132	0	1,988	0	0	0	7,144
Strategy & Transformation																			
27	IT-Supporting People			81	48											129			129
28	Time to Change			2,074	57											2,131			1,031
29	Adult Social Care IT Infrastructure				100	363										463			0

Social & Community Services - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	Project Appr. (3)	(S)tart (F)inish (4)	Before 2009/10 £000 (5)	PHASED PAYMENTS (GROSS)							SPECIFIC FINANCING				OTHER			
					2009/10 £000 (6)	2010/11 £000 (7)	2011/12 £000 (8)	2012/13 £000 (9)	2013/14 £000 (10)	2014/15 £000 (11)	After 2014/15 £000 (12)	TOTAL COST £000 (13)	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000		
30	New Adult Services System			26	50	600	950	400										2,000	
31	Mobile Working Project				24	50												100	
	Sub-Total Strategy & Transformation			2,181	279	1,013	950	400	0	0	0	0	4,823	0	463	0	0	1,100	3,260
	Retentions & Minor Works																		
32	Retentions			0	183								183	0	0	0	0	1,500	-1,317
33	Minor Works			0	319	50							369	0	40	0	0	0	329
34	HOP's Externalisation			11,915	75	75							12,065	0	800	0	0	9,825	1,440
	Sub-Total Retentions & Minor Works			11,915	577	125	0	0	0	0	0	0	12,617	0	840	0	0	11,325	452
	TOTAL CAPITAL PROGRAMME			16,635	6,321	7,332	3,839	2,690	2,710	0	0	0	39,527	0	3,939	22	12,845	22,721	
	Capital Revenue Switch Adjustments																		
	Total Capital Revenue Switch Adjustments			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL SOCIAL & COMMUNITY SERVICES			16,635	6,321	7,332	3,839	2,690	2,710	0	0	0	39,527	0	3,939	22	12,845	22,721	

Environment & Economy (Transport) - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)								TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER	
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000		SCA (14) £000	Grants & Cont'n's (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000
	Retentions from LTP1 schemes		197							197	1	196	0	0	0
	LTP2														
	Network Development														
	Thornhill P & R	2,918	26							2,944	2,455	442	47	0	0
	A40 Green Road Roundabout	5,396	15							5,411	3,624	431	22	436	898
	Congestion Monitoring ANPR	794	2							796	696	100	0	0	0
	TNR Routing	13	50							63	63	0	0	0	0
	Oxford VMS	441	200							641	141	500	0	0	0
	Chipping Norton AQMA	76	129	250						455	355	0	0	100	0
	Wallingford AQMA	277	22	34						56	56	0	0	0	0
	Thornhill P & R extensions	277	82	140						499	299	0	0	200	0
	TMC Network Improvements	72	103							175	72	103	0	0	0
	Access to Oxford														
	Oxford Rail Station			500	1,730	2,400				500	322	78	0	100	0
	Access to Oxford Remaining Programme									4,130	4,130	0	0	0	0
	Road Safety									1,293	773	520	0	0	0
	Oxford Transport Strategy														
	Summertown	1,291	50							1,341	1,123	218	0	0	0
	Fairfax Rd/Purcell Rd Cycle Link	5	180							185	5	180	0	0	0
	Highfield Area Traffic Management	9	5	130						135	0	135	0	0	0
	Old Rd/Windmill Rd Cycle Link	31	35	91						135	35	100	0	0	0
	Other Cycle Improvement schemes	134	3	30						33	3	30	0	0	0
	Controlled Parking Zones	31	138	235						507	339	168	0	0	0
	Central AQMA	1,746	53							84	38	46	0	0	0
	London Rd corridor - phase 2	112	600							2,346	1,801	545	0	0	0
	London Rd corridor - phase 3	128	180	1,743						2,035	1,122	913	0	0	0
	New Inn Hall Street (West End)	85	466							594	105	489	0	0	0
	Speedwell Street/St Aldate's (West End)		121							206	34	172	0	0	0
	Horspath Driftway/The Slade crossing & cycl/ped improvements			150						150	0	150	0	0	0
	Transform Oxford									588	369	219	0	0	0
	Queens Street	9	985		588					994	994	0	0	0	0

Environment & Economy (Transport) - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)							TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER	
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000		After 2014/15 (12) £000	SCA (14) £000	Grants & Cont'n's (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000
	Frideswide Square (West End)	64	136	450					650	0	650	0	0	0
	St Ebbes		90	90					90	0	0	0	0	0
	Towns Programme													
	Abingdon													
	Abingdon Town Centre	2,491	540	150					3,181	2,676	202	69	0	234
	Abingdon secondary cycle routes	3	11						14	0	14	0	0	0
	Marcham Rd Ph 2	95	210						305	212	93	0	0	0
	Banbury													
	Western Corridor	261	1						262	80	182	0	0	0
	Merton Street One way scheme (1)	6	41						47	0	47	0	0	0
	Hanwell Fields Mineral Railway			150					150	0	150	0	0	0
	Merton Street One way scheme (2)			130					130	0	130	0	0	0
	Rapid schemes (ECO Town)			25					25	0	25	0	0	0
	Henley													
	Town Centre	1,164	280						1,444	994	450	0	0	0
	Witney													
	Cogges Link Road	1,541	790	483	2,810	6,660	3,730	2,100	18,114	5,065	12,950	0	0	99
	Woodgreen/West End Ped Cycle Route	25	90	90					115	40	75	0	0	0
	Woodford Mill Pedestrian Cycle Route	59	1						60	0	60	0	0	0
	Downs Road	43	9	50					102	0	102	0	0	0
	Bicester								0	0	0	0	0	0
	Bicester Market Square			700	300				1,000	0	1,000	0	0	0
	Roman Road		2	98					100	0	100	0	0	0
	Wantage/Grove													
	Limborough Rd			45					45	0	45	0	0	0
	Carterton								0	0	0	0	0	0
	NE Carterton Cycle Links	34	5						39	0	39	0	0	0
	Carterton B4477 upgrade	2	23						25	0	25	0	0	0
	Carterton further cycle schemes			10					10	10	0	0	0	0
	Other Towns													
	Ambrosden pedestrian refuge	36	3						39	0	39	0	0	0
	Sutton Courtney Footpath		15						15	0	15	0	0	0
	Adderbury, Twyford crossing			55					55	0	55	0	0	0
	Kidlington, Exeter Hall cycle route			20					20	0	20	0	0	0
	Chipping Norton, Oxford Road			85					85	0	85	0	0	0
	Locality Initiatives			410					410	410	0	0	0	0
	Didcot Cow Lane			100					100	100	0	0	0	0

Environment & Economy (Transport) - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)									SPECIFIC FINANCING			OTHER		
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000	TOTAL COST (13) £000	SCA (14) £000	Grants & Cont'n's (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000	
	Public Transport															
	Premium Routes upgrade		437	414									690	161	0	0
	Iffley Rd donnington bridge jn	1	226	120									147	0	80	0
	Oxford, Garsington Rd/Cowley Rd signalled rdbt improvements												0	120	0	0
	Public Transport Information Project	671	288	278									1,191	46	0	0
	Rail Station Development		125	134									259	0	0	0
	Didcot Station Forecourt	943	536	2,000	2,080	70							0	4,520	0	609
	Smarter Choices (BWTS)															
	Salaries		716	512									1,073	155	0	0
	Tugwell Field Access Road		632	635									1,267	0	0	0
	Integrated Transport Forward Plan		224						3,078	3,851	6,632		0	98	0	126
	Preparation Pool								300	300			0	0	0	0
	Sub-Total Integrated Transport	20,976	9,390	11,333	10,886	13,281	10,362	2,100	0	78,328	46,820	27,388	218	1,936	1,966	
	Structural Maintenance															
	Carriageways		1,771	2,000	1,846	1,734	1,970						8,871	0	0	450
	Footways		2,257	1,300	1,800	1,850	1,650						8,857	0	0	0
	Surface Treatments		3,202	3,045	3,600	3,415	3,500						16,722	0	0	40
	Structural Patching		368	200	543	543	550						1,923	0	0	281
	Bridges		2,172	3,090	3,500	4,300	4,100						17,162	0	0	0
	Drainage		806	1,103	600	650	800						3,371	275	263	50
	St Lighting Column replacement		550	520	520	520	520						2,571	0	59	0
	Cumnor Hill	418	350	520	520								768	0	0	0
	A420 Lower Bourton Junction		620										0	620	0	0
	A40 (Headington - M40)		100	835									0	935	0	0
	A422 Ruscombe Avenue, Banbury		90	600									500	190	0	0
	A4158 Oxford Iffley Road (design)		30	90									90	30	0	0
	St Aldates Phase 2	873	100	178									973	0	0	0
	High Street Phase 3	377	1,878										2,033	400	0	0
	Principle Roads		23										2,759	0	0	0

Environment & Economy (Transport) - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)										SPECIFIC FINANCING			OTHER	
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000	TOTAL COST (13) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000	
	Other HQ Items		393	143	144	145	146				971	846	125	0	0	
	Sub-Total Structural Maintenance	1,668	14,710	13,104	13,620	14,170	14,170	0	71,164	67,446	2,575	322	0	0	821	
	TOTAL CAPITAL PROGRAMME	22,644	24,100	24,437	24,506	27,173	24,532	2,100	149,492	114,266	29,963	540	1,936	2,787		
	Capital Revenue Switch Adjustments															
	Highways Maintenance Efficiency Saving Access to Oxford		200 650	1,600					200 2,250	200 2,250	0 0	0 0	0 0	0 0	0 0	
	Total Capital Revenue Switch Adjustments	0	850	1,600	0	0	0	0	2,450	2,450	0	0	0	0	0	
	TOTAL ENVIRONMENT & ECONOMY TRANSPORT	22,644	24,950	26,037	24,506	27,173	24,532	2,100	151,942	116,716	29,963	540	1,936	2,787		

Environment & Economy (Other) - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)										SPECIFIC FINANCING				OTHER	
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000	TOTAL COST (13) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000		
	Carbon Management																
	Energy Conservation (Prudentially funded)	341	150	300	733												1,524
	Street Lighting (Prudentially funded)	226															226
	SALIX	291	323														0
	Energy Bus		102														0
	Automated Monitoring & Targeting	61	68														102
	Carbon Management Fund			160													129
																	160
	BOP																
	Southern Area Offices	269															269
	Storage	225															225
	Banbury Office	2,796	3,278														6,074
	County Hall	1,463	1,318														2,781
	East Oxford Office - Knights Court	742	84														826
	Oxford Options	85	826	39													950
	Oxford Options - Laundry	9	148														157
	Youth Offending Service			150													150
	Trading Standards		405	75													480
	Macclesfield House ICT node		500	500													500
	BOP Contingency		375														375
	Other Projects																
	Contributions to Chipping Norton Town			120	206												326
	Partnership Programme																
	Redbridge Hollow - Fly Tipped Waste	12	427	141	600												1,180
	Relocation of Countryside Services	2	237	121													360
	Bampton Community Facility (Co-location)		20	444	444												908
	Chipping Norton Access Road		430														430
	Annual Programmes																
	Backlog Maintenance (Prudentially funded)	17,352	5,385	2,168													24,905
	Minor Works		468	590	500	500											2,058
	Health & Safety (Non-Schools)		28	24	24	24	24										148
	Contingency - staff delivery		50	50	50	50											150
	Whole Life Value Pool-Budget Provision			200	100	100	100										500
	Opportunity Purchase Fund				343												343
	Sub-Total Property Services	23,874	13,747	5,457	3,000	624	124	24	0	46,850	0	2,860	403	6,935	36,652		

Environment & Economy (Other) - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)										SPECIFIC FINANCING				OTHER		
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000	TOTAL COST (13) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000			
	Waste Management																	
	Oakley Wood WRC Redevelopment	71	679															0
	Redbridge WRC	4	56	940														0
	Kidlington WRC		15	610														0
	Alkerton WRC				750													0
	Stanford in the Vale WRC					350												306
	Oxford Waste Partnership PRG allocation		384		154													350
	Sub-Total Waste Management	75	1,134	1,550	904	350	0	0	0	4,013	0	3,357	0	0	0	0	0	656
	TOTAL CAPITAL PROGRAMME	23,949	14,881	7,007	3,904	974	124	24	0	50,863	0	6,217	403	6,935	37,308			
	Capital Revenue Switch Adjustments																	
	BOP Capital Revenue Switch		795	40	120	120												175
	Disposal Costs		97	88														185
	Efficiency Savings		370	131														501
	Total Capital Revenue Switch Adjustments	0	1,262	259	120	120	0	0	0	1,761	0	0	0	900	861			
	TOTAL ENVIRONMENT & ECONOMY OTHER	23,949	16,143	7,266	4,024	1,094	124	24	0	52,624	0	6,217	403	7,835	38,169			

Community Safety & Shared Services Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)								TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER		
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000		SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000	
	Fire & Rescue Service															
	Banbury Fire Station - New Dimension	61	1													0
	Radio Replacement Scheme	144	14													158
	Critical Works - HQ Power Supply	50														50
	Critical Works - W.C/Shower Facilities		61													0
	Minor Works - Day Crewing Houses Flood		30													0
	Defence Works															0
	Minor Works - Slade incident Command Suite		32													8
	Bicester Fire Station	26	20	389												11
	Wallingford Fire Station	12	10	13	735	1,630										2,400
	Thame Fire Station		25	775	1,200	300										1,332
	Sub-Total	293	193	1,177	1,935	1,930	0	0	0	0	0	0	0	1,532	37	3,959
	Gypsy & Traveller Sites															
	Redbridge Hollow Additional Pitch		126													0
	Redbridge Hollow Traveller Site		69													0
	Refurbishment of Amenity Units															0
	Sub-Total	0	195	0	0	0	0	0	0	0	0	0	0	182	13	0
	Safer Stronger Communities															
	Safer Stronger Communities Grant	201	201													0
	Shared Services Food With Thought															
	School Kitchen & Dining Improvements		300	200												0
	Sub-Total	201	501	200	0	0	0	0	0	0	0	0	0	602	300	0
	TOTAL CAPITAL PROGRAMME	494	889	1,377	1,935	1,930	0	0	0	0	0	0	0	2,316	350	3,959
	Capital Revenue Switch Adjustments															
	Total Capital Revenue Switch Adjustments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL COMMUNITY SAFETY & SHARED SERVICES	494	889	1,377	1,935	1,930	0	0	0	0	0	0	0	2,316	350	3,959

Corporate Core - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)										SPECIFIC FINANCING				OTHER	
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000	TOTAL COST (13) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000		
	SAP Support Contract - Software Licences		1,887														1,887
	TOTAL CAPITAL PROGRAMME	0	1,887	0	0	0	0	0	0	0	0	0	0	0	0	0	1,887
	Capital Revenue Switch Adjustments																
	ICT Hardware & Software		1,000	1,000	1,000												
	Total Capital Revenue Switch Adjustments	0	1,000	1,000	1,000	0	0	0	0	0	0	0	0	0	0	0	4,000
	TOTAL CORPORATE CORE	0	2,887	1,000	1,000	1,000	0	0	0	0	0	0	0	0	0	0	5,887

This page is intentionally left blank

CA8A

CABINET - 19 JANUARY 2010

SERVICE AND RESOURCE PLANNING – 2010/11– 2014/15

Report by The Leader of the Council & Cabinet Member for Finance and Property

Introduction

- 1 This Administration was elected on a strap-line of *Low Taxes, Real Choice; Value for Money*. We remain committed to our medium term objectives:
 - ❖ World Class Economy
 - ❖ Healthy & thriving Communities
 - ❖ Climate Change & The Environment
 - ❖ Better Public Services

We will deliver these improvements and changes in ways that reflect the needs of customers and local communities. Details can be found in the Corporate Plan which is also on the agenda for this Cabinet Meeting for recommendation to the February County Council.
- 2 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 2010/11 budget and the Medium Term Financial Plan (MTFP) for 2010/11 to 2014/15. In making these proposals the Cabinet have considered the Directorates' budget priorities and pressures and the efficiency savings and service reprioritisations alongside their priorities and pressures.
- 3 This Cabinet has considered the comments on the draft budget proposals from individual Scrutiny Committees held in November and December 2009 as well as the outcome of the public consultation on the budget which was undertaken on 24 and 28 October 2009. A report from The Oxford Research Agency summarising the outcomes is attached at Annex 1 with a link to the full report.
- 4 The 2010/11 budget process has been particularly difficult and built on the turmoil in the financial markets and the impact of the national economic downturn which had started to emerge last year. The Cabinet has taken actions during the year to ensure that the Council is well prepared, not only for the coming year but also for the next Comprehensive Spending Review (CSR) period. The CSR should have taken place this year but has been deferred until after the General Election. By the time it is completed and reflected in the Local Government Settlement, there will be precious little time to act on the outcome which is why the Cabinet has reflected the likely impact of the next CSR in this Medium Term Financial Plan.
- 5 The Cabinet set out in July new savings targets for the next five years, having built in the pressures we expected to have in those years. In addition, Directorates have continued to look for efficiencies within their services to fund any other new pressures. In the majority of cases, they have been able to achieve this and the detailed papers show all these changes.
- 6 Below I set out the main areas of investment as well as the changes from the position reported to Scrutiny and how I have taken these factors into account in developing the budget proposals.

Investment Proposals and Changes arising from Scrutiny

Children Young People & Families

- 7 There has been additional investment of £3.8m from 2010/11 onwards into the care of our most vulnerable children. This is to supplement further the increases previously agreed for our Placements Budget to deal with the increase in children and young people needing care; to deal with the *Southwark Ruling* which determines the support needed for 16 and 17 year old homeless youngster and also to provide for Unaccompanied Asylum Seeking Children.
- 8 Working with relevant Cabinet Members and Directors, I have been able to reduce the cuts proposed to the Youth Service from £2.3 million over five years to £350k by 2012/13 with the proposals to flow from a Fundamental Service Review. An alternative package of savings is proposed which is largely taken from rationalisation of the layers of administrative staff which CYP&F believe are deliverable and which I will be monitoring closely.
- 9 I have also re-instated the £100k pa Chill-Out Fund because this was felt by Scrutiny to be particularly valued and brings with it external funding from other organisations.
- 10 Although the County Council was not successful in the recent bid for Building Schools for the Future (BSF), Partnerships for Schools have advised officers to re-apply early this year. To be successful, the Council has to demonstrate financial provision for the costs and I have re-scheduled the previous funding commitment, given that this appears the only likely means of upgrading the Council's school estate in the foreseeable future.
- 11 Unaccompanied Asylum Seeking Children continue to present a £550k pa budget pressure because of insufficient funding from central government for what is a national and international issue. Short of providing these children with a roof over their head (for which the government grant is adequate) and denying them food and other basic necessities (for which the government grant is wholly inadequate) we have little option but to foot the bill here in Oxfordshire. We continue to press government to recognise and to fund adequately its obligations in this area.
- 12 The Cabinet recognises the importance of respite care to support hard pressed carers in providing them with a measure of support and respite in caring for the frequently extremely disabled people in their care. Without the support of these carers, the state would face immensely higher financial costs. This budget maintains the level of respite support and makes some very modest savings in areas of administration of respite care which should not impact on the front line.
- 13 The Cabinet took an early decision to ring fence safeguarding budgets to guard against any repetition of the Baby P tragedy. Accordingly, front line safeguarding services are not subject to any efficiency savings.

Social and Community Services

- 14 There are considerable changes underway within the Adult Social Care area and the Cabinet will continue to monitor the progress on these as the *Transforming Adult Social Care* programme progresses. The Cabinet Member and Director believe that, while there are still significant future year savings to be identified for this area, they will be deliverable in the light of the changes underway.
- 15 I am providing a further £1.1m investment to reflect changes to the continuing care the County Council provides in conjunction with the Primary Care Trust and I have also added £2.9m for Older People and £2.3m for the Learning Disabled for the Demographic pressures for 2014/15,

CA8A

building on the significant investment the County Council made last year in recognition of the growing numbers of older and disabled people who will require assistance.

- 16 I have included a roughly estimated figure of £1.4m for 2010/11 with a full year effect of £2.8m for 2011/12 onwards to deal with the non-funded element of the Prime Minister's proposals for funding Personal Care at Home. Details are still emerging on this proposal but the Government has said that they will not be providing any additional funding beyond the already insufficient amount they have provided. I am very concerned that the County Council still does not really know what this scheme will cost but also that Local Government is being expected both to provide part of the estimated funding and, apparently, to underwrite any deficiency that subsequently emerges after the pledge that the Prime Minister rushed out is fully costed.
- 17 Within Community Services, there are no proposed library closures and no plans for any closures. We will be investing in new technology to streamline the service and reduce costs while still providing the front line service across the County. Although this technology will go initially into the larger, urban libraries, I hope to see it rolled out into rural libraries where I believe technological innovation should open the way for much longer access times.

Environment and Economy

- 18 I have included in the medium term proposals, further funding of £1.5m each year from 2011/12 through to 2014/15, totalling £6m, for the additional costs of Landfill Tax based on the Government's latest increases.
- 19 On Concessionary Fares, I originally built in £3m for the additional costs of the Government's proposal that paying for these fares should transfer from District Council control to the County Council. This sum was on the basis that this was the shortfall that the Districts were currently bearing. Since then, the Government has consulted on the grant distribution and the expected outcome was that this should benefit Oxford City. However, when the Government then confirmed their intention to transfer the function to county councils, they also proposed that they would reduce the funding on the basis that local government could deliver even more efficiencies in the process! *Le plus ca change le plus c'est la meme chose!* While I have reduced the original investment I have felt it prudent to leave some funding set aside for this until I see how it will operate in practice.
- 20 Following the discussions at Scrutiny and representations from the business community, I have delayed the re-introduction of evening and Sunday on-street parking charges until 2011/12 and will seek to identify if any alternative sources of funding can be found to achieve the necessary savings. From 2010/11, I have reduced the spending on Street Scene to compensate for part of the saving withdrawn.

Community Safety

- 21 The Fire Cadet scheme was considered at Safer & Stronger Communities Scrutiny Committee to be a small sum for a very valuable service and I have therefore not pursued this saving. The scheme will therefore remain to support young people in developing good citizenship skills.
- 22 I have provided for investment in additional support (through Watch Manager posts) to retained fire stations to ensure the continuing viability of this important service in a rural area.

Corporate Core and Shared Services

- 23 There was considerable discussion at the Strategy & Partnerships Scrutiny Committee about the increasing pressures emerging in ICT. This service maintains the frontline services across the Council and I have looked again at how I can fund the pressures without having to make reductions beyond those already being undertaken to balance the current year position. I have achieved this by taking overall savings in reduced staffing costs arising from the Prime Minister's announcement of a freeze on public sector staff salaries to 1%.
- 24 Given the severe national economic and financial position and the need for restraint in public spending, I believe elected members should make a modest but important public statement about pay in the public sector by freezing their allowances at least for 2010/11. I have therefore requested the Independent Remuneration Panel to recommend a freeze in the basic and special responsibility allowances paid to elected members for 2010/11 and their report is going to the January County Council to give effect to this.
- 25 Shared Services was set up by the then Cabinet Member for Change Management to bring together back-office services from individual directorates and to deliver considerable savings over the medium term. This is being successfully delivered and I hope the County Council will be able to develop the Shared Services concept further, both within the council and with other partners.
- 26 I am proposing that the County Council uses the Efficiency Savings Reserve, achieved through the front loading of savings targets, to fund one-off costs of developing the Oxfordshire Community Network and also the additional development costs of the Customer Contact Centre. In addition, I will consider further funding requirements for the development of SAP HR if the Business Case demonstrates that further savings in Shared Services and across the organisation can be achieved through this work.

Collection Fund

- 27 Any collection fund surplus is treated as one-off investment. Provisional figures from the District Councils are currently estimated at £1.9m. If the final position continues to produce a one-off sum available to allocate, then I would advise that the County Council uses some of it as a revenue contribution to Capital so that minor works, including funding of Carbon Reduction Schemes, can be progressed. I also propose to fund the necessary improved access works at Headington Library from this Minor Works Capital, subject to agreement of a new lease with the City Council.
- 28 If sufficient funds are available, I propose that the remainder be used to reduce the savings on Property Repairs and Maintenance in 2010/11. Once final figures are reported, I will set out proposals for their use to Council.

Council Tax

- 29 I remain concerned that a Council Tax increase of 3.75% is very high in terms of current inflation levels, pay increases in both the public and private sector, state pension increases and the implied threat (of a 3% maximum) in the Local Government Minister's recent capping guidance. I had hoped to be laying before Cabinet and County Council an increase of less than 3%. However, the Prime Minister's imposition of a large part of the funding for Personal Care at Home on local government will add at least £2.8 million to the County Council's budgets in a full year. I am particularly concerned that this uncosted imposition may have significantly higher cost implications for councils like Oxfordshire who currently have a high proportion of self-funding social care clients and I am struggling to identify how this pressure imposed by the Prime Minister

CA8A

on local government in the run up to the General Election, can be funded without being a burden on the Council Tax payer. Unless I can find a solution, I fear the Council Tax increase may have to remain at an unacceptably high 3.75%. If it does, I hope we can indicate, on the Council Tax Demand, the cost of Gordon Brown's Personal Care at Home Surcharge.

Balances

- 30 In line with the Financial Strategy, the level of balances is held commensurate with the assessed level of financial risk. The year end forecast of balances was originally expected to be £12.5m, with the risk assessment for the need for balances also at £12.5m. The risk assessment exercise has been re-run and I am satisfied that the level of balances for 2010/11 and 2011/12 can be maintained at £12.5m, however, given the future unknowns, especially around Adult Social Care and Waste Management, I considered that balances in the MTFP should be increased by £1m per year, rising to £15.5m in 2014/15. I will re-assess this position annually and may have a clearer picture of the risks after the election and once the Comprehensive Spending Review is known.

Capital Programme

- 31 The Capital Programme is managed as three separate programmes i.e. Schools, Transport & Highway Maintenance and Other Services. The programme and the funding position were reviewed and it was felt that the deficit which had emerged, mainly due to the reduction in funding, could not be sustained. As a consequence, the existing Other Services programme (where schemes were not contractually committed) was reviewed and prioritised alongside those new costed schemes emerging from the Asset Management Plan.
- 32 As a result of the review, there are a number of changes to the Other Services programme which are set out in detail on the agenda. The key areas which the County Council is continuing to support are (in alphabetical order):
- (a) Abingdon Museum contribution
 - (b) Banbury Day Centre
 - (c) Banbury Library & Arts Centre
 - (d) Bicester Fire Station
 - (e) Charlbury Library
 - (f) Chill Out Fund
 - (g) Macclesfield House IT node
 - (h) Soldiers of Oxfordshire work on Museum Resource Centre
 - (i) Thame Fire Station
 - (j) Wallingford Youth Centre
 - (k) Witney Youth Centre

In addition, the following two areas were in the existing programme but needed additional funds to continue the projects:

- (a) Bicester Library
- (b) Waste Recycling Redevelopment

I have also added the following four items to the programme (in alphabetical order):

- (a) Banbury Connections Centre
- (b) Public Rights of Way – Bridges
- (c) River Thames Bank Repairs

CA8A

(d) The Net Young People's Centre Abingdon – initial feasibility

33 As I have explained earlier, our best hope of substantial improvement to our school estate lies in the Building Schools for the Future programme which look likely to continue after the change of government later this year. If the General Election brings a Conservative government, I very much hope a more localist approach will give the County Council more discretion as to the criteria for prioritising rebuilding and refurbishment of our own stock. I also hope the current government's obsession with Private Finance Initiative funding can be dropped.

34 The County Council is in the early stages of developing the Local Transport Plan 3. Members seeking significant transport investment for their Division need to follow the debate on this and to make their own input at appropriate times. For individual schemes to have any real prospect of inclusion, they will need to comply with national and regional policies and priorities. However, the real issue for the medium term is how much capital funding any government is going to be able to afford to provide for infrastructure.

35 As part of the development of our funding options, I have also included a number of areas into the Capital Programme where the services have identified savings which can fund the costs of prudential borrowing. In the following cases, the costs of this borrowing have either already been built into the MTFP; netted off against the savings included in Annex 3 or will only progress if the business case is sufficient to produce net savings after funding the borrowing (In alphabetical order):

- (a) Adult Services ICT System
- (b) Extra Care Housing
- (c) Extra Care Housing Land Acquisition
- (d) Homes for Older People Phase 1 New Builds
- (e) Homes for Older People Phase 2
- (f) Learning Disability Supported Living
- (g) Marywood
- (h) Moorland
- (i) Oxfordshire Studies
- (j) Radio Frequency Identification Devices in Libraries
- (k) Servite Agreement

Conclusion

36 These budget proposals have continued the two major themes of Low Taxes and New Investment

(a) Low Taxes – the Conservative administration met its previous manifesto pledge to reduce Council Tax increases below 4% two years early. It is now planning to meet the new manifesto pledge to freeze Council Tax under a Conservative Government. I have built in the proposal that by reducing the Council's increase to 2.5%, a new Conservative Government will provide sufficient grant to enable the County Council to set a 0% increase for 2011/12 and 2012/13.

(b) Investment – I have reviewed our capital programme to ensure that the County Council is investing in our key priority areas: providing for Children's' Services; for Adult Social Care as well as for Highways and to alleviate the likelihood of future flooding.

CA8A

- (c) Investment – I am continuing to support the pump priming of a major new development for schools' infrastructure which will see refurbishment and new buildings in many of the County's schools.
- (d) New Investment – I am proposing to introduce a new Customer Contact Centre which will ensure that the Council's customers receive efficient and effective responses to their queries first time every time.

Cllr Keith Mitchell CBE FCA FCCA

Leader of the Council and Cabinet Member for Finance and Property

Attachment: Annex 1 - The Oxford Research Agency public budget consultation summary

This page is intentionally left blank



THE OXFORD RESEARCH AGENCY

5 Kings Meadow, Ferry Hinksey Road
Oxford, OX2 0DP United Kingdom
Tel: 01865 728272 Fax: 01865 790306
Email: ora@tora.co.uk Web: www.tora.co.uk



**OXFORDSHIRE
COUNTY COUNCIL**
www.oxfordshire.gov.uk

**Budget Consultation 2009
J4242**

SUMMARY FINDINGS

January 2010

Prepared by:

Steve King, Research Director
Emma Bearpark, Associate Director
Claire Tyrrell-Williams, Research Manager
Stuart Wright, Research Manager

www.tora.co.uk

tel: +44 (0)1865 728272

Background & Objectives

As with other sectors, the current economic climate is impacting heavily on the financial and business planning of local authorities. The Institute of Fiscal Studies has estimated that the next government will cut spending on public services by 2.3% a year from 2011, which, on top of existing measures to increase the efficiency of local authorities, has left councils facing a prolonged period of constrained resources, with some authorities predicting that their overall funding could be reduced by as much as 15% in the coming years.

Faced with reduced budgets and testing savings targets, the need to consult with residents has never been so great. With this in mind, Oxfordshire County Council commissioned The Oxford Research Agency to undertake its annual budget consultation with Oxfordshire residents. This will enable the Council to reach informed decisions regarding residents' priorities and gain an understanding of the inevitable trade-offs between levels of investment of service delivery.

In response to the Government White Paper Communities in Control: real people, real power, The Oxford Research Agency and Oxfordshire County Council have worked in close partnership to develop a unique and innovative approach to budget consultation.

A cross section of residents were recruited from across Oxfordshire, with quotas placed on age, gender, class, ethnicity, disability and location (including all the Districts, large towns, smaller market towns and rural areas). These residents were asked to attend two workshop sessions held at County Hall.

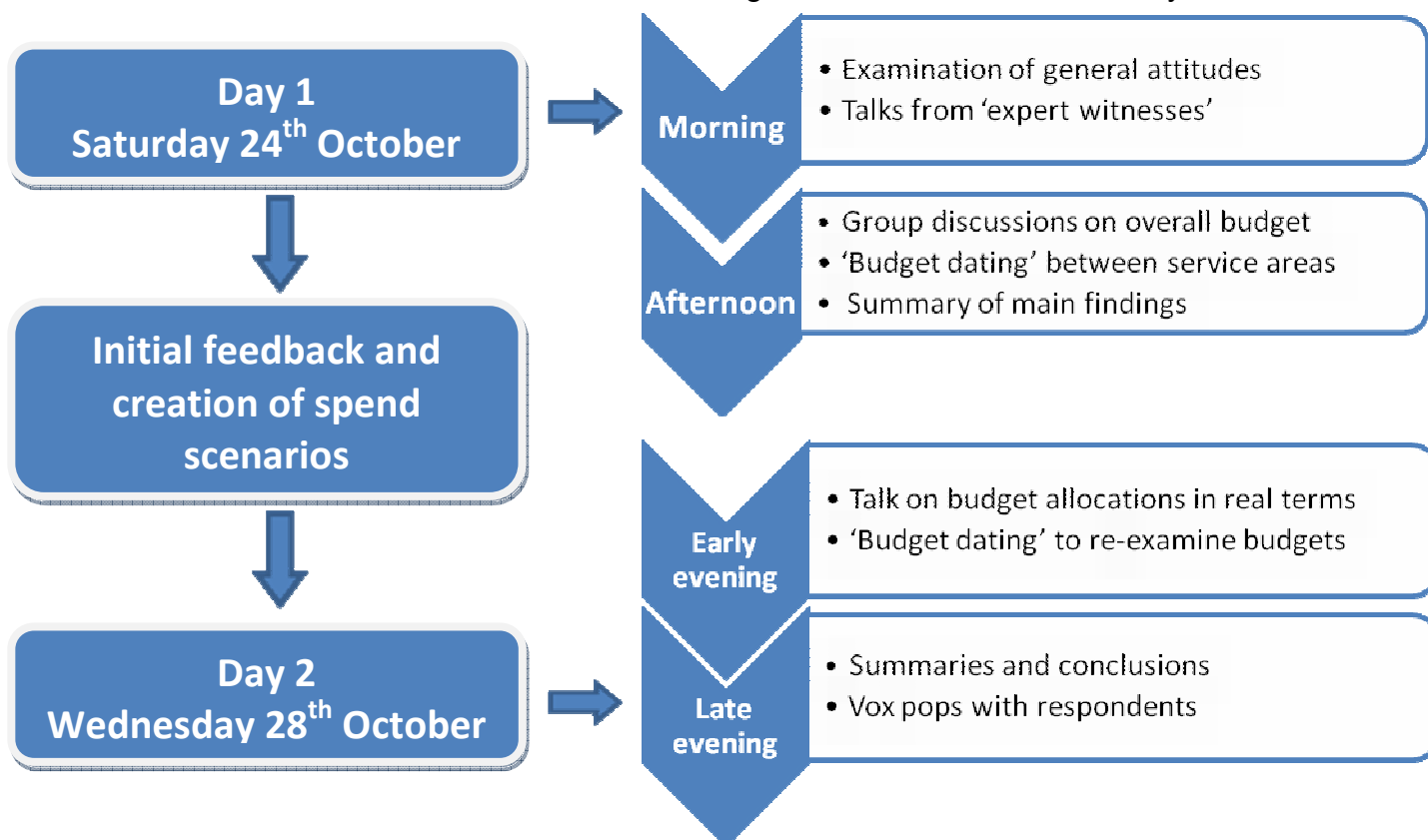
Central to the methodology used for this consultation was a close working relationship between TORA and Council staff.

A link to the full report can be found on the agenda on the public website:

<http://www.oxfordshire.gov.uk/wps/portal/publicsite/doitonline/finditonline/committeepapers>

Methodology

An innovative two-phased approach to conducting workshops was used, involving residents being re-convened for a second half day session to allow for a more detailed and realistic assessment of the budget allocation exercises on day 1:



A cross section of 34 Oxfordshire residents attended both workshops. The workshops comprised both plenary sessions and breakout groups where participants were split into small groups (split by age, i.e. 18-25; 26-40; 41-55; 56+). The aim of the plenary sessions was to introduce participants to the various financial commitments that Oxfordshire County Council has to meet. The breakout groups focused on prioritisation and trade-off exercises, with respondents firstly allocating budget at a service area level, before then embarking on a 'budget dating' exercise and prioritisation within service areas. This involved asking respondents to hypothetically allocate proportions of the overall budget within service areas. To begin with, this was done as an individual exercise, which was followed by discussion around the reasoning behind people's individual allocations, before reaching a consensus within the group and a combined allocation. Respondents were then asked as a group to make a 10% saving on the combined allocation. The process was then repeated with a different moderator for the next service area. Four

overall service areas were examined: Children; Adults; Environment & Transport and Community.

Summary

While there was some confusion about the role/ remit of OCC and surprise at the financial demands facing the Council, respondents were clear about their priorities:

Service Area	Top Priority	Lowest Priority
Children <ul style="list-style-type: none"> Surprise at disparity in budget allocated to adults vs children 	Child Protection <ul style="list-style-type: none"> Seen as a critical service 'Baby P' top of mind when making allocations 	School Transport <ul style="list-style-type: none"> Removal of entitlement of free transport to faith schools supported
Adults <ul style="list-style-type: none"> Considered toughest to allocate Majority prepared to pay more to protect Savings to be made through reducing waste (e.g. equipment) 	Older People <ul style="list-style-type: none"> Support a policy of more in-home support and less residential care Savings made without reduced service levels 	Learning Disabilities <ul style="list-style-type: none"> Although considered vital, many believe a wider support network exists Again, support a policy of home care (would not like overnight respite service to be reduced)
Environment & Transport <ul style="list-style-type: none"> Polarised respondents, but majority saw as extremely important Maintenance preferred to new projects 	Highway Maintenance <ul style="list-style-type: none"> Condition of road surfaces a concern – not happy to see fewer pot holes repaired Switching off half of all street lights was seen as acceptable Felt that savings could be made through better planning 	Planning <ul style="list-style-type: none"> Difficult area for respondents - lack of clarity of the role of the Council Current plans felt to remain relevant in the future Emergency services seen to respond to emergency situations not OCC
Community <ul style="list-style-type: none"> Considered easiest to allocate due to contrast in 'importance' of Fire Service vs. others 	Fire Service <ul style="list-style-type: none"> Seen as key priority Concern current service underfunded (newspaper coverage impacting on perceptions) 	Trading Standards & Safer Communities <ul style="list-style-type: none"> Trading standards little used among respondents and thus unappreciated Frustration at funding traveller sites Confusion why safer communities is not police funded

The majority of respondents would begrudgingly accept the proposed 3.75% Council Tax increase. However, this is on the proviso that there are no large Officer bonuses/ salary increases/ Member expenses. OCC will need to clearly demonstrate where efficiencies have been made as residents still feel that there is much that can be done in this area. Communication is more important than ever. Review current communications (especially the Council Tax leaflet) and consider other ways of communicating the budget (e.g. stalls in town centres).

This page is intentionally left blank

CABINET – 19 JANUARY 2010**SERVICE AND RESOURCE PLANNING 2010/11 – 2014/15****Report by Assistant Chief Executive & Chief Finance Officer****Introduction**

1. This report is the third in the series on the Service and Resource Planning process for 2010/11 to 2014/15, providing councillors with information on budget issues for 2010/11 and the medium term. It is the final report to Cabinet before Council considers the budget on 9 February 2010. The report sets out the latest information on the Council's financial position, includes the Treasury Management Strategy for 2010/11 and considers the capital funding, including an updated Capital Programme.
2. The Leader and Cabinet Member for Finance has prepared a separate report, circulated alongside this report, which sets out the basis for the Cabinet's budget proposals to Council and Medium Term Financial Plan (MTFP) for 2010/11 to 2014/15. This takes into consideration comments on the draft budget proposals from the individual Scrutiny Committees in December 2009 as well as the latest information on the Council's financial position as outlined in this report. It also takes account of the public consultation on the budget which was undertaken in October 2009, the outcomes of which are set out in an annex to that report.
3. The following annexes are attached:
 - Annex 1: Draft Medium Term Financial Plan (MTFP) 2010/11 – 2014/15
 - Annex 2: Council Tax (draft)
 - Annex 3a: Changes to Identified Pressures and Proposed Savings
 - Annex 3b: Revised Schedule of Identified Pressures and Proposed Savings
 - Annex 4: One-off Investment Proposals
 - Annex 5: Local Authority Business Growth Incentive Reserve (LABGI)
 - Annex 6a: Treasury Management Strategy Statement and Annual Investment Strategy for 2010/11
 - Annex 6b: Interest Rate Forecasts & Economic Background
 - Annex 7: Minimum Revenue Provision Policy Statement for 2010/11
 - Annex 8: Prudential Code for Capital Guidelines
 - Annex 9: Draft Revenue Budget Booklet
 - Annex 10: Virement Rules
 - Annex 11: Corporate Asset Management Plan
 - Annex 12: Capital Strategy
 - Annex 13: Updated Capital Programme 2009/10 – 2014/15

Draft Budget and Medium Term Financial Plan 2010/11 to 2014/15

4. The MTFP covers a five-year period. The plan is rolled forward one year each year. This year, there is an additional year added to include 2014/15. A draft MTFP for 2010/11 to 2014/15 is set out in Annex 1. This includes the latest information on financing available to the Council plus identified pressures and proposed savings contained in the Directorate Business Improvement & Efficiency Strategies and as reflected in the report.

Draft Budget 2010/11

5. The table below sets out the draft budget for 2010/11 as per the MTFP 2009/10 to 2013/14 and shows the latest position for both financing and expenditure. Changes from the MTFP for both 2010/11 and over the medium term are explained in the ensuing paragraphs.

Draft Budget 2010/11	MTFP £m	Sept Report £m	Dec Report £m	Jan Report £m	Change from MTFP £m
Formula Grant	106.3	106.3	106.3	106.3	0
Council Tax Precept (based on a 3.75% increase)	284.0	282.6	284.0	283.9	-0.1
Council Tax surpluses/deficits	0.8	0	0	1.9	1.1
Funding	391.1	388.9	390.3	392.1	1.0
Base (2009/10 budget)	379.1	379.1	379.1	379.1	0
Adjustment to Base ¹	0	0	0	-0.7	-0.7
Inflation	9.0	9.0	2.2	3.7	-5.3
Function Changes	0	0	0	0	0
Previously Agreed Budget Changes ²	2.5	2.5	2.5	2.5	0
Identified Pressures ³	0	6.5	18.6	18.1	18.1
Savings Required ⁴	0	-16.2	-20.9	-19.7	-19.7
Savings Carried Forward/One-off investment ⁵	0	7.5	8.3	9.0	9.0
Contingency/Sum Available	0.5	0.5	0.5	0.1	-0.4
Expenditure	391.1	388.9	390.3	392.1	1.0

¹ Ongoing impact of the 2009/10 pay award being lower than budgeted

² includes £2.5m of additional efficiency savings to be identified

³ Excludes use of Collection Fund

⁴ Excludes savings on Inflation and use of Contingency

⁵ Includes surplus savings and collection fund surplus

Draft Medium Term Plan 2010/11 – 2014/15

	2010/11 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Formula Grant	0	-7.8	-1.1	-1.1	0
Council Tax Precept (based on a 3.75% increase)	-0.1	-4.3	-3.9	-9.6	-1.1
Council Tax surpluses/deficits	1.1	-1.5	0	0	0
Funding	1.0	-13.6	-5.0	-10.7	-1.1
Base (2009/10 budget)	0	0	0	0	0
Adjustment to Base ⁶	-0.7	0	0	0	0
Inflation	-5.3	-2.9	-2.4	2.7	1.4
Function Changes	0	0	0	0	0
Previously Agreed Budget Changes ⁷	0	0	0	0	0
Identified Pressures	18.1	7.4	6.8	7.1	7.4
Savings Required	-19.9	-14.9	-16.2	-14.1	-2.4
Savings Carried Forward/One-off investment ⁸	9.0	-3.2	6.8	-6.4	-7.5
Contingency/Sum Available	-0.2	0	0	0	0
Expenditure	1.0	-13.6	-5.0	-10.7	-1.1

Formula Grant

6. Draft formula grant figures for 2010/11 were set out in the report to Cabinet in December 2009. The next Comprehensive Spending Review (CSR) is expected in the autumn of 2010, after the general election, so there will be no information on the level of grant for the three years 2011/12 to 2013/14 until then. The assumptions around the level of grant which were set out in the September report remain unchanged. The expectation is that there will be no

⁶ Ongoing impact of the 2009/10 pay award being lower than budgeted

⁷ includes £2.5m of additional efficiency savings to be identified

⁸ Includes surplus savings and collection fund surplus

increase in grant for the three year period up to 2013/14. Each 1% change in grant equates to approximately £1.1m. Furthermore, as part of the Revenue Support Grant, the Damping grant of £6.7m previously expected in 2010/11 may not be received.

Council Tax

7. The addenda to the December report set out the provisional Taxbase⁹ figures from the five District Councils, with final figures to be confirmed once their Councils have agreed them. Although final figures are still not confirmed an amendment to the December figures has been received. Based on these amended provisional figures, Oxfordshire's Taxbase for 2010/11 will be 242,050, an increase of 0.47% from 2009/10. Compared with the December report, the effect of the Taxbase decrease is to decrease the amount of funding available by £0.1m (based on a 3.75% council tax increase set out in the MTFP).
8. The September report also set out further reductions in the taxbase compared with the MTFP for 2011/12 from 0.5% to 0.25%. Even though the increase for 2010/11 is currently 0.47%, a 0.25% increase for 2011/12 is still reasonable. At this time last year, there were a number of new housing developments under construction which are now complete and occupied and reflect the increase for 2010/11. Given there is little evidence of new house build currently, there is unlikely to be any significant increase in the 2011/12 Taxbase.
9. Beyond 2011/12, growth is still assumed to be as per the MTFP, with a 0.75% increase for 2012/13 and 2013/14. For the new year of the MTFP, 2014/15, a 0.75% increase is also assumed.
10. Latest information from the District Councils indicates that the County Council's share of income from collection fund surpluses and shortfalls could be around £1.9m. Whilst £0.8m was assumed in the MTFP, this was revised to zero in September to reflect an expected increase in the amount of bad debts. 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). 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 2010. Until this information is received the funding available to the authority cannot be finalised. A verbal update will be given at the meeting. Any surplus in income from the collection fund compared to that set out in September will increase the one-off funding available in 2010/11.

⁹ The taxbase is the number of banded properties that the council uses to set the council tax. It is the total number of properties in the county weighted by reference to the council tax bands, which range from A to H.

Council tax and precept

11. Annex 2 provides a draft of the council tax and precept calculations on the basis of the current MTFP proposed council tax increase of 3.75%.

Inflation

12. The existing MTFP included inflation at 2.5% for pay, 2% for non-pay, 3% on contracts for each year in the plan. In the September Service & Resource Planning Report the assumptions on inflation were reviewed in light of the very low levels at the time¹⁰. Projections on inflation have been updated in the Bank of England's Inflation report in November. This set out that inflation is likely to rise more sharply in the next few months in response to continue increases in hard commodity prices (such as oil) and the increase in VAT back to 17.5% from January 2010. CPI is more likely to remain below 2%, rather than exceeding the target in the short term. In approximately two years CPI should reach 1.6%, and surpass the 2% target by 2012. The November CPI figure was 1.8%, with RPI at 0.3%.
13. Reducing the need for inflation provision in the budget and medium term plan reduces costs. The September report set out that a 0.5% increase for both pay and non-pay inflation in 2010/11 would provide savings of £5.5m. A further reduction of inflation provision in 2011/12 to 1.5% for both pay and non-pay inflation would provide further savings of £2.0m. Since then, in the Pre Budget report on 9 December, the Chancellor announced a cap of 1% on all public sector pay settlement increases from 2011 for two years, with the exception for members of the armed forces. Given this statement, it is assumed that the unions are likely to treat this as a minimum as much as a maximum for 2010/11 as well as the two years thereafter. It is prudent therefore to assume that a 0.5% increase in 2010/11 may not be sufficient, but a 1% increase should be.
14. Directorates included inflation savings in their Business Improvement & Efficiency Strategies which were reported to Cabinet in December. Assumptions made were for a 0.5% increase in pay and non pay for 2010/11 and a 1.5% increase for pay and non pay for 2011/12. Contract inflation was assumed to be 1.5% in 2010/11 and 2.5% in 2011/12. Changes from these assumptions are reflected as either pressures or savings within the strategies. The additional 0.5% for pay inflation in 2010/11 (taking the total to 1%) will be held in a reserve pending the pay settlement. There are risks around setting reduced allocations for inflation, although the proposal provides a level for inflation which is deemed reasonable given the current economic outlook. If the outcome of pay or other price increases creates pressures in 2010/11, it will need to be addressed through the monitoring process. For assumptions made beyond then, inflation will need to be monitored and reviewed.
15. There is a possibility that in coming out of the recession, there may be a period of higher inflation. The assumption set out in the September report was

¹⁰ The Consumer Price Index (CPI), the government's measure of inflation was 1.8% in July, with the Retail Price Index (RPI) at -1.4%.

that inflationary increases in 2013/14 and 2014/15 could be above that allowed for in the MTFP.

Identified Pressures and Proposed Savings

16. The Business Improvement & Efficiency Strategies which formed part of the Service & Resource Planning report to Cabinet in December set out the identified pressures and proposed savings for each Directorate. This set out pressures over the medium term, up to 2014/15, of £76.6m with proposed savings of £68.6m. Overall this produced a shortfall in funding over the medium term of £7.4m, assuming that surpluses in 2010/11 and 2012/13 were carried forward to future years to cover or contribute towards the deficits.
17. Information contained in the Addenda to the December report plus other changes set out in this report have resulted in amendments to the identified pressures and proposed savings. An updated summary is set out in the table below.

Year on Year	2010/11 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m	TOTAL £m
Total Pressures Identified ¹¹	19.0	21.0	11.8	20.5	9.9	82.2
Less : Previously agreed but unidentified savings now shown as a pressure		-1.1	-3.1	-3.3		-7.5
NEW PRESSURES	19.0	19.9	8.7	17.2	9.9	74.7
Total Savings Proposed	-28.6	-20.3	-18.6	-14.1	-2.4	-84.0
Less: Savings required in existing MTFP	2.5	2.5				5.0
Less : Previously agreed but unidentified savings now shown as a pressure		1.1	3.1	3.3		7.5
NEW SAVINGS	-26.1	-17.8	-15.5	-10.8	-2.4	-71.4
NET POSITION	-7.1	3.2	-6.8	6.4	7.5	3.2

18. Annex 3a shows the changes since the previous report to identified pressures and proposed savings. Annex 3b represents the financial information included in the Business Improvement & Efficiency Strategies, taking account of the changes which are set out in Annex 3a.

¹¹ Includes Tax and Grant Funding Pressures

19. The position over the medium term shows a reduced deficit compared to the report in December. This still assumes that surpluses in the intervening years are carried forward to contribute towards the deficits. This position will need to be addressed as part of subsequent years' Service & Resource planning processes.

One-off Funding

Efficiency Savings Reserve

20. At the end of 2008/09 balances were £1.187m higher than planned and as part of the Provisional Outturn report, it was agreed that this would be placed in a new reserve for funding efficiency savings. This has been added to during the year from surplus pay inflation arising from the Green Book and Fire Fighters pay awards, which were agreed at increases lower than provided for in the 2009/10 budget. The reserve now stands at £1.880m.
21. As part of the phasing of the savings within the Service & Resource Planning process in the September report, it was agreed to front load the savings in order to generate one-off funds to allow for investment to deliver efficiencies and ensure that sufficient resources were available for any potential redundancy costs. The table in paragraph 17 shows that £7.1m from additional savings would be available as one-off in 2010/11. It is proposed that the one-off investments in Annex 4 are funded from this sum, and the remainder be added to the Efficiency Savings Reserve.

Collection Fund Surplus

22. In line with the Financial Strategy, one off surpluses from the Collection Fund are to be utilised for one off funding. Paragraph 10 set out the estimated surplus for 2010/11 at £1.9m. The allocation of this sum is also set out in Annex 4.

Local Authority Business Growth Incentive (LABGI) Scheme

23. As part of the budget agreed by Council in February 2009, a specific reserve was created for LABGI funding. Spending plans will be influenced by the recession and will be determined by the work of the Oxfordshire Economic Partnership Economic Task Force. It was agreed in the September report that the payment for 2009/10 would be added to the reserve with proposals for planned use coming forward through the Service & Resource Planning process.
24. The LABGI payment for 2009/10 was confirmed in late September 2009 at £0.439m, £0.239m higher than estimated, and this has been added to the Reserve. Annex 5 sets out proposals for the use of the unallocated parts of the Reserve totalling £0.585m.

Local Area Agreement 1 Reward Grant (LAA1)

25. An audited claim for reward grant was submitted to Communities and Local Government on 1 December 2009. Of the maximum 16 targets, three were partially achieved giving rise to some reward grant and six were achieved in full. Reward from LAA1 is expected at the end of 2009/10 and 2010/11. The total reward grant will be £8.564m. The Public Service Board (PSB) previously agreed that 50% of the Performance Reward Grant (PRG) achieved will be top sliced to support bids for new partnership projects. Bids against this element have been agreed provisionally by the PSB and were evaluated on the basis that the projects; supported the economy or reduced deprivation, particularly in Oxfordshire's most vulnerable communities. The remaining 50% has been agreed to go directly to those partnership boards which have delivered the targets, according to specific formulae for each target. The amount payable to the Council (excluding schools) is £0.643m. All of this relates to achievement of targets where the lead Directorate is Children, Young People & Families. Each instalment will be split equally between capital and revenue grant. The grant expected in each year is therefore £0.321m of which £0.155m is revenue grant.

Use of Reserves and Balances

26. All the Council's reserves which are maintained for specific purposes have been reviewed as part of the Service and Resource planning process but there are no proposals to change the levels held.
27. The Financial Monitoring report (CA7 on the agenda), shows the position on balances at the end of November as £14.1m. The forecast for year-end balance is £12.5m based on the assumption that calls on balances would be £2.0m in 2009/10. Although the calls on balances to date in 2009/10 have been £0.4m, further potential calls have been identified through the Monitoring Report including for ICT, BOP and retained fire-fighters. In addition, further calls are possible if the extreme weather conditions continue in the next few months.
28. The financial strategy states that balances should be maintained at a level commensurate with risk. In the forecast balances over the medium term set out in the current MTFP, it was assumed that the level of balances required to be commensurate with risk was £12.5m up to 2011/12 and £11.5m thereafter. An updated risk assessment has now been undertaken which takes into account 2009/10 financial projections and the risks in the 2010/11 budget. This identified that balances of £12.5m are commensurate with risk. Considering the current economic climate, the level of savings required over the medium term and the future risk around adult social care and waste management, it is prudent to assume that the risk increases across the medium term. It is suggested that the level of balances required beyond 2011/12 increases by £1m each year, with £13.5m for 2012/13 rising to £15.5m by 2014/15.

	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Estimated Balances at Start of Year	19.0	12.5	12.5	12.7	13.5	14.5
Budgeted Change in Balances per MTFP	-4.5	2.0	2.2	1.8	2.0	2.0
Planned addition to Balances				1.0	1.0	1.0
Total Balances at Start of Year	14.5	14.5	14.7	15.5	16.5	17.5
Estimated Use of Balances	-2.0	-2.0	-2.0	-2.0	-2.0	-2.0
Estimated Balances at end of year	12.5	12.5	12.7	13.5	14.5	15.5

Treasury Management Strategy and Strategic Measures

29. The Treasury Management Strategy Statement and the Annual Investment Strategy for 2010/11 are set out in Annex 6a.
30. This document complies with 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. The strategy continues the previous policy of maintaining security of capital, along with the liquidity of its investments, whilst achieving the optimum return on its investments commensurate with risk. Potential maximum exposure to credit risk is reflected in the Statement of Accounts and is taken into account in the assessment of the level of balances required.
31. The latter half of 2008 saw unprecedented turmoil in the banking sector, with the collapse or takeovers of banks both in the UK and abroad. This has led to significant difficulties in the Treasury Management function, with a restricted number of institutions who meet our minimum criteria for depositing funds. Changes were made to the Strategy in 2008, principally to add the use of nationalised banks, and to extend to the whole portfolio, as a deposit of last resort the use of the Government's Debt Management Office, and the use of internal funds instead of external borrowing where it was in the Council interest to do so. In addition, Council agreed that any changes to the Strategy could be delegated to the Chief Finance Officer in consultation with the Cabinet Member for Finance and leaders of the Opposition and other groups. It is proposed that this practice, but limited to the Opposition and Labour group, is applied to the 2010/11 Treasury Management Strategy and is included in the recommendations below.
32. As previously reported, the Council currently has £5m of deposits frozen in Landsbanki Islands HF. The Council is continuing to work with the LGA, the Government and the administrators to recover these funds, and it is still not possible to say when reimbursement will be made we are remain hopeful that significant recovery will be achieved. The Government has made a regulation

to require local authorities to delay recognising any loss on these deposits that may eventually be incurred until the financial year 2010/11. As a consequence there was no write off of these deposits included in the 2009/10 Budget or 2008/09 Accounts, although the loss of interest on the principal remains reflected in the overall Strategic Measures budget position.

33. Following the review of the Treasury Management Strategy, changes are proposed to the Strategic Measures budget. Areas for the Strategy which impact on the Strategic Measures budget include revised forecasts on the Base Rate and expected returns from deposits, updated cash flow forecasts and long term borrowing requirements. The September report reflected assumptions that there would be pressures arising on Strategic Measures in 2010/11 of £1.5m. The table below sets out the latest assumptions on the Strategic Measures budget compared to that contained in the current MTFP. Within the existing MTFP there are some unallocated sums which have been used in part to reduce the impacts of the Strategic Measure variations over the medium term. The net variation from the MTFP is reflected in the Cross Directorate section of Annex 3b

	2010/11 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Current MTFP	34.7	34.7	35.8	36.5	36.5
Latest Assumption	36.3	35.7	36.8	38.3	39.4
Change from MTFP	1.6	1.0	1.0	1.8	2.9
Use of contingency/sum available		-0.3	-0.3	-1.8	-2.9
Revised change from MTFP	1.6	0.7	0.7	0	0

Minimum Revenue Provision

34. The Minimum Revenue Provision policy statement for 2010/11 is included at Annex 7. Legislation now requires Council to approve a statement of their policy annually before the commencement of the financial year.

Prudential Indicators

35. As part of the Service & Resource Planning process for 2010/11 Council will have 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. These indicators will be taken to Council for approval in February 2010. Some of these indicators are about the Treasury Management Strategy itself. The remaining indicators are dependant upon the final agreed budget position and cannot be calculated at this time. Annex 8 shows an overview of the Prudential Code and an explanation of the Prudential Indicators.

Draft Budget 2010/11

36. Annex 9 sets out the draft detailed revenue budget for 2010/11 for directorates. The annex shows the movement in gross expenditure and income from 2009/10, showing inflation, function changes, previously agreed budget changes and proposed virements. For illustrative purposes, the annex includes the effects of the identified pressures and proposed savings as set out in Annex 3b. 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

37. The Council is required when approving the budget each year to agree the virement rules. The existing arrangements have been reviewed and are set out for approval at Annex 10.

Capital Programme and Asset Management Plan

The Corporate Asset Management Plan and the Capital Strategy: 2010/11 to 2014/15

38. The Corporate Asset Management Plan has been updated and revised and is attached at Annex 11. It is now a shorter and higher level document acting as a first step to a clearly defined Asset Strategy that is derived from corporate objectives and priorities. It highlights the fact that the Council's property will need to change significantly in terms of its size, composition, use and cost if it is to contribute positively to meeting Council objectives at a time of significant change (Annex 11, paragraph 4). In this context, it introduces five new themes to set out Council's overall approach to property (Annex 11, paragraph 19). It is intended that the Asset Strategy be fully developed by July 2010 and be used in the next round of Service and Resource Planning. It will be a high-level corporate strategy which establishes the role of the Council's assets in meeting strategic objectives and the business efficiency strategy.
39. The Capital Strategy, set out at Annex 12, has also been updated in light of the challenging financial environment. Although, it does not recommend an immediate change to the main policy framework, it makes a thorough assessment of the possible impact of the changing conditions. It demonstrates how the economic recession, demographic changes, housing growth, business efficiency strategies, the total place agenda and state of the local government finances will all have an impact on Council's capital programme in the coming years (Annex 12, paragraphs 7 to 35). It recommends a series of short, medium and long-term measures to be employed in the future in light of the forthcoming Comprehensive Spending Review 2010 (Annex 12, paragraphs 39 to 71). These recommendations propose a more flexible use of capital resources to support the Council's priorities and a stronger focus on long-term infrastructure requirements. The Capital Strategy highlights a number of funding options that will define the

level of available capital resources in the future when developing the long-term capital investment plan for the Council.

The Capital Programme: 2010/11 to 2014/15

40. The Capital Investment Board (CIB) reviewed the existing capital programme and considered a number of new capital bids for inclusion in the capital programme in consultation with the Cabinet (15 December 2009) and the Strategy and Partnership Scrutiny Committee (17 December 2009)¹². The proposed capital programme, Annex 13 of this report, includes the recommended prioritised list of schemes following this consideration as well as the outcomes from the latest capital monitoring process. The proposed programme also includes schemes that are already included in the MTFP and that are supported by the Directorates' Business Improvement & Efficiency Strategies.
41. The proposed capital programme is a 5-year programme and totals £574.6m¹³ capital investment across the county and covers a wide range of projects. It represents approximately £346.7m¹⁴ capital investment in CYP&F (inclusive of the forward plan), £129.3m capital investment in Transport, £47.7m capital investment in S&CS, £32.2m capital investment in Council's Properties (including Waste Recycling Centres), £3.8m capital investment in Community Safety and £5.9m capital investment in Corporate Core.
42. Overall, the proposed programme represents a substantial new investment in waste and carbon management through re-allocations of corporate resources. It also represents significant additional investment in the extra care housing and the homes for older people programmes through use of prudential funding. The programme also succeeds in maintaining the planned level of investment in smaller schemes through use of revenue contributions.

New Additions and Amendments to the Capital Programme

43. The proposed programme includes four new schemes that require corporate resources totalling £4.679m. These are the Waste Recycling Centres Infrastructure Development Programme (£3.514m), the Net Young People Centre (£0.150m), Carbon Management Programme (Property Improvements: £0.465m), Carbon Management Programme (Street Lighting Improvements: £0.550m).
44. Given the reported resources shortfall (£4.502m)¹⁵, in order to allow the inclusion of these new schemes into the programme, a number of lower

¹² All Chairmen of the Scrutiny Committees were invited to this meeting.

¹³ The capital programme report timeframe is to be extended to 7 years (current year + 5 years + provisional year) as part of the February 2010 Update to the Council.

¹⁴ This figure includes £64.1m capital resources devolved to schools and other partners for them to manage directly. Projects solely funded and delivered by Schools & Partners are to be represented and reported under the Schools Capital Table in the Capital Programme separately in order to ensure that the performance of the OCC funded & delivered portfolio is monitored more effectively.

¹⁵ The Financial Monitoring Report 19 January 2010 CA7 on this agenda show how the £5.3m shortfall reported in October 2009 was reduced to £4.502m.

priority schemes totalling (£5.292m) have been taken out of the capital programme or reduced in size. These are

Deleted/ Reduced Allocations	£m
Central Library Refurbishment	-0.159
General Library Refurbishment	-0.603
Banbury Day Centre (reported saving)	-0.400
Whole Life Cost Budget	-0.500
Opportunity Purchase Fund	-0.343
Wantage Day Centre	-0.500
Day Service Older People	-0.200
Day Service-Learning Disabilities	-0.150
Rural Day Centres	0.059
Wallingford Fire Station	-2.378
Total	-5.292

45. Also, additional resources have been included in the capital resources total by increasing the prudential borrowing provision by £2.6m for schemes already in the capital programme through the Directorates' Business Improvement & Efficiency Strategies; by using revenue contributions of £0.835m from the Waste Reserve and potentially up to £1.5m from the Collection Fund surplus to support the capital programme. The use of the Collection Fund surplus will not be confirmed until Council in February 2010.
46. A further £3m Prudential Borrowing allocation will become available in 2014/15, but it is proposed that this is kept as a contingency given the future uncertainties.
47. There are also a number of projects/ programmes proposed that are to be funded through prudential borrowing (£22.6m), the generation of additional capital receipts (£4.1m), external contributions (£1.1m) and local transport settlements (£1.36m). These projects are highlighted as new entries in the proposed capital programme and have a nil impact on the capital programme surplus.
48. There are also a number of schemes partially funded by external funding (including developer contributions) where cost estimates are based on preliminary calculations rather than feasibility studies. Therefore, an additional sum of £0.880m has been earmarked to prevent a resources pressure within the next two years of the capital programme delivery.
49. The following table shows how the January 2010 Programme Surplus figure has changed following the inclusion of the new capital priorities and new resources, and the other adjustment listed above:

Adjustment to the Capital Programme and Resources Profile	Revised Capital Programme Position £m
January 2010 Programme Shortfall	-4.502
Add: deleted or reduced allocation	5.292
Add: prudential borrowing provision for the invest-to-save schemes that are already in the capital programme	2.600
Add: Revenue Contribution from Waste Reserve	0.835
Add: Potential Revenue Contribution from Collection Fund Surplus	1.500
Less: new capital priorities requiring corporate resources	-4.679
Less: additional earmarked sums	-0.880
Revised Programme Surplus	0.166

Capital Resources, Risks and Provision of Contingencies

50. One of the key challenges for the effective and timely delivery of the proposed programme lies in the delivery of the supporting resources profile. The funding structure of the proposed capital programme relies heavily on external contributions (£263.9m) and central government settlement (£206.4m). The prudential borrowing provision (£54.6m) and income from the asset sales (£33.9m) are only 15.3% of the total capital resources. Given the challenging financial environment, this position increases the risks associated with the delivery of the capital programme.
51. The proposed capital programme shows only a very small surplus of £0.166m at the end of 2014/15. Although the assumptions around the level of supported borrowing and grant settlements remain unchanged for this planning period, the Council is expecting significant reductions in future capital settlements. A reduction of over 30% in government allocations, which is possible, would mean the discontinuation of some critical projects or programmes.
52. It is also recognised that both the surplus and the contingency are subject to the projected level of other resources being achieved across the portfolio, in particular capital receipts and developer contributions.
53. There is already an indication that the Council may need to defer the sale of some of its assets beyond the 5-year horizon given current market conditions. Although, the capital receipts estimate is relatively small over the next five years compared to other resources supporting the capital programme, the likelihood of achieving the project level of receipts is a high risk, although there has been a degree of prudence applied when forecasting the values that are achievable.

54. Finally, there are a number of major programmes which are currently at development stages and may require substantial additional resources. These programmes include Building Schools for the Future, Access to Oxford and proposed new Academies. Contingency provisions are made under the CYP&F and the Transport Capital Programmes to deal with the immediate resources requirement based on the initial financial analysis for these programmes. Work is ongoing to ensure that commitments from partners are secured for the delivery of these programmes.

Information Outstanding

55. There are several areas where information is still provisional and on which assumptions are included in the budget for 2010/11. Once this information is finalised, any changes could have an impact on the budget. In addition to the items already referred to in the report, the final Local Government Finance settlement will not be confirmed until late January 2010.

Overview and advice from the Chief Finance Officer

56. 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 budget 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 2010.

Financial and Legal Implications

57. This report is mostly concerned with finance and the implications are set out in the main body of the report. The Council is required under the Local Government Finance Act 1992 to set a budget requirement for the authority and an amount of council tax. This report provides information on the financial position for the authority forming a basis for those requirements.

RECOMMENDATION

58. **The Cabinet is RECOMMENDED to:**
- (a) **(in respect of revenue) RECOMMEND Council to approve:**
- (1) a budget for 2010/11 and a medium term plan to 2014/15, based on the proposals set out by the Leader and Cabinet Member for Finance;**
 - (2) a budget requirement for 2010/11;**
 - (3) a precept for 2010/11;**
 - (4) a council tax for band D equivalent properties;**
 - (5) the use of unallocated LABGI funding as set out in Annex 5;**
 - (6) 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) Prudential Indicators from April 2010;
 - (3) that in relation to the 2010/11 strategy any further changes required be delegated to the Chief Finance Officer in consultation with the Leader and Cabinet Member for Finance and leaders of the Opposition and Labour group.

- (c) **RECOMMEND** Council to approve the Minimum Revenue Provision Methodology Statement as set out in paragraphs 10 to 13 of Annex 7.

- (d) (in respect of capital) **RECOMMEND** Council to approve:
 - (1) the updated Capital Strategy and Corporate Asset Management Plan;
 - (2) a Capital Programme for 2010/11 to 2014/15;
 - (3) Prudential Indicators from April 2010.

- (e) **RECOMMEND** Council 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

Contact Officers: Lorna Baxter - Assistant Head of Finance (Corporate Finance)
Tel. 01865 323971

Annex 1, 2, & 7,8: Katy Jurczynszyn – Principal Financial Manager (Capital & Planning)

Annex 6a & 6b: Donna Ross – Principal Financial Manager (Treasury Management & Pensions Investment)
Tel. 01865 323976

Annex 11 – Mark Tailby – Team Leader (Property Services)
Tel. 01865 816012

Annex 12 & 13 – Arzu Ulusoy-Shipstone – Capital Programme Manager
Tel. 01865 323108

6 January 2010

This page is intentionally left blank

**Medium Term Financial Plan 2010/11 - 2014/15
Summary**

	2010/11			2011/12			2012/13			2013/14			2014/15		
	Base Budget £000	Proposed Allocation £000	Proposed Budget £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Budget £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Budget £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Budget £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Budget £000
Directorate Budgets															
Children, Young People & Families	98,278	-5	98,272	98,272	-2,044	96,228	96,228	-971	95,257	95,257	474	95,731	95,731	748	96,479
Social & Community Services	166,800	14,020	180,820	180,820	1,219	182,039	182,039	748	182,787	182,787	354	183,141	183,141	9,884	193,025
Environment & Economy	68,631	-366	68,266	68,266	3,165	71,431	71,431	2,914	74,345	74,345	941	75,286	75,286	3,362	78,648
Community Safety and Shared Services	29,911	-2,409	27,502	27,502	-97	27,405	27,405	266	27,671	27,671	339	28,010	28,010	726	28,736
Corporate Core	9,423	2,677	12,100	12,100	-4,626	7,474	7,474	-868	6,606	6,606	-717	5,889	5,889	42	5,931
Inflation and Other Adjustments ⁽¹⁾	400	400	400	400	-1,167	-767	-767	-2,402	-3,169	-3,169	2,727	-442	-442	1,400	958
Directorate Budgets	373,044	14,317	387,361	387,361	-3,550	383,811	383,811	-313	383,498	383,498	4,118	387,616	387,616	16,162	403,778
Area Based Grant	-26,950	-15,745	-42,696	-42,696		-42,696	-42,696		-42,696	-42,696		-42,696	-42,696		-42,696
Net Directorate Budget	346,093	-1,428	344,665	344,665	-3,550	341,115	341,115	-313	340,802	340,802	4,118	344,920	344,920	16,162	361,082
Strategic Measures															
Capital Financing															
Principal	16,412	904	17,316	17,316	625	17,941	17,941	772	18,713	18,713	710	19,423	19,423	686	20,109
Interest	19,399	327	19,726	19,726	-595	19,131	19,131	617	19,747	19,747	849	20,596	20,596	818	21,415
Prudential Borrowing Costs	1,350		1,350	1,350	50	1,400	1,400		1,400	1,400		1,400	1,400		1,400
Interest on Balances	-1,035	506	-529	-529	-589	-1,118	-1,118	-283	-1,401	-1,401	-40	-1,441	-1,441	-366	-1,808
Total Strategic Measures	36,126	1,737	37,863	37,863	-509	37,354	37,354	1,105	38,459	38,459	1,519	39,978	39,978	1,138	41,116
Contributions to/from reserves															
General Balances	-5,131	6,500	1,369	1,369	750	2,119	2,119	681	2,800	2,800	200	3,000	3,000		3,000
Budget Reserve - 2009/10 Budget	5,931	-5,755	176	176	-1,922	-1,746	-1,746	726	-1,020	-1,020	-2,321	-3,341	-3,341	3,341	
Budget Reserve - 2007/08 Budget	-3,849	3,849													
Capital Reserve		1,500	1,500	1,500	-1,500										
Pay Award Reserve		800	800	800		800	800		800	800		800	800		800
Pensions Reserve						8,500	8,500		8,500	8,500		8,500	8,500		8,500
Total Contributions to/from reserves	-3,049	6,894	3,845	3,845	5,828	9,673	9,673	1,407	11,080	11,080	-2,121	8,959	8,959	3,341	12,300
Sum Available to Allocate															
Net of Savings and Pressures															
		124	124	124	-1,776	3,878	3,878	551	675	675	1,430	2,105	2,105	406	2,511
		5,654	5,654	5,654		3,878	3,878	6,752	10,630	10,630	-6,409	4,221	4,221	-7,473	-3,252
Budget Requirement	379,171	12,980	392,151	392,151	-7	392,144	392,144	9,502	401,645	401,645	-1,463	400,182	400,182	13,574	413,757

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

Medium Term Financial Plan 2010/11 - 2014/15
Financing

	2010/11			2011/12			2012/13			2013/14			2014/15		
	Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget
Budget Requirement	£379,171	£12,980	£392,151	£392,151	£0	£392,144	£392,144	£9,502	£401,645	£401,645	£-1,463	£400,182	£400,182	£13,574	£413,757
Financing															
Total Formula Grant			13,481												
Revenue Support Grant			92,840												
Business Rates			106,321			106,704			114,071						99,621
Council Tax Surpluses			1,900			800			800						800
Council Tax (precept)			283,930			284,640			286,774						313,336
Total Financing			392,151			392,144			401,645						413,757
Council Tax Calculation															
Council Tax Base			242,050			242,655			244,475						248,156
Council Tax (Band D equivalent)			£1,173.02			£1,173.02			£1,173.02						£1,262.65
Increase in Council Tax (precept)			4.2%			0.3%			0.7%						4.5%
Increase in Band D Council Tax			3.75%			0.00%			0.00%						3.75%
Increase in Budget			3.4%			0.0%			2.4%						3.4%

Council Tax and Precepts 2010/11

Council Tax Data

1. In order to set its council tax, the County Council needs the following information:
 - (a) **the County Council's budget requirement for 2010/11.** This is the County Council's net expenditure to be financed by the council tax, National Non-Domestic Rates (NNDR) and Revenue Support Grant (RSG). This is determined by the Council when it formally sets the budget;
 - (b) **the amount to be received from National Non-Domestic Rates and Revenue Support Grant.** This is determined by Government within the Local Government Finance Settlement. We received confirmation of our 2010/11 figure on 26 November 2009 in the final settlement;
 - (c) **any surpluses/shortfalls on the council tax collection funds for earlier years and the estimated position for the current year.** Each district council must make this calculation and notify the County Council of its share before 22 January 2010. The County Council must take these adjustments into account in setting its precept and the council tax figures for 2010/11;
 - (d) **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 2010. For 2010/11 the tax base is determined by adjusting the tax base for RSG purposes for any increase arising from reductions in the discounts for second homes and then applying a factor for estimated losses on collection.
2. Based on the final information on funding and assuming a budget of £392.151m as shown in the proposed Medium Term Financial Plan (Annex 1) the calculation of the Band D Council Tax for 2010/11 is as follows:

Council Tax Calculation 2010/11

County Council Budget Requirement	£392.151m	
Less : Revenue Support Grant	£-13.481m	
National Non-Domestic Rates	£-92.840m	
Less Collection Fund Adjustments	£-1.900m	
Council Tax Income Required	£283.930m	(P)
RSG Tax Base (Band D Equivalent Properties)	249,063	
Council Tax Base (Assuming losses on collection)	242,050	(B)
Band D Council Tax	£1,173.02	(P/B)

Each £1 million variation in budget will change the Band D council tax by about £4.14 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 £1,173.02, the council tax for other bands is as follows:

Property Band	Property Values	Band D Proportion	2010/11 £ p
A	Up to £40,000	6/9	782.01
B	Over £40,000 and up to £52,000	7/9	912.35
C	Over £52,000 and up to £68,000	8/9	1,042.68
D	Over £68,000 and up to £88,000	9/9	1,173.02
E	Over £88,000 and up to £120,000	11/9	1,433.69
F	Over £120,000 and up to £160,000	13/9	1,694.36
G	Over £160,000 and up to £320,000	15/9	1,955.03
H	Over £320,000	18/9	2,346.04

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 (£283.930m) is the sum of the council tax income required to fund the Council's budget.

District Council	RSG Tax Base	Council Tax Base		Assumed Precept Due
		Collection Rate Adjusted for Losses on Collection/ Discount Reductions %	Number	£000
Cherwell	51,760.0	96.82	50,113.0	58,783
Oxford City	48,604.0	96.04	46,680.0	54,757
South Oxfordshire	56,013.0	98.46	55,152.3	64,695
Vale of White Horse	48,850.0	98.67	48,199.0	56,538
West Oxfordshire	43,836.0	95.60	41,906.0	49,157
TOTAL	249,063.0	97.18	242,050.3	283,930

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 2010.

This page is intentionally left blank

Summary: Changes to Pressures and Efficiencies and Savings - December Cabinet to January Cabinet

		2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Corporate and Cross Directorate	Pressures	2,764	2,185	2,180	1,500	1,500
	Savings	0	-800	-3,200	-3,200	-3,200
	Net Pressures	2,764	1,385	-1,020	-1,700	-1,700
Children, Young People & Families	Pressures	0	0	0	0	-2,100
	Savings	-549	-859	-789	941	551
	Net Pressures	-549	-859	-789	941	-1,549
Social & Community Services	Pressures	1,400	2,800	2,800	2,800	2,800
	Savings	-15	-15	-15	-15	-15
	Net Pressures	1,385	2,785	2,785	2,785	2,785
Environment & Economy	Pressures	0	-2,100	-900	-900	-900
	Savings	129	-471	-471	-471	-471
	Net Pressures	129	-2,571	-1,371	-1,371	-1,371
Community Safety	Pressures	0	0	0	0	0
	Savings	-98	-59	-59	-59	-59
	Net Pressures	-98	-59	-59	-59	-59
Shared Services	Pressures	0	0	0	0	0
	Savings	0	0	0	0	0
	Net Pressures	0	0	0	0	0
Corporate Core	Pressures	-1,421	-932	-1,073	-1,143	-1,178
	Savings	2,111	1,054	638	206	350
	Net Pressures	690	122	-435	-937	-828
TOTAL	Ongoing Pressures	2,743	1,953	3,007	2,257	122
	Savings	1,578	-1,150	-3,896	-2,598	-2,844
	Net Pressures	4,321	803	-889	-341	-2,722

Cross Directorate: Changes to Pressures and Efficiencies and Savings - December Cabinet to January Cabinet

DESCRIPTION	PRESSURES (CUMULATIVE)					2014/15 £'000	2013/14 £'000	2012/13 £'000	2011/12 £'000	2010/11 £'000	2014/15 £'000
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000						
Estimated surplus from Collection Fund - Contribution to Capital Programme & other revenue proposals	1,900										
Changes in Strategic Measure Budget reflecting the Treasury Management Strategy	1,064	685	680	0	0						
0.5% increase in employers NI contribution from April 2011	0	700	700	700	700						
Adjustment for 1% pay award in 2010/11 (0.5% increase - Green Book only)	800	800	800	800	800						
Interest paid on Developer Contributions where Baxter Index applies higher than anticipated. Baxter Index not falling in line with RPI	-1,000	0	0	0	0						
Change to Pressures	2,764	2,185	2,180	1,500	1,500						

DESCRIPTION	EFFICIENCIES AND SAVINGS (CUMULATIVE)					2014/15 £'000	2013/14 £'000	2012/13 £'000	2011/12 £'000	2010/11 £'000	2014/15 £'000
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000						
Reduce pay inflation to a 1% increase in pay for 2011/12 (from 1.5%) for all employees	0	-800	-800	-800	-800						
Reduce pay inflation to a 1% increase in pay for 2012/13 (from 2.5%) or all employees	0	0	-2,400	-2,400	-2,400						
Change to Savings	0	-800	-3,200	-3,200	-3,200						

Change to net Pressures/Savings	2,764	1,385	-1,020	-1,700	-1,700
--	--------------	--------------	---------------	---------------	---------------

Change to year on year net Pressures / Savings	2,764	-1,379	-2,405	-680	0
---	--------------	---------------	---------------	-------------	----------

Children, Young People & Families : Changes to Pressures and Efficiencies and Savings - December Cabinet to January Cabinet

		PRESSURES (CUMULATIVE)					EFFICIENCIES AND SAVINGS (CUMULATIVE)									
REF	DESCRIPTION	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	REF	DESCRIPTION	TYPE	RISK	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	
	<u>Young People & Access to Education</u>															
CYPF12	End Council revenue contribution to Youth Chill Out Fund, some activity will still be covered by Youth Opportunities Fund. Any remaining activities would need to be capital projects funded from capital fund if continued.								SR	M	100	100	100	100	100	Remove Saving
CYPF21	Review of non statutory elements of Integrated Youth Support Services and consideration of a range of alternative options changing service delivery model including review of provision and recommissioning prioritised aspects. This would require a more flexible delivery model which could mean that services may not be provided by OCC in future but for example may be bought from other providers including private and voluntary sector.								ES /SR	H	0	30	1,170	2,300	2,300	Remove Saving
	Modified Youth Support Service savings proposal (phased earlier than 2015) which involves a fundamental review leading to a different way of delivery										0	0	-350	-350	-350	New Saving
	Young People and access to education	0	0	0	0	0					100	130	920	2,050	2,050	

Children, Young People & Families : Changes to Pressures and Efficiencies and Savings - December Cabinet to January Cabinet

		PRESSURES (CUMULATIVE)					EFFICIENCIES AND SAVINGS (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	TYPE	RISK	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	<u>Commissioning, Performance & Quality Assurance (CPQA)</u>												
CYPFP9	Building Schools for the Future - Tranche 1 schools; PFI unitary charge potential 'affordability gap' between the PFI unitary charge and PFI grant, based on charges for ten potential PFI schools. This is the gap prior to any contribution from schools.	0	0	0	0	-2,100							
									-10	-20	-50	-50	-50
	Commissioning savings, for example: + economies of scale as contracts come up for renewal or are retendered, especially in the light of increasing joint commissioning activities with the PCT + Limiting inflationary uplifts on existing contracts												New Proposal
CYPF18	Severance panel/PRC. Review policy and tighten criteria for school redundancies and early retirement.								-250	-500	-750	-750	-750
CPQA SAVINGS		0	0	0	0	-2,100			-260	-520	-800	-800	-800

Children, Young People & Families : Changes to Pressures and Efficiencies and Savings - December Cabinet to January Cabinet

		PRESSURES (CUMULATIVE)					EFFICIENCIES AND SAVINGS (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	TYPE	RISK	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	<u>Across Directorate</u>												
	Savings in 2010/11 from 2009 pay award						O	Low	-129	-129	-129	-129	-129
	Review existing services and develop new models of service delivery								-20	-40	-200	-200	-200
	Re-profiling Building Schools for the Future funding, given delay in programme								-170	-160	-160	440	50
CYPF8	Rationalisation of management functions and charging of core funded salaries to grant funding for inclusion and general strategic activities.						ES & S R	M	-70	-140	-420	-420	-420
	Across Directorate	0	0	0	0	0			-389	-469	-909	-309	-699
	Change to Pressures	0	0	0	0	-2,100			-549	-859	-789	941	551
	Change to net Pressures/Savings								-549	-859	-789	941	-1,549
	Change to year on year net Pressures / Savings								-549	-310	70	1,730	-2,490

Community Safety: Changes to Pressures and Efficiencies and Savings - December Cabinet to January Cabinet

REF	DESCRIPTION	PRESSURES (CUMULATIVE)					2014/15 £000
		2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
	Fire & Rescue						
		0	0	0	0	0	0
Change to Pressures		0	0	0	0	0	0

REF	DESCRIPTION	TYPE	RSK	EFFICIENCIES AND SAVINGS (CUMULATIVE)					2014/15 £000	
				2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000		
	Fire & Rescue - Service Delivery Savings in 2010/11 from 2009 pay award	O	Low	-98	-98	-98	-98	-98	-98	New Saving
CS4	Fire Cadets	SR	Med	0	39	39	39	39	39	Remove Saving
				-98	-59	-59	-59	-59	-59	
Change to Savings				-98	-59	-59	-59	-59	-59	
Change to net Pressures/Savings				-98	-59	-59	-59	-59	-59	
Change to year on year net Pressures / Savings				-98	39	0	0	0	0	

Cabinet - 19 January 2010

Service & Resource Planning 2010/11 - 2014/15

Annex 3 : Summary of Pressures & Savings

		2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Corporate and Cross Directorate	Pressures	4,464	4,685	4,680	6,700	8,100
	Savings	0	-800	-3,200	-3,200	-3,200
	Net Pressures	4,464	3,885	1,480	3,500	4,900
Children, Young People & Families	Pressures	5,145	5,430	6,589	7,746	7,956
	Savings	-6,451	-10,548	-14,129	-15,701	-17,721
	Net Pressures	-1,306	-5,118	-7,540	-7,955	-9,765
Social & Community Services	Pressures	3,459	6,556	8,402	10,414	15,455
	Savings	-10,202	-19,153	-27,017	-33,629	-33,428
	Net Pressures	-6,743	-12,597	-18,615	-23,215	-17,973
Environment & Economy	Pressures	5,256	8,920	11,915	15,969	17,930
	Savings	-8,442	-13,086	-15,996	-20,234	-20,741
	Net Pressures	-3,186	-4,166	-4,081	-4,265	-2,811
Community Safety	Pressures	435	527	825	915	915
	Savings	-1,011	-1,442	-1,951	-2,619	-2,619
	Net Pressures	-576	-915	-1,126	-1,704	-1,704
Shared Services	Pressures	0	0	117	233	233
	Savings	-814	-1,047	-1,122	-1,122	-1,122
	Net Pressures	-814	-1,047	-1,005	-889	-889
Corporate Core	Pressures	1,221	1,243	1,670	2,016	2,193
	Savings	-1,657	-2,804	-4,036	-5,036	-5,104
	Net Pressures	-436	-1,561	-2,366	-3,020	-2,911
TOTAL	Ongoing Pressures	19,980	27,361	34,198	43,993	52,782
	Savings	-28,577	-48,880	-67,451	-81,541	-83,935
	Net Pressures	-8,597	-21,519	-33,253	-37,548	-31,153

Year on Year	-8,597	-12,922	-11,734	-4,295	6,395
Exclude savings already in MTFP	2,500	2,500			
Revised Year on Year Position	-6,097	-10,422	-11,734	-4,295	6,395

SUMMARY POSITION

	Savings Identified	Saving in MTFP	Total Savings	Identified Pressures	Tax and Grant Funding Pressures	Total Pressures	Net Savings and Pressures	Cumulative Balance
	£m	£m	£m	£m	£m	£m	£m	£m
2010/11	-28.577	2.500	-26.077	19.980	-1.004	18.976	-7.101	-7.101
2011/12	-20.303	2.500	-17.803	7.381	13.645	21.026	3.223	-3.878
2012/13	-18.571		-18.571	6.837	4.982	11.819	-6.752	-10.630
2013/14	-14.090		-14.090	9.795	10.704	20.499	6.409	-4.221
2014/15	-2.394		-2.394	8.789	1.078	9.867	7.473	3.252
Total	-83.935	5.0	-78.935	52.782	29.405	82.187	3.252	

Nb. Includes £7.5m of previously agreed but unidentified savings recorded now as a pressure and a saving

Total excluding previously agreed savings	-76.4	5.0	-71.4	45.3	29.4	74.7	3.2	
---	-------	-----	--------------	-------------	-------------	-------------	------------	--

Directorate : Corporate and Cross Directorate

DESCRIPTION	PRESSURES (CUMULATIVE)				
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Estimated surplus from Collection Fund - Contribution to Capital Programme & other revenue proposals	1,900				
EU Directive on Online Payments	200				
Anticipated additional cost above the £6m included in the MTFP following pension fund revaluation in 2010		2,500	2,500	2,500	2,500
Changes in Strategic Measure Budget reflecting the Treasury Management Strategy	1,564	685	680	0	0
Possible increases in inflation or hyperinflation coming out of the recession				2,700	4,100
0.5% increase in employers NI contribution from April 2011		700	700	700	700
Adjustment for 1% pay award in 2010/11 (0.5% increase - Green Book only)	800	800	800	800	800
TOTAL CROSS DIRECTORATE PRESSURES	4,464	4,685	4,680	6,700	8,100

DESCRIPTION	EFFICIENCIES AND SAVINGS (CUMULATIVE)					RISK	TYPE
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000		
Reduce pay inflation to a 1% increase in pay for 2011/12 (from 1.5%) for all employees						M	O
Reduce pay inflation to a 1% increase in pay for 2012/13 (from 2.5%) or all employees						M	O
TOTAL CROSS DIRECTORATE SAVINGS	0	-800	-3,200	-3,200	-3,200		

NET PRESSURES/SAVINGS	4,464	3,885	1,480	3,500	4,900
------------------------------	--------------	--------------	--------------	--------------	--------------

YEAR ON YEAR VARIATION NET PRESSURES/SAVINGS	4,464	-579	-2,405	2,020	1,400
---	--------------	-------------	---------------	--------------	--------------

EFFICIENCIES AND SAVINGS (CUMULATIVE)									
REF	DESCRIPTION	TYPE	RISK	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	
	<u>Young People & Access to Education</u>								
CYPF13	Services for disabled children. Re-negotiation and reduction in value of contract. Aiming High grant will pick up delivery so no drop in service.	ES	M	-50	-50	-50	-50	-50	
	Modified Youth Support Service savings proposal (phased earlier than 2015) which involves a fundamental review leading to a different way of delivery			0	0	-350	-350	-350	
TOTAL YOUNG PEOPLE & ACCESS TO EDUCATION SAVINGS					-50	-400	-400	-400	

PRESSURES (CUMULATIVE)									
REF	DESCRIPTION	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000			
	<u>Young People & Access to Education</u>								
CYPF1	Increased numbers of LDD (Learning Difficulties & Disabilities) children and young people arriving in county especially with ASC (Autistic Spectrum Conditions) preventing meeting recruitment targets and adding to local pressures. A historical income target has been set for Autism Recruitment. The numbers of children from other authorities using our resource bases has reduced from 16 in 2005 to 8 in 2009, meanwhile the number and complexity of needs of local children supported by bases has increased. Although it is possible to absorb some pressures this target is unachievable and there is a growing annual overspend. Nationally, more children with autism are being identified, so the pressure on public services and public expenditure increases.	200	210	220	230	240			
TOTAL YOUNG PEOPLE & ACCESS TO EDUCATION PRESSURES		200	210	220	230	240			

REF	DESCRIPTION	TYPE	EFFICIENCIES AND SAVINGS (CUMULATIVE)						
			RSK	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	
	<u>Children & Families</u>								

REF	DESCRIPTION	PRESSURES (CUMULATIVE)				
		2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	<u>Children & Families</u>					
CYPFP2	Placements. Increase in the numbers of children and young people with complex needs requiring care. There has been a 30% rise in the number entering care in the first quarter in 2009-10. There has also been a rise in the number of placements for those with complex needs, eg those requiring secure accommodation because of their suicide risk and the numbers requiring mother and baby residential care for court ordered assessments.	2,295	2,245	2,145	2,045	2,045
CYPFP3	Unaccompanied Asylum Seekers (UASC). The Council has a responsibility to provide services for UASC and for former UASCs under the Leaving Care Act. The Council receives different levels of funding for different ages of clients which don't fully meet the full costs of providing services. Last year there were 90 new arrivals of which 40 were assessed as having an entitlement to services. In total the council had responsibility for 190 UASCs in the course of the year.	550	550	550	550	550
CYPFP4	Southwark ruling. In May 2009, the Court of Appeal issued the Southwark Judgement which has significant implications for the way children's services are delivered to homeless 16 and 17 yr olds. The Judgement extends the LA's duty of care for this group.	1,000	1,200	1,400	1,600	1,800
CYPFP5	Transport for children in care. A historical income target was set which has not been met due to increase in the numbers of complex contact arrangements made during care proceedings. This includes transport for children to go to school, attend therapy and for contact with friends and family.	167	167	167	167	167

EFFICIENCIES AND SAVINGS (CUMULATIVE)									
REF	DESCRIPTION	TYPE	RISK	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	
CYPF7	Completion of set up phase of Locality Working, including conclusion of locality co-ordinator contracts and introductory support arrangements for common assessment framework and team around the child.	ES	M	-48	-193	-193	-193	-193	
CYPF10	Early years and children's centres: ongoing efficiencies and grant maximisation. Amalgamation and consolidation of OCC support costs to DSG and Surestart funding and further efficiencies, including reduction in centrally commissioned training.	ES	M	-280	-445	-555	-600	-600	
CYPF17	Review of respite care provision for children with a disability	ES	M	-200	-200	-200	-200	-200	
TOTAL CHILDREN & FAMILIES SAVINGS				-528	-838	-948	-993	-993	

PRESSURES (CUMULATIVE)									
REF	DESCRIPTION	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000			
CYPF7	"no recourse" cases. The Council has responsibility to provide for families who are not eligible for other funding where failure to do so would result in children having to be taken into Local Authority care. This funding includes transport back home and help whilst other sources of income are sought.	100	100	100	100	100			
CYPF8	Legal costs for children's cases. There has been a 33% rise in the number of legal proceedings and a corresponding rise in the number of private proceedings that the Local Authority has a duty to help with in certain cases , eg supporting prospective adopters with their legal fees. There has also been an increase in the number of specialised assessments being undertaken before court proceedings due to changes in Court Procedures, ie the introduction of the Public Law Outline.	60	60	60	60	60			
TOTAL CHILDREN & FAMILIES PRESSURES		4,172	4,322	4,422	4,522	4,722			

		EFFICIENCIES AND SAVINGS (CUMULATIVE)						
REF	DESCRIPTION	TYPE	RISK	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	<u>Raising Achievement Service</u>							
CYPF9	It is proposed to move towards a self financing model for Outdoor Education Centres over the next four years. A separate document has been circulated which sets out the thinking and proposed developments for the next 3 years. This is work in progress.	ES & IG	M	-100	-200	-400	-600	-878
CYPF19	Bringing School Improvement Services into line with national legislation regarding service provision	ES/IG	H		-192	-534	-602	-954
	TOTAL RAISING ACHIEVEMENT SAVINGS			-100	-392	-934	-1,202	-1,832
	<u>Commissioning, Performance & Quality Assurance (CPQA)</u>							
	Commissioning savings, for example: + economies of scale as contracts come up for renewal or are retendered, especially in the light of increasing joint commissioning activities with the PCT + Limiting inflationary uplifts on existing contracts			-10	-20	-50	-50	-50
CYPF2	This completes repayment of the major investment the authority undertook in the City Schools Reorganisation that was implemented several years ago. The final repayment is due to be made by the authority in respect of funding of the city reorganisation. This will release £413k of funding for other projects and pressures rising to £594k in a full year.	O	L		-413	-594	-594	-594

		PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000		
	<u>Raising Achievement Service</u>							
	TOTAL RAISING ACHIEVEMENT PRESSURES	0	0	0	0	0	0	0
	<u>Commissioning, Performance & Quality Assurance (CPQA)</u>							
CYPE8	Children's Information & Integration Programme (ChIIP). There is a DCSF requirement for all Local Authorities to have an ICT system to support electronic management of children's social care case records and requirements of the Integrated Children's System (ICS). Until 2009/2010, costs have been met from project funds and Capital Steering funds.	275	275	275	275	275	275	275

EFFICIENCIES AND SAVINGS (CUMULATIVE)									
REF	DESCRIPTION	TYPE	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000		
CYP5	Streamline performance functions by deletion of a post, redistribution of essential tasks and cessation/rationalisation of other	ES L	-60	-120	-120	-120	-120		
CYP15	Home to School Transport - consistent application of minimum home to school transport entitlements	ES H & S R				-500	-500		
CYP16	This is a realignment of an existing budget for Excellence in Cities and also setting staffing costs against the DSG. There will be a small amount of income	ES/ IG M	-735	-805	-825	-875	-875		
CYP18	Severance panel/PRC. Review policy and tighten criteria for school redundancies and early retirement.	SR M	-750	-1,025	-1,300	-1,325	-2,325		
TOTAL CPQA SAVINGS			-1,555	-2,383	-2,889	-3,464	-4,464		
Across Service Areas									
CYP11	Restructuring of targeted education support services, including ASET (Advisory service for education of travellers) and EMAS (Ethnic Minority Achievement Service) to improve efficiency. The eventual conjoining of ASET and EMAS will provide greater savings and a more efficient service. Review charges to schools for excluded pupils.	ES & S R	-200	-440	-530	-580	-580		
CYP14	Income generation - Governors and Educational Psychology Services. Council ceases to provide some services and charges or commissions from elsewhere, recharge to grant funding for SEN work instead of core budget. Review arrangements for schools to pay for non statutory educational psychology services and governor services.	IG M	-70	-163	-258	-263	-263		
TOTAL ACROSS SERVICE AREA SAVINGS			-270	-603	-788	-843	-843		

PRESSURES (CUMULATIVE)									
REF	DESCRIPTION	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000			
TOTAL CPQA PRESSURES			275	275	275	275	275		
Across Service Areas									
TOTAL ACROSS SERVICE AREA PRESSURES			0	0	0	0	0		

EFFICIENCIES AND SAVINGS (CUMULATIVE)									
REF	DESCRIPTION	FTE	RSK	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	
CYPF4	Reduction in publications costs and improved information: through existing directorate working group to achieve savings by switching from paper to electronic wherever possible, developing in-house design capacity (in place of external contracts) – like invest-to-save, reviewing remaining external contracts for VFM and improving information on School Admissions	ES	M	-120	-230	-340	-360	-360	
CYPF6	Review of the conditions associated with use of the Dedicated Schools grant (DSG) suggests that some expenditure which has, to date, been funded from OCC core budget could, in future, be chargeable against DSG.	O	M	-720	-970	-1,040	-1,040	-1,040	
CYPF8	Rationalisation of management functions and charging of core funded salaries to grant funding for inclusion and general strategic activities.	S&S	M	-330	-626	-1,132	-1,358	-1,358	
CYPF20	Phase 2 of Admin review. Admin staffing savings to be allocated against each of the 4 services proportionally to number of admin FTEs	ES/ SR	M	-193	-385	-577	-770	-770	
CYPF22	Tight vacancy management and reduction in agency and consultancy staff	ES	H	-700	-1,400	-2,100	-2,800	-2,800	
ACROSS DIRECTORATE SAVINGS				-3,948	-6,282	-8,170	-8,799	-9,189	

TOTAL CHILDREN, YOUNG PEOPLE & FAMILIES SAVINGS				-6,451	-10,548	-14,129	-15,701	-17,721
--	--	--	--	---------------	----------------	----------------	----------------	----------------

NET PRESSURES/SAVINGS				-1,306	-5,118	-7,540	-7,955	-9,765
------------------------------	--	--	--	---------------	---------------	---------------	---------------	---------------

YEAR ON YEAR VARIATION NET				-1,306	-3,812	-2,422	-415	-1,810
-----------------------------------	--	--	--	---------------	---------------	---------------	-------------	---------------

Total FTE Changes				-50.1	-104.8	-217.9	-265.8	-270.4
--------------------------	--	--	--	--------------	---------------	---------------	---------------	---------------

PRESSURES (CUMULATIVE)											
REF	DESCRIPTION	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000					
ACROSS DIRECTORATE PRESSURES							498	623	1,672	2,719	2,719

TOTAL CHILDREN, YOUNG PEOPLE & FAMILIES PRESSURES	5,145	5,430	6,589	7,746	7,956
--	--------------	--------------	--------------	--------------	--------------

REF	DESCRIPTION	PRESSURES (CUMULATIVE)					EFFICIENCIES AND SAVINGS (CUMULATIVE)				
		2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	COMMUNITY SERVICES										
SCP1	Previously agreed savings to be identified to meet pressures	50	114	297	417	417					
	Library Service										
SCP2	Library Transformation Programme/Self Service (existing target)	140	272	272	272	272		-192	-256	-256	-256
SCP3	Library transformation programme: Introduction of self service (RFID) Potential cost of prudential borrowing to manage the cash flow between necessary capital investment and the receipt of developer funding)	12	42	41	40	39					
SCP4	Cost of Prudential Borrowing - Combining Oxfordshire Studies and Oxford Records Office on the Oxfordshire Records Office site.	6	22	22	21	21					
SC2	Vehicle replacement fund								-65		
SC3	Newspapers and periodicals								-11		
SC4	Library Systems Officer - reduction in hours + Library Support Services - vacancies held pending outcome of review of Support								-38		
SC5	Bookfund								-69	-56	-6
SC6	Reduction in management and professional capacity								-45	-556	-556
SC7	Savings from Mobile Library Review								-21	-84	-84
SC8	Efficiencies through upgrade of People's								-57	-57	-57
	Heritage & Arts										
SC9	Oxford Records Office service development (digitisation, Dark Archivist, etc)								-41	-41	-36
SC10	Combining Oxfordshire Studies and Oxford Record Office (Subject to capital investment)								-17	-34	-63
SC11	Reduction in management capacity								-10	-23	-30
SC12	Increased income from sales at Oxfordshire Museum								-5	-5	-5

		EFFICIENCIES AND SAVINGS (CUMULATIVE)						
REF	DESCRIPTION	TYPE	RISK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
SC35	Saving resulting from a one-off investment of £250k in prevention	ES	Med	-220	-220	-220	-220	-220
SC36	Reduction of OSJ block placement contract costs	ES	Low	-190	-190	-190	-190	-190
SC37	Net savings from buy out of Servite Deficit Funding Agreement (having taken account of the cost of Prudential Borrowing)	ES	Low	-107	-106	-105	-105	-105
SC38	Net savings from HOPs Phase 1 New Build (having taken account of the costs of prudential borrowing)	ES	Low	-82	-218	-162	-164	-167
	Home Support							
SC39	Renegotiate large block contracts to £17.50 per hour (top 25%)	ES	Med	-327	-327	-327	-327	-327
SC40	Renegotiate large block contracts	ES	Med	-423	-423	-423	-423	-423
SC41	Convert home support hours to direct payments (employment of personal carers)	ES	Med	-13	-13	-13	-13	-13
SC42	Reduce Home Support Placement Officers	ES	Med	-15	-30	-30	-30	-30
SC43	Increased income from Fairer Charging	IG	Med	-100	-100	-100	-100	-100
	Home Support ctd							
SC44	Increased charges from Home Support (charge full rate)	IG	Med	-500	-500	-500	-500	-500
SC45	Targeted reviews of OP with a view to reduce packages	ES	Med	-350	-350	-350	-350	-350
SC46	Reduce cost of Internal Home Support	IG	High	-1,000	-1,000	-1,000	-1,000	-1,000
	Internal Day Services							
SC47	Rationalisation of day services contracts in line with Self Directed Support	ES	High	-120	-240	-240	-240	-240
SC48	Increased capacity in day services	IG	High	-50	-50	-50	-50	-50
SC49	increase charge for Day Services	IG	Low	-250	-250	-250	-250	-250
	Integrated Care Services							
SC50	Reduction in staffing levels due to ETMS	ES	Low	-40	-40	-40	-40	-40
SC51	Reduce management costs	ES	Low	-30	-30	-30	-30	-30

EFFICIENCIES AND SAVINGS (CUMULATIVE)									
REF	DESCRIPTION	TYPE	RISK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
SC52	Reduce administration support	ES	Low	-22	-22	-22	-22	-22	
	Miscellaneous								
SC53	Section 117 Reassessments - Removal of budget	O	Low	-68	-68	-68	-68	-68	
SC54	Extra Care Housing - Additional charging policy for clients in purpose built ECH schemes	IG	Low	-22	-74	-130	-130	-130	
SC55	Substitute residential / home support costs with new core and cluster ECH services (subject to capital funding)	ES	Med	-17	-80	-176	-285	-406	
SC56	Savings from increased investment in re-enablement (funded by TASC for 2 years) Savings in future years dependent on continuing investment	ES	Med	-500	-500	-500	-500	-500	
SC57	Savings from the establishment of a Turnaround Service (funded from TASC)	ES	Med		-140	-140	-140	-140	
	OLDER PEOPLE SAVINGS			-4,006	-5,531	-5,576	-5,687	-5,811	
	Physical Disabilities (PD)								
	OCC Contribution to the PD Pool								
SC58	Reduce cost of 24 hours packages - renegotiate contracts	ES	Med	-30	-30	-30	-30	-30	
SC59	Delay/ reduce residential care	ES	Med	-70	-70	-70	-70	-70	
	PHYSICAL DISABILITIES SAVINGS			-100	-100	-100	-100	-100	
	Mental Health								

PRESSURES (CUMULATIVE)									
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000			
	Miscellaneous								
SCP17	Extra Care Housing - additional funding for night care workers. One additional core and cluster ECH scheme from 2010/11. (Subject to capital funding for projects)	18	55	91	109	109			
SCP18	Cost of Prudential Borrowing - Core and Cluster Extra Care Housing Services	14	32	53	64	64			
SCP19	Future Demography - Older People					2,342			
	OLDER PEOPLE PRESSURES	2,747	4,415	4,386	4,330	6,472			
	Physical Disabilities (PD)								
SCP20	Savings still to be identified to meet pressures.(2009/10 budget)	69	192	291	391	391			
	PHYSICAL DISABILITIES PRESSURES	69	192	291	391	391			
	Mental Health								
SCP21	Savings still to be identified to meet pressures.(2009/10 budget)	-24	88	150	236	236			

Directorate : Environment and Economy

PRESSURES (CUMULATIVE)							EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	20010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	REF	DESCRIPTION	TYPE	RISK	20010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	OXFORDSHIRE HIGHWAYS														
EEP3	Additional Cost of Transferred Responsibility of Tree Management (Property)	80	80	80	80	80	EE13	Contract savings by lower rates	ES	Low	-600	-900	-1,200	-1,200	-1,200
EEP4	Flood and extreme weather pressure	100	290	500	750	1,086	EE14	Carbon Reduction - part night lighting - 14000 units - up front capital investment £275k	ES	Low	-200	-200	-200	-200	-200
EEP5	Flooding - Surface Water Management Plans	75	75	75	75	75	EE15	Reduce s42 payments	SR	Low	-100	-120	-140	-150	-160
EEP6	Highways contract mobilisation pressure	250						Reduce street scene			-375	-375	-375	-375	-375
	TOTAL OXFORDSHIRE HIGHWAYS PRESSURES	505	445	655	905	1,241		TOTAL OXFORDSHIRE HIGHWAYS SAVINGS			-1,075	-1,595	-1,915	-1,925	-1,935
	TOTAL TRANSPORT PRESSURES	1,505	1,470	1,705	1,980	2,341		TOTAL TRANSPORT SAVINGS			-3,227	-4,882	-4,977	-5,084	-4,275
	General							General							
	Estimated shortfall in funding following transfer of concessionary fares to the council		900	2,100	2,100	2,100	EE16	Staff vacancy management	ES	Low	-70	-70	-70	-70	-70
							EE17	Car Allowances (10% target)	ES	Low	-8	-8	-8	-8	-8
	TOTAL SERVICE AREA	0	900	2,100	2,100	2,100		TOTAL SERVICES AREA SAVINGS			-78	-78	-78	-78	-78
	Planning Implementation Group							Planning Implementation Group							
EEP7	Single planning policy/implementation team (redundancy)	60					EE18	Single planning policy/implementation team	ES	Low	-60	-60	-60	-60	-60
EEP8	Unfunded post min/waste enforcement	30													
	TOTAL PLANNING IMPLEMENTATION GROUP PRESSURES	90	0	0	0	0		TOTAL PLANNING IMPLEMENTATION GROUP SAVINGS			-60	-60	-60	-60	-60

Directorate : Environment and Economy

		PRESSURES (CUMULATIVE)				
REF	DESCRIPTION	20010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	PROPERTY GENERAL					
EEP16	Rent & Service Charges	7	41	58	110	110
EEP17	Unrealised capitalisation of H&S	250	250	250	250	250
EEP18	Restructure of Property Services in accordance with Capital Governance	100	100	100	100	100
	Savings requiring CCMT action					
EEP19	Re-investment of delegated schools R&M	500	1,000	1,000	1,000	1,000
EEP20	Resulting from review Rates Revaluation	120	120	120	120	120
EEP21	Additional BOP1 Pressure due to changes from the original business case	180	180	180	500	500
	TOTAL PROPERTY PRESSURES	1,157	1,691	1,708	2,080	2,080

		EFFICIENCIES AND SAVINGS (CUMULATIVE)							
REF	DESCRIPTION	TYPE	RISK	20010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
	PROPERTY GENERAL								
EE36	Salary Savings from not filling vacancies	ES	Low	-43	-43	-43	-43	-43	
EE37	Staffing savings target	ES	Med	-230	-230	-230	-230	-230	
EE38	Reduce assessed need surveys	SR	Low	-73	-73	-73	-73	-73	
EE39	Car Allowance (10% Target)			-2	-2	-2	-2	-2	
EE40	Reduce Repairs & Maintenance (excluding fees) by a further 39% leaving funding only for urgent reactive work	SR	High	-1,127	-1,127	-1,127	-400	-220	
EE41	Restructure - reduce consultancy fees	ES	Low	-175	-175	-175	-175	-175	
EE42	Re-procurement of contracting & consultancy hard (& possibly soft FM) - Property Services fees budget)	ES	High			-550	-550	-550	
	Savings requiring CCMT action								
EE43	Reduce costs of property by between 10% - 15% - reducing size of portfolio	ES	High		-220	-740	-885	-880	
EE44	Reviewing schools delegated R&M budget (amount going to schools)			-500	-1,000	-1,000	-1,000	-1,000	
	TOTAL PROPERTY SAVINGS			-1,920	-2,870	-3,940	-3,358	-3,173	

Directorate : Environment and Economy

		PRESSURES (CUMULATIVE)				
REF	DESCRIPTION	20010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	Carbon Management					
EEP22	Carbon Management Schools support	150	150	150	150	150
EEP23	Awards to schools for good performance (technical solutions)	150	150	150	150	150
EEP24	Carbon Management Programme (2 fte)	80	80	80	80	80
EEP25	Carbon Reduction Commitment (purchase of allowances)		679	659	1,491	1,447
EEP26	CRC administration	50	50	50	50	50
EEP27	Automatic Meter Reading	100	100	100	100	100
	TOTAL CARBON MANAGEMENT PRESSURES	530	1,209	1,189	2,021	1,977
	WASTE					
EEP28	Waste reduction through schools and non-school buildings	12				
	TOTAL SERVICE AREA PRESSURES	12	0	0	0	0
	TOTAL SERVICE PRESSURES	542	1,209	1,189	2,021	1,977
	DIRECTORATE INTEGRATION					
EEP29	Upfront investment for directorate restructure	135	170	170	170	170
EEP30	Cost of enhancing Cost Centre manager advice and support (1fte)	42	42	42	42	42

		EFFICIENCIES AND SAVINGS (CUMULATIVE)				
REF	DESCRIPTION	20010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	Carbon Management					
EE30	Schools contribution (20% top slicing energy eff.)	-33	-66	-99	-132	-165
EE31	Directorate contribution (20% top slicing energy eff.)	-13	-28	-43	-58	-72
EE32	Redeployment of 2 fte to carbon management	-80	-80	-80	-80	-80
EE33	Carbon Management (reduced carbon allowances from 3% reduction)		-21	-41	-46	-44
EE34	Recycled payments (CRC)		-679	-659	-1,491	-1,447
EE35	1% reduction in waste to landfill	-5	-5	-5	-5	-5
	TOTAL CARBON MANAGEMENT SAVINGS	-131	-879	-927	-1,812	-1,813
	WASTE					
EE45	1% reduction in OCC waste to landfill	-5	-5	-5	-5	-5
	TOTAL SERVICE AREA SAVINGS	-5	-5	-5	-5	-5
	TOTAL SERVICE SAVINGS	-136	-884	-932	-1,817	-1,818
	DIRECTORATE INTEGRATION					
EE45	Integrated Organisational efficiencies (Management cost)			-167	-167	-167
EE46	Directorate Integration Efficiencies			-312	-312	-312

Directorate : Environment and Economy

		PRESSURES (CUMULATIVE)					
REF	DESCRIPTION	20010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
	GENERAL						
EEP31	Budget inflation reduction not realised	822	1,055	1,055	1,055	1,055	
EEP32	Unrealisable capitalisation of H&S	613	613	613	613	613	
EEP33	Unrealised previously agreed savings				19	19	
	TOTAL DIRECTORATE WIDE PRESSURES	1,612	1,880	1,880	1,899	1,899	

TOTAL ENVIRONMENT & ECONOMY	5,256	8,920	11,915	15,969	17,930
--	--------------	--------------	---------------	---------------	---------------

		EFFICIENCIES AND SAVINGS (CUMULATIVE)							
REF	DESCRIPTION	TYPE	RISK	20010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
	GENERAL								
	Savings in 2010/11 from 2009 pay award	O	Low	-96	-96	-96	-96	-96	
EE47	Budget Inflation savings	O	Med	-1,220	-1,652	-1,652	-1,652	-1,652	
	TOTAL DIRECTORATE WIDE SAVINGS			-1,316	-1,748	-2,227	-2,227	-2,227	

TOTAL ENVIRONMENT & ECONOMY SAVINGS	-8,442	-13,086	-15,996	-20,234	-20,741
--	---------------	----------------	----------------	----------------	----------------

NET PRESSURES/SAVINGS	-3,186	-4,166	-4,081	-4,265	-2,811
------------------------------	---------------	---------------	---------------	---------------	---------------

YEAR ON YEAR VARIATION NET	-3,186	-980	85	-184	1,454
-----------------------------------	---------------	-------------	-----------	-------------	--------------

Total FTE Changes	-18.0	-24.0	-36.0	-48.0	-48.0
--------------------------	--------------	--------------	--------------	--------------	--------------

EFFICIENCIES AND SAVINGS (CUMULATIVE)		2010/11	2011/12	2012/13	2013/14	2014/15
REF	DESCRIPTION	£000	£000	£000	£000	£000
	Fire & Rescue					
	Savings in 2010/11 from 2009 pay award			-98	-98	-98
CSP1	Re-direct the funding included in the 2009/10 to 2013/14 MTFP (09CS5) for additional staffing at Bicester to support the CSP1 pressure.				-305	-305

PRESSURES (CUMULATIVE)		2010/11	2011/12	2012/13	2013/14	2014/15
REF	DESCRIPTION	£000	£000	£000	£000	£000
	Fire & Rescue					
	MTFP 2009/10 to 2013/14 savings to be identified - Fire & Rescue (09CS7)			59	118	118
CSP1	Increase the number of Watch Managers to support the Retained Duty System fire stations and improve the overall operational resilience and availability across Oxfordshire. This pressure can be partially addressed by the reallocation of the 305k within the MTFP identified for the staffing upgrade associated with Bicester Fire Station.	244	452	660	660	660
CSP2	Maintenance / support and selective replacement of software and hardware systems in current Fire Control / mobilising centre. Despite extensive proactive activities to extend life of existing systems the delay to the National FireControl project (Oxfordshire transfer now programmed for 2012) has resulted in unacceptable levels of risk of failure. Selective replacement of systems will protect resilience and allow for future redeployment / reconfiguration to support future requirements for the FRS to locally manage multiple, large or protracted incidents which remain our responsibility.	150				
CSP3	Central government's "New dimensions" project equips Fire and Rescue Services to react to terror and climate change incidents. Ownership and some financial responsibilities of New Dimensions vehicles, including the high volume pumping unit (Banbury), mass public decontamination unit (Oxford) and the detection identification and monitoring unit (Bicester) is intended to transfer from central government to OCC. Costs for staffing, maintenance of training and property are already met by OCC from within existing budgets. Following transfer, vehicle and equipment maintenance costs will be funded by government (potentially section 31 grant) but not insurance and other associated costs which are the responsibility of OCC.	25	25	25	25	25

		EFFICIENCIES AND SAVINGS (CUMULATIVE)						
REF	DESCRIPTION	TF	RS	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
CS2	FRS Inflation saving 10% reduction of non pay controllable & discretionary budgets (supplies & services, employee travel expenses, premises maintenance, operational equipment, public education campaigns)	O	Med	-404	-617	-617	-617	-617
		ES	Low	-56	-56	-56	-56	-56
CS3	Through the Integrated Risk Management Plan (IRMP) it is proposed to alter crewing arrangements at two of our day crewed fire stations (Abingdon and Didcot). This will result in the redeployment of four operational positions to support other Retained Duty System stations. Through this redeployment from Abingdon and Didcot, the establishment over the two stations will go from 28 to 24 operational positions. This will result in our ability to withdraw the payment of a housing allowance. Please note; this proposal will not reduce the amount of fire engines available in Abingdon and Didcot or reduce the number of firefighters crewing those appliances during an emergency call. The delivery of this efficiency is dependent on the outcome of the public consultation on our IRMP which concludes in December 2009.	ES	High	-21	-21	-21	-21	-21
CS4	Our proposed Integrated Risk Management Plan (IRMP) in 2010/11 incorporates a project to examine the operational resilience requirements in terms of appliances and equipment and to review the locations of all of our fire stations. An outcome of this review may be an opportunity to remove one fire appliance from the Retained Duty System complement. The delivery of this efficiency will be subject to full public consultation which concludes in December 2009.	SR	Med		-36	-36	-36	-36
CS5	Renegotiation of the Co-Responder agreement with South Central Ambulance Service to enable a reduction in OCC budget support (Co-Responding is where the Fire Service is mobilised to cardiac or respiratory 999 calls with the Ambulance Service, in areas where the Ambulance Service is unable to meet their attendance times)	ES	Low	-26	-26	-26	-26	-26

		PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000		

		EFFICIENCIES AND SAVINGS (CUMULATIVE)						
REF	DESCRIPTION	TYPE	RSK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
CS6	A reduction in the hours worked and therefore a reduction in contact and fire safety advice to the black and minority ethnic communities in Oxfordshire.	SR	Low	-12	-12	-12	-12	-12
CS9	Fire & Rescue - Service Support Reduce fuel / travel costs by increased managerial control, mileage avoidance via audio and regional video conferencing system and improved fuel efficiency measures via driver training and programmed fleet renewals leading to newer vehicles with higher MPG's	ES	Low	-30	-30	-30	-30	-30
CS10	10% reduction in selected delegated / discretionary / controllable budgets (inc car allowances 1K, staff advertising 1K, contingency funds 5K, subsistence 1K, medical allowances 1K, equipment budgets 4K)	ES	Low	-13	-13	-13	-13	-13
CS11	Successful, Oxfordshire led South East Regional re-tendering of the work wear (FRS uniforms & clothing) contract, improving quality whilst reducing costs by removal of the managed service fee.	ES	Low	-18	-18	-18	-18	-18
CS12	Reduce costs and number of personnel attending the process used to identify individuals potential for promotion (Assessment & Development Centres).	SR	Low	-10	-10	-10	-10	-10
CS13	Reduction in operational and specialist training. This will be a selective approach, protecting where possible risk critical courses / qualifications. The outcome of the programmed Health and Safety Executive inspection in November could threaten deliverability of this saving due to the potential for current training arrangements to be found to be inadequate	SR	High	-45	-45	-45	-45	-45
CS14	Extend the life of the new style (plastic body) fire appliances from 12 to 14 years. Selectively extend the life of other specialist vehicles including the hydraulic platform, water tanker, incident command unit etc, depending on usage and condition.	ES	Med	-30	-30	-30	-30	-30
CS15	Further savings to be identified	ES	High	-688	-1,012	-1,363	-1,978	-661
TOTAL FIRE & RESCUE SAVINGS				-688	-1,012	-1,363	-1,978	-661

		PRESSURES (CUMULATIVE)				
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
TOTAL FIRE & RESCUE PRESSURES		419	477	744	803	803

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TRF	Risk	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	Emergency Planning							
CS16	Review of communications contract	ES	Low	-5	-5	-5	-5	-5
CS17	Changes to staff conditions of service	ES	Low	-4	-4	-4	-4	-4
CS18	Reduce supplies & services budgets	ES	Low	-7	-11	-11	-11	-11
CS19	Income from training courses	IG	Low		-1	-2	-2	-2
CS20	Delete 0.5 fte post	SR	Med			-18	-18	-18
	TOTAL EMERGENCY PLANNING SAVINGS			-16	-21	-40	-40	-40
	Trading Standards							
CS21	Inflation saving	O	Low	-48	-74	-74	-74	-74
CS22	Delete Trading Standards Group Manager post	SR	Low	-56	-56	-56	-56	-56
CS23	Delete Trading Standards Community Development Officer post. Cessation of support for the Junior Citizen programme (key life skills for over 5000 10 year old children - to be supported via Voluntary sector) , and the annual electric blanket safety testing campaign.	SR	Low	-26	-26	-26	-26	-26
CS24	Increase weights and measures fees by 1.5% (allowed inflation 0.5%)	IG	Low	-1	-1	-1	-1	-1
CS25	Delete external conferences budget	SR	Low	-5	-5	-5	-5	-5
CS26	Increase the level of grant funding (net of specialist grants and funding officer post, 1fte). Raising performance of Trading Standards in securing grant funding to a level consistent with other local authorities).	IG	Low	-20	-40	-40	-40	-40
CS27	Additional increase in grant funding. Raising performance in securing grant funding to a level consistent with highest performing authorities. Higher risk strategy that, if unsuccessful, will necessitate further service reductions.	IG	Med			-50	-50	-50
CS28	Replace Trading Standards operational post with an apprenticeship	ES	Med	-2	-4	-4	-4	-4
CS29	Reduce admin support to the Animal Health & Farming Standards Team by 0.4fte	SR	Med	-4	-4	-4	-4	-4
CS30	Reprovision of OCC Consumer Advice Service through redirecting Oxfordshire residents to national call centre. Reduction of 3 FTE advisor posts.	SR	Med			-67	-102	-102
CS31	Delete honoraria payments for emergency call out rota and flexible working etc.	SR	Med			-10	-10	-10
CS32	Replace Doorstep Crime Unit police officer secondment with a directly employed special constable	ES	Med	-7	-7	-7	-7	-7
	TOTAL EMERGENCY PLANNING PRESSURES			0	0	0	0	0
	Trading Standards							
	MTFP 2009/10 to 2013/14 savings to be identified - Trading Standards (07CS2, 08CS14 & 09CS17)			15	45	72	99	99

PRESSURES (CUMULATIVE)				EFFICIENCIES AND SAVINGS (CUMULATIVE)									
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
							CS33	Provision of a petroleum and explosives regulation service for Buckinghamshire County Council	-12	-12	-12	-12	-12
							CS34	Provision of petrol station 'vapour recovery' licensing service on behalf of district councils. Avoids duplication of inspection between OCC and Districts. High risk strategy relies upon agreement of all 5 District Councils to achieve the full saving.	-1	-5	-5	-5	-5
							CS35	Delete Trading Standards Enforcement Officer post			-12	-30	-30
							CS36	Delete head of service post and combine services (£100K saving shared with another directorate)		-50	-50	-50	-50
	TOTAL TRADING STANDARDS PRESSURES	15	45	72	99	99		TOTAL TRADING STANDARDS SAVINGS	-182	-284	-423	-476	-476
	Safer Communities							Safer Communities					
	MTFP 2009/10 to 2013/14 savings to be identified - Safer Communities (08CS12 & 09CS15)	1	4	7	10	10							
	TOTAL SAFER COMMUNITIES PRESSURES	1	4	7	10	10		TOTAL SAFER COMMUNITIES SAVINGS	-3	-3	-3	-3	-3
	Gypsy & Traveller Service							Gypsy & Traveller Service					
	MTFP 2009/10 to 2013/14 savings to be identified - Gypsy & Traveller Service (08CS13 & 09CS16)		1	2	3	3							
							CS38	Buckinghamshire CC gypsy & traveller service contract fee	-38	-38	-38	-38	-38
							CS39	Brent Housing Partnership traveller service contract fee	-48	-48	-48	-48	-48
							CS40	Brent Housing Partnership traveller service contribution to overheads	-12	-12	-12	-12	-12
							CS41	Oxfordshire traveller sites - increase rents by 1.5% (allowed inflation 0.5%)	-2	-2	-2	-2	-2
							CS42	Buckinghamshire traveller sites - increase rents by 1.5% (allowed inflation 0.5%)	-2	-2	-2	-2	-2
							CS43	Provide an in house repair & maintenance service for all traveller sites managed by Oxfordshire GTS. £40K saving to be shared with E&E Property Services.	-20	-20	-20	-20	-20
	TOTAL GYPSY & TRAVELLER SITES SAVINGS	0	1	2	3	3		TOTAL GYPSY & TRAVELLER SITES SAVINGS	-122	-122	-122	-122	-122
	TOTAL COMMUNITY SAFETY PRESSURES	435	527	825	915	915		TOTAL COMMUNITY SAFETY SAVINGS	-1,011	-1,442	-1,951	-2,619	-2,619
	NET PRESSURES/SAVINGS							NET PRESSURES/SAVINGS	-576	-915	-1,126	-1,704	-1,704
	YEAR ON YEAR VARIATION NET							YEAR ON YEAR VARIATION NET	-576	-339	-211	-578	0
	Total Net FTE Changes							Total Net FTE Changes	-4.2	-8.2	-7.7	-4.7	-4.7

		EFFICIENCIES AND SAVINGS (CUMULATIVE)						
REF	DESCRIPTION	TYPE	RISK	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	Strategic HR & OD / Contact Centre							
CC10	Review of Strategic HR	ES	Low	-68	-68	-68	-68	-68
CC11	Review of HR provision in Strategic HR and Shared Services	ES	Med	-31	-31	-112	-180	-180
CC12	Review of Contact Centre			-14	-37	-59	-78	-78
	Customer Contact Centre			-32	-189	-427	-543	-611
				-114	-325	-666	-869	-937
	Finance & Procurement							
CC13	Reduce non pay budgets	ES	Low	-8	-16	-16	-16	-16
CC14	Move forward the early retirement saving in the MTFP	ES	Low	-11	-11	-10		
CC15	Restructure Corporate Finance	ES	High	-52	-101	-111	-111	-111
CC16	Provision of audit services to external bodies	IG	Low	-47	-47	-47	-47	-47
CC17	Review of audit services	ES	High	-27	-27	-27	-27	-27
CC18	Review of procurement services	ES	Med	-34	-34	-159	-159	-159
				-118	-202	-245	-360	-360
	Business Support & Chief Executive							
CC19	Review senior management structure	ES	Med	-133	-133	-133	-133	-133
CC20	SEER Subscription	ES	Low	-15	-15	-15	-15	-15
CC21	Cancel subscription to ACTVAR	ES	Low	-12	-12	-12	-12	-12
				-27	-160	-160	-160	-160
	Legal & Democratic Services							
CC22	Early retirement costs cease	ES	Low	-29	-29	-29	-29	-29
CC23	Reduce level of subscription to on line legal information service	ES	Low	-25	-25	-25	-25	-25
CC24	Reduce use of counsel	ES	Low	-25	-25	-25	-25	-25
CC25	Review of Democratic Services	ES	Med	-52	-52	-52	-52	-52
CC26	Review Coroner's Service	ES	Low	-12	-12	-12	-12	-12
CC27	Review the legal, democratic and coroner services	ES	Med	-37	-37	-135	-135	-135
				-131	-143	-210	-308	-308
		PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000		
	Strategic HR & OD / Contact Centre							
	MTFP 2009/10 to 2013/14 -savings to be identified	8	23	60	97	97		
		8	23	60	97	97		
	Finance & Procurement							
	MTFP 2009/10 to 2013/14 -savings to be identified				34	34		
		0	0	0	34	34		
	Business Support & Chief Executive							
	MTFP 2009/10 to 2013/14 -savings to be identified	11	31	51	71	71		
		11	31	51	71	71		
	Strategy							
	Legal & Democratic Services							
	MTFP 2009/10 to 2013/14 -savings to be identified			15	30	30		
		0	0	15	30	30		

		PRESSURES (CUMULATIVE)					EFFICIENCIES AND SAVINGS (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	TYPE	RISK	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	Members												
	MTFP 2009/10 to 2013/14 -savings to be identified	15	41	44	47	47			-10	-16	-23	-23	-23
									-5	-5	-5	-5	-5
									-5	-15	-40	-40	-40
									-5	-5	-5	-5	-5
		15	41	44	47	47			-25	-41	-73	-73	-73
	Partnerships												
	MTFP 2009/10 to 2013/14 -savings to be identified	7	19	33	47	47			-25	-40	-40	-40	-40
									-21	-21	-21	-21	-21
									-20	-20	-20	-20	-20
		7	19	33	47	47			-25	-61	-101	-101	-101
	Policy Unit												
	MTFP 2009/10 to 2013/14 -savings to be identified			13	26	26			-134	-164	-191	-191	-191
	Communications, Marketing & Public Affairs												
	MTFP 2009/10 to 2013/14 -savings to be identified	6	16	28	40	40			-30	-30	-30	-30	-30
									-39	-39	-89	-89	-89
		6	16	28	40	40			-30	-69	-119	-119	-119
	TOTAL CORPORATE CORE PRESSURES	1,221	1,243	1,670	2,016	2,193			-1,657	-2,804	-4,036	-5,036	-5,104

NET PRESSURES/SAVINGS									-436	-1,561	-2,366	-3,020	-2,911
------------------------------	--	--	--	--	--	--	--	--	-------------	---------------	---------------	---------------	---------------

YEAR ON YEAR VARIATION NET									-436	-1,125	-805	-654	109
-----------------------------------	--	--	--	--	--	--	--	--	-------------	---------------	-------------	-------------	------------

Total FTE Changes									-55.0	-74.0	-90.0	-106.0	-106.0
--------------------------	--	--	--	--	--	--	--	--	--------------	--------------	--------------	---------------	---------------

Service & Resource Planning 2010/11 - 2014/15**Annex 2: One-Off Investment Proposals**

	2010/11 £'000
Amount available from 'excess' savings in 2010/11	7,101
Less:	
<u>Corporate and Cross Directorate</u>	
Customer Contact Centre	847
<u>Corporate Core</u>	
OCN	600
Total One-Off Investment Proposals	1,447
Balance to Efficiency Savings Reserve	5,654
Estimated amount available from Collection Fund surpluses in 2010/11	1,900
Less:	
<u>Corporate and Cross Directorate</u>	
Contribution to Capital	1,500
<u>To be determined</u>	
Contribution to revenue	400
Total Collection Fund Proposals	1,900
Balance	0
Total Available for One-Off Investments	9,001

This page is intentionally left blank

Local Authority Business Growth Incentive (LABGI) Reserve

	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	TOTAL £'000
AGREED PLANS							
Spending plan drawn out from Economic Task Force:							
Earlier Payment of Invoices up to Nov 2010 - replacement of lost interest plus Interim Manager (Economy & Skills)	56	8					64
Economic recession measures	132	132					264
Support for returning military personnel and their impact on the local economy	100						100
Oxford Economic Partnership (OEP) Chief Executive pressure	15	15	15	<i>see proposals below</i>			45
Seconded staff regrading (increased staff offer to OEP)	18	18	18	18	18		90
50% funding of Service Manager post (increased staff offer to OEP)	37	37	37				111
Pressure due to loss of third party income	30	30	30				90
Capacity required to manage client side of OEP	48	48	48	<i>see proposals below</i>			144
Ongoing expenditure on projects agreed in 2008/09*:							
Employability & Skills Programme	13						13
Promoting Oxfordshire	32						32
Oxfordshire Education Business Partnership	5						5
Contribution to Innovation & Growth Team	1						1
Unallocated	2						2
Community Safety Marketing Officer	47						47
Anti Bullying Project	15						15
Flooding : Business Continuity Officer	56						56
Equality & Diversity Business Advisor	4						4
Countywide Alcohol Co-ordinator	35	35					70
County Domestic Abuse Co-Ordinator	27	18					45
Subtotal Ongoing Expenditure on projects agreed in 2008/09	237	53	0	0	0	0	290
Total Agreed Plans	673	341	148	18	18	0	1,198
PROPOSALS							
Oxford Economic Partnership (OEP) Chief Executive pressure #				15	15	15	45
Capacity required to manage client side of OEP #				48	48	48	144
Supporting Oxfordshire through the recession initiatives #		100	50	25			175
Economic Growth Initiatives #			50	75			125
Diamond Jubilee, support for returning military personnel and other proposals		96					96
Total Proposals	0	196	100	163	63	63	585
TOTAL SPENDING PLAN	673	537	248	181	81	63	1,783
Estimated funding							
Unspent balance carried forward from previous years allocations	290						290
Unallocated balance carried forward from 2008/09	340						340
Further 2008 allocation **	314						314
2009/10 allocation ***	439						439
Estimated allocation for 2010/11		400					400
TOTAL FUNDING	1,383	400	0	0	0	0	1,783
SUM TO BE TRANSFERRED TO/(FROM) RESERVE AT YEAR END	710	-137	-248	-181	-81	-63	
BALANCE OF RESERVE Surplus (+)/Deficit (-)	710	573	325	144	63	0	

* Remainder of £672,000 allocations agreed per Financial Monitoring Report to Cabinet 15 July 2008

** Per Financial Monitoring Report to Cabinet 17 March 2009 (notified 24 February 2009)

*** Per Financial Monitoring Report to Cabinet 24 November 2009

Per Annex 3b - Environment & Economy

This page is intentionally left blank

Treasury Management Strategy Statement and Annual Investment Strategy for 2010/2011

Introduction

1. The Local Government Act 2003 and supporting regulations requires the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
2. The Act therefore requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance issued subsequent to the Act). The Annual Investment Strategy sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
3. The proposed strategy for 2010/11 in respect of the following aspects of the treasury management function is based upon the views of the Council's Treasury Management Strategy Team (TMST)¹, informed by market forecasts provided by the Council's treasury advisor, Arlingclose Limited. The strategy covers:
 - Treasury limits in force which limit the treasury risk and activities of the Council;
 - Prudential Indicators;
 - the current treasury position;
 - prospects for interest rates;
 - the borrowing strategy;
 - the borrowing requirement;
 - the investment strategy;
4. It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget 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 Comprising the Assistant Chief Executive & Chief Finance Officer, Head of Finance & Procurement, Assistant Head of Finance (Corporate Finance), Principal Financial Manager – Treasury & Pension Fund Investments and Financial Manager – Treasury & Pension Fund Investments

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 2003.
6. Given the turmoil in the banking sector in the last 18 months, on 4 November 2008 Council agreed that any changes to the Strategy may be delegated to the Chief Finance Officer in consultation with the Cabinet Member for Finance and leaders of the Opposition and other groups. Any changes to the Strategy will be reported to Cabinet and Council at the meetings subsequent to any changes. It is proposed that the ongoing recommendation is changed to reflect the new composition of Council, and that consultation is with the Cabinet Member for Finance and leaders of the Opposition and the Labour group.

Treasury Limits for 2010/11 to 2012/13

7. It is a statutory duty under Section 3 of the Local Government Act 2003 and supporting regulations, for the Council to determine and keep under review the amount it can afford to borrow. This amount is termed the 'Affordable Borrowing Limit'. In England and Wales the Authorised Limit represents the legislative limit specified in section 3 of the Local Government Act 2003.
8. The Council must have regard to the Prudential Code when setting the 'Authorised Borrowing Limit'. The Authorised Limit, essentially 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'.
9. Whilst termed an "Affordable Borrowing Limit", the capital plans to be considered for inclusion incorporate financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

Prudential Indicators for 2010/11 to 2012/13

10. The Prudential Indicators set out below are part of the integrated treasury management strategy.
11. It is recommended that Council approves the authorised limits for total external debt gross of investments for the next three financial years.

PRUDENTIAL INDICATOR	2009/10	2010/11	2011/12	2012/13
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS	£'000	£'000	£'000	£'000
	probable outturn	estimate	estimate	estimate
Authorised Limit for external debt - borrowing	£510m	£534m	£530m	£550m
other long term liabilities	£5m	£5m	£5m	£5m
TOTAL	£515m	£539m	£535m	£565m
Operational Boundary for external debt - borrowing	£500m	£524m	£520m	£550m
other long term liabilities	£5m	£5m	£5m	£5m
TOTAL	£505m	£529m	£525m	£555m
Upper limit for fixed interest rate exposure expressed as:				
Net principal re fixed rate borrowing / investments	150%	150%	150%	150%
Upper limit for variable rate exposure expressed as:				
Net principal re variable rate borrowing / investments	25%	25%	25%	25%
Upper limit for total principal sums invested for over 364 days	£100m	£100m	£100m	£100m

Maturity structure of fixed rate borrowing during 2010/11	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

Current Portfolio Position

12. The Council's treasury portfolio position for the 2009/10 financial year up to and at 30 November 2009 comprised:

	Principal £m	Average Rate %
Debt		
PWLB	352.383	4.95%
Money Market Loans	50.000	3.76%
Other Long-Term Liabilities	5.056	
TOTAL EXTERNAL DEBT	407.439	
Investments		
Average Monthly Cash Balance		
Average Monthly Externally Managed	201.404	1.10%
	23.710	3.09%
TOTAL INVESTMENTS	225.114	

Prospects for Interest Rates

Current Medium Term Financial Plan

13. The strategy for 2009/10 approved by Council in February 2009 set out forecast interest rates over the medium term. The forecast was for an average base rate of 0.5% in 2009/10, 1.00% in 2010/11, 1.50% in 2011/12, 2.10% in 2012/13 and 2.75% in 2013/14. These interest rates were used as a basis for constructing the strategic measures budget for 2009/10 to 2013/14.

Arlingclose's View

14. The Council has appointed 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. Annex 8b of the Service & Resource Planning report to Cabinet in January 2010 draws together a number of City forecasts for short term (Bank Rate) and longer term fixed interest rates.
15. Arlingclose's current view on interest rates is that the Bank Rate:
- Will remain at 0.5% until November 2010
 - Will gradually increase from December 2010 to March 2011 to 1.50%
 - Will rapidly increase to 4.00% by December 2011 and remain there for the rest of the financial year.
16. There is a downside risk to these forecasts if the economy could not sustain such a rapid increase in interest rates. There is also an upside risk that the Bank of England's Monetary Policy Committee may begin the process of base rate increases earlier than forecast.

- Arlingclose are of the view that short term money market rates are likely to remain at very low levels, although they have not quantified what spreads over Base Rate to expect.

Treasury Strategy Management Team's View

17. 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 2010/11 and over the medium term. The Bank Rate forecasts set out below represent the average rate for the financial year:

- 2010/11 0.63%
- 2011/12 1.75%
- 2012/13 2.63%
- 2013/14 2.75%
- 2014/15 3.50%

18. 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 return rate should be 0.60% higher than the average Bank Rate for each year over the medium term. The rate this gives is set out below. These rates have been incorporated into the strategic measures budget estimates:

- 2010/11 1.23%
- 2011/12 2.35%
- 2012/13 3.23%
- 2013/14 3.35%
- 2014/15 4.10%

Borrowing Strategy

Arlingclose's View

19. Arlingclose's forecasts have an upside risk of between 25 and 50 basis points, and a downside risk of 25 basis points depending on the economic and political climate.
20. Arlingclose's forecasts for the Public Works Loan Board (PWLB) new borrowing rates are as follows:
- The 50 year PWLB rate is expected to start the financial year at 4.25%, increasing to 4.50% in June 2010. A further increase is forecast to 4.75% by December 2010, remaining at that level for the rest of the forecast period.
 - The 25 year PWLB rate is expected to start the financial year at 4.25% rising to 4.50% in June, 4.75% in September and 5.00% in December 2010, remaining at that level for the rest of the forecast period.

- The 10 year PWLB rate is expected to start the financial year at 3.75%, rising to 4.00% in June and again to 4.25% in March 2011. Further increases are forecast with the rate ending at 4.75% in March 2012.
- The 5 year PWLB rate is expected to start the financial year at 2.70% with gradual quarterly increases forecast to reach 3.25% by March 2011. Further gradual increases are forecast until the rate reaches 4.25% by March 2012.

21. This forecast indicates, therefore, that there is a range of options available when setting a borrowing strategy for 2010/11. Short dated gilt yields are forecast to be lower than medium and long dated gilt yields during the financial year. Despite additional gilt issuance by the UK Government, short dated gilts are expected to benefit from expectation of lower interest rates as the economy struggles. Variable rates are expected to remain low as the Bank Rate is maintained at historically low levels.

Treasury Strategy Management Team's View

22. It is the view of the Council's TSMT that the outcome of the 2010 General Election, any possible change in the UK's Sovereign credit rating (currently on negative outlook with Standard & Poors), and the effect of the reversal of the recent Quantitative Easing could cause gilts yields, and therefore PWLB borrowing rates to rise in 2010 and beyond.
23. 2010/11 is expected to be a time of continued low Bank Rate. Therefore the "cost of carry" associated with the long term borrowing compared to temporary investment returns means that the appetite for new long term borrowing brings with it additional short term costs. Financing the Council's borrowing requirement internally would reduce the "cost of carry" in the short term, however this must be weighed against the possibility of refinancing any internal borrowing at a time when PWLB rates far exceed those currently available.
24. The Council's TSMT therefore have agreed that they should continue to have the option to fund new or replacement borrowing up to the value of 25% of the portfolio (currently approximately £50m) through internal borrowing. It is likely that a combination of internal and external borrowing will be used to fund the financing requirement. This will have the effect of reducing some of the "cost of carry" of funding, and also aiding the Council to retain the ability of financing the borrowing requirement through internal balances at a time in the future when borrowing rates may be prohibitively expensive.
25. If the market conditions change during the 2010/11 financial year such that the policy to borrow internally is no longer in the interests of the authority, the TSMT will review the borrowing strategy and report any changes to Cabinet.
26. The team's forecast for PWLB rates over the medium term are set out below. These rates have been incorporated into the strategic measures budget estimates:

- 2010/11 4.00%
- 2011/12 4.50%
- 2012/13 4.50%
- 2013/14 4.50%

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

27. The Council has set a maximum limit of 20% of the debt portfolio to be borrowed in the form of LOBOs. It is recommended that this remain as the limit for 2010/11. As at 30 November 2009, LOBOs represent 13.14% of the total external debt.
28. The Council has three £5m LOBO's with call options in 2010/11. The first has call options in April 2010 and October 2010, the next with call options in May 2010 and the last in November 2010. If the lender chooses to increase the current rate of interest payable, the Council will evaluate alternative financing options before deciding whether or not to accept the new rate offered.

Borrowing Requirement

29. In order to finance the Capital Programme the Council's long-term debt is projected to increase from £431.417m in April 2010 to £445.190m by 31 March 2011, part of which may be funded internally.

	2009/10 £m Probable	2010/11 £m Estimate	2011/12 £m Estimate	2012/13 £m Estimate
Net New Borrowing – Internal	14.337	0.573	7.000	
Net New Borrowing – External	8.000	14.000	11.001	16.291
Replacement Borrowing - Internal		15.000*	10.000*	
Replacement Borrowing - External	12.000	6.000	11.000	16.000*
TOTAL	34.337	35.573	39.001	32.291

*replacement borrowing in 2010/11 includes three £5m potential repayment of LOBO loans. In 2011/12 the replacement borrowing figure includes two £5m potential LOBO loan repayments. A further two £5m LOBO loan repayments could potentially be called in 2012/13.

Annual Investment Strategy

30. 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"). Communities and Local

Government (formerly ODPM) have issued a consultation paper on changes to the Investment Guidance, Capital Finance Regulations and Minimum Revenue Provision Guidance. Any changes in the revised guidance will come into force on 1st April 2010 and are reflected in this report. The Council's investment priorities are:-

- (a) The security of capital and
- (b) The liquidity of its investments

31. 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.
32. Investment instruments identified for use in the financial year are listed below under the 'Specified' and 'Non-Specified' Investment categories. Guidance states that specified investments are those requiring "minimal procedural formalities". The placing of cash on deposit with banks and building societies 'awarded high credit ratings by a credit rating agency' and investments with the UK Government and local authorities qualify as falling under this phrase as they form a normal and minimum part of day to day treasury management.
33. 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.
34. The Council uses Fitch ratings as the basis by which to set its minimum credit criteria for deposits and derive its counterparty limits. The TMST may further limit these by using other available information such as Credit Default Swap Rates, Shareprices, Ratings Watch & Outlook notices. Counterparty limits and maturity limits are derived from the credit rating matrix as set out in the tables at paragraphs 42 and 43 respectively. The Council may also use alternative credit rating agencies such as Standard & Poors and Moodys, in these instances the equivalent ratings will apply.
35. Notification of any rating changes (or ratings watch and outlook notifications) by Fitch are monitored daily by a member of the Treasury Management Team. Rating changes by other credit rating agencies are reported to the TMST by Arlingclose.
36. Where a change in credit rating places a counterparty on the approved lending list outside the credit matrix (as set out in tables 42 and 43), that counterparty will be immediately removed from the lending list.
37. Where a counterparty has been placed on Negative Watch or Outlook by a credit rating agency, the counterparty will be immediately suspended from the approved lending list. The TMST will then consider the notification and any

other information as described in paragraph 35 before deciding whether the counterparty should be reinstated or removed from the approved lending list.

38. In addition, the TSMT 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 10% of the investment portfolio.
39. Any changes to the approved lending list will continue to be reported to Cabinet as part of the monthly Financial Monitoring Report.

Specified Investments

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

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

Term Deposits with Banks and Building Societies signed up to the UK Government support to the banking sector	Fitch short-term F1, Long-term A, Individual rating C with support rating 2 or individual rating B with support rating 3, Minimum Sovereign Rating AA	In-house
Certificates of Deposit issued by Banks and Building Societies	A1 or P1	In-house on a buy and hold basis. Fund Managers
Short-term Funds (including Money Market Funds)	AAA	In-house and Fund Managers
Bond Funds	AAA	In-house and Fund Managers
UK Government Gilts	AAA	In-house on a buy and hold basis. Fund Managers
Treasury Bills	N/A	Fund Managers

Non-Specified Investments

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

Investment Instrument	Minimum Credit Criteria	Use	Max % of total Investments	Max Maturity Period
Debt Management Agency Deposit Facility (maturities in excess of 1 year) ²	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

² 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.

CA8B

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-, Individual rating B, with support rating 2	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
Structured Products (eg. Callable deposits, range accruals, snowballs, escalators etc)	Fitch short-term F1+, Long-term AA-, Individual rating B, with support rating 2 or Individual rating B/C with support rating 1	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
Certificates of Deposit issued by Banks and Building Societies	A1 or P1	In-house on a buy and hold basis. Fund Managers	50% in-house; 100% External Funds	3 years in-house, 10 years fund managers
UK Government Gilts with maturities in excess of 1 year	AAA	In-house on a buy and hold basis. Fund Managers	50% in-house; 100% External Funds	5 years in-house, 10 years fund managers
Bonds issued by Multilateral development banks	AAA	In-house on a buy and hold basis. 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
Bond Funds	AAA	In-house and Fund Managers	50% In-house; 100% External Funds	5 years in-house, 30 years fund managers
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

Counterparty Limits

42. The Council also manages its credit risk by setting counterparty limits. The matrix below sets out the limits as at 31 December 2009.

Short Term Rating F1+, Long Term Rating AAA, AA+, AA, AA-				
	Support			
Individual	1	2	3	4
A	£30m*	£30m*	£22m	
A/B	£30m*	£22m*	£10m	
B	£22m*	£22m*	£10m	
B/C	£15m	£15m		
C	£10m	£10m		

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

* In addition to the standard limit, the highest rated institutions have an additional £5m limit restricted to overnight and call account deposits.

Maturity Limits

43. 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 TSMT may further restrict lending criteria in response to changing market conditions.

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

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

Other institutions included on the councils lending list

44. In addition to highly credit rated banks and building societies the authority may also invest in AAA rated Money Market funds, Collective Investment Schemes (including LAMIT) and deposits with some local authorities.

Structured Products

45. As at 30 November 2009, the Council had £5m 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 £20m of the investment portfolio. The Council will continue to monitor structured products and consider restructuring opportunities as appropriate.

External Fund Managers

46. The Council currently has £23.89m invested with external fund managers (as at 30th November 2009). £11.88m with Scottish Widows Investment Partnership (SWIP) and £12.01m with Investec. The aim of the funds is to outperform the Council's in-house investment performance over a rolling three year period.
47. The benchmark for SWIP is the 7 day LIBID (London Interbank BID rate) compounded weekly. The benchmark for Investec is a composite index of 70% of three month LIBID and 30% Merrill Lynch 0-5 year gilt index. The Council will continue to monitor the performance of the externally managed funds against both their benchmarks and the in-house investment returns.

48. The External Fund will have a maximum average duration of 3 years for Investec and 5 years for SWIP.
49. It is recommended that authority to withdraw or advance additional funds to/from external fund managers be delegated to the TMST if economic conditions indicate that this would be in the best interest of the Council.

Treasury Management Advisors

50. In November 2009 the TMST appointed Arlingclose Limited as Treasury Management Advisors to the Council. Arlingclose will:
 - Provide the Council with Investment Advice
 - Assist in the performance monitoring of the external fund managers
 - Provide the Council with market information including credit ratings, other credit information, forecast interest rates for investment and debt
 - Provide technical advice and training to Treasury Management officers and Councillors.

Any advice given by Arlingclose will be considered by the TMST. Any decisions made remain the responsibility of the Council

Performance Monitoring

51. The Council will monitor its Treasury Management performance against other authorities, through its membership of the CIPFA Treasury Management benchmarking club. Latest performance figures will be reported in the Annual Review Report which will be considered by Cabinet in June 2010.

Investment Training

52. All members of the Treasury Management Strategy team are members of a professional accounting body. In addition, key Treasury Management officers receive in-house and externally provided training as deemed appropriate. Key Treasury Management officers will also be encouraged to study towards the new CIPFA and ACT³ joint Certificate on International Treasury Management – Public Finance.

Recommendations

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

December 2009

³ Association of Corporate Treasurers

Interest Rate Forecasts & Economic Background

The Council has appointed Arlingclose Limited as treasury adviser to the Council. Part of their service is to assist the Council in formulating a view on interest rates. The following tables shows Arlingclose's view. The forecast within the strategy statement has been informed by these sources and the Treasury Management Strategy Team's own view.

Arlingclose interest rate forecast – 22 December 2009

	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12
Official Bank Rate									
Upside risk			+0.25	+0.25	+0.50	+0.50	+0.50	+0.50	+0.50
Central case	0.50	0.50	0.50	1.00	1.50	2.25	3.00	4.00	4.00
Downside risk				-0.50	-0.50	-0.50	-0.25	-0.25	-0.25
1-yr LIBID									
Upside risk			+0.25	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50
Central case	1.25	1.25	1.50	2.00	2.75	3.50	4.00	4.25	4.25
Downside risk				-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
5-yr gilt									
Upside risk	+0.25	+0.25	+0.25	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50
Central case	2.70	2.80	2.90	3.00	3.25	3.50	3.75	4.00	4.25
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
10-yr gilt									
Upside risk		+0.25	+0.25	+0.25	+0.25	+0.25	+0.25	+0.25	+0.25
Central case	3.75	3.75	4.00	4.00	4.25	4.25	4.50	4.50	4.75
Downside risk		-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
20-yr gilt									
Upside risk	+0.25	+0.25	+0.25	+0.25	+0.25	+0.25	+0.25	+0.25	+0.25
Central case	4.25	4.50	4.75	4.75	5.00	5.00	5.00	5.00	5.00
Downside risk	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
50-yr gilt									
Upside risk	+0.25	+0.25	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50	+0.50
Central case	4.25	4.50	4.50	4.50	4.75	4.75	4.75	4.75	4.75
Downside risk		-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25

Economic Background

Introduction

The International financial crisis persisted into 2009/10 as economies around the world continued to struggle against falling inflation, recession, and the prospect of depression. Official bank base rates around the world started the financial year at historic lows and have remained there since.

International

The US Federal Reserve has kept the monetary policy on hold with rates at 0.25%. They have indicated that they intend to keep rates at this low level for an "extended period" in response to high levels of unemployment, despite a return to economic growth.

The US economy did continue to grow albeit at a rate of 2.2% against a prediction of 2.8%.

2009 saw the Greece Government being downgraded by all three of the major credit rating agencies in response to the Countries weakening financial stability, and rising national debt.

Late 2009 saw the crash in the property market of Dubai, however their neighbour, Abu Dhabi came to the rescue in mid December by giving Dubai World, and the state owned Nakheel a \$10bn loan.

UK

The Monetary Policy Committee has kept official bank rates at 0.5% since March 2009, and it is expected to do so for the majority of 2010.

The GDP of the UK has continued to contract in the first 3 quarters of 2009; however this has been at a slower rate than predicted. By November 2009 the economy had contracted for 18 consecutive months. By November, the UK was the only G20 country still in recession.

Anecdotal evidence does now suggest that the economy is starting to recover from recession, with indications that the UK could be out of recession some time during the first quarter of 2010.

It is thought that the recession in the UK could have been far deeper and longer, with the possibility of the UK entering a depression, however it seems that the steps that the Government have taken with Quantitative Easing has staved off the worst.

In the May 2009 the Monetary Policy Committee extended the planned Quantitative easing from £75bn to £150bn. This was increase to £175bn and again to the current level of £200bn. The UK Government has now indicated an end to Quantitative Easing.

Minimum Revenue Provision Policy Statement for 2010/11

Introduction

1. The Council is required by statute to charge a Minimum Revenue Provision (MRP) to the General Fund Revenue account each year for the repayment of debt. The MRP charge is the means by which capital expenditure which has been funded by borrowing is paid for by council tax payers.
2. Until 2007/08, the basis of the calculation for the MRP was specified in legislation. New legislation (Statutory Instrument 2008 no. 414 s4) which came into force on 31 March 2008, gives local authorities more freedom to determine what is a prudent level of MRP.
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. Further guidance has been issued by CLG with regard to International Financial Reporting Standards and MRP. The move to IFRS is expected to bring more PFI schemes on balance sheet and to result in some leases being reclassified as finance leases instead of operating leases. Where this happens, a part of the service charge or rent payable will be taken to reduce the balance sheet liability rather than being charged to revenue accounts. This change would result in a one off increase in the capital financing requirement and an equal increase in revenue account balances. This is not seen as a prudent course of action and the guidance aims to ensure that authorities are in the same position as if this change had not occurred. It does this by recommending inclusion in the annual MRP charge of an amount equal to the amount that has been taken to the balance sheet, including the retrospective element in the first year.

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).
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 (Option 3 in modified form).
14. The major proportion of the MRP for 2010/11 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 2011 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.

This page is intentionally left blank

Prudential Code for Capital Guidelines

Introduction

1. A major change in the system of capital financing in local government was introduced from 1 April 2004. Previously the government controlled how much new borrowing each local authority could take out each year. Now local authorities are able to determine their own programmes for capital investments and funding of the spending. The CIPFA¹ Prudential Code for Capital Finance in Local Authorities establishes the framework for local authority capital spending and funding to ensure that plans are affordable, prudent and sustainable. The purpose of this annex is to give a brief overview of the Code and its requirements and to advise members of the process that we will need to follow during the 2010/11 budget planning process.

An Overview of the Prudential Code

2. The Prudential Code sets out indicators that authorities must approve each year. The indicators must be approved by Council before 1 April each year, but can be revised during the year if required. For practical reasons, the indicators are considered and set each year at the same time as the Council sets the budget and council tax including those indicators that refer to Treasury Management which will be dealt with through the annual Treasury Management Strategy Report (Annex 6 of this report). A full set of all indicators required to be approved is set out at the end of this annex.
3. In setting or revising the prudential indicators, the Code requires local authorities to have regard to the following:
 - Affordability e.g. implications for council tax
 - Prudence and sustainability e.g. implications for external borrowing
 - Value for money e.g. option appraisal
 - Stewardship of assets e.g. asset management planning
 - Service objectives e.g. strategic planning for the authority
 - Practicality e.g. achievability of the forward plan.
4. It should be noted that the code does not include indicative limits or ratios for the indicators, rather it is for each authority to decide whether, taking all things into account, plans for capital investment are affordable, prudent and sustainable. Also, the prudential indicators are not designed to provide comparisons between authorities. Indicators reflect local circumstances and decisions and therefore comparisons could be misleading and counterproductive.

¹ The Chartered Institute of Public Finance and Accountancy, the leading accountancy body for public services

5. Some of the indicators relating to external debt and treasury management replace existing limits the Council already approves annually. The Prudential Code is designed to sit alongside the authority's Treasury Management Strategy. The delegated responsibility for day-to-day management and decision making on treasury issues remains with the Chief Finance Officer, operating within the framework approved in the prudential indicators and the Treasury Management Strategy.

Monitoring of the Prudential Indicators

6. The Code requires the Chief Finance Officer to establish procedures to monitor performance against all forward looking indicators, in particular capital spending forecasts and to ensure that the net external borrowing does not exceed the total capital financing requirement (i.e. to ensure that borrowing is being used to finance capital expenditure and not revenue). Any significant deviations from the forward forecasts will need to be reported and acted upon.

Capital Planning for 2010/11 and Beyond

7. A detailed list of capital requirements for the period 2010/11 to 2014/15 is set out in the Capital Strategy and Asset Management Plan. Based on this, the Council needs to agree a capital programme for 2010/11 to 2014/15 as part of Prudential Guidelines alongside the revenue budget. The Cabinet will then be able to use this information, together with the updated position for 2009/10 in formulating their spending plans for 2010/11 and beyond during the budget setting cycle.

Prudential Indicators

The prudential indicators below are those identified in the Prudential Guidelines relevant to Oxfordshire County Council:

Prudential Indicators for Affordability

1. **Estimates of ratio of financing costs to net revenue stream**
This compares the total principal and interest payments on external debt to the net revenue spending of the authority (i.e. that to be met from government grants and local taxpayers. This indicator needs to be calculated for the next three years.
2. **Actual ratio of financing costs to net revenue stream**
Similar to the first indicator but calculated directly from the consolidated revenue account.

3. Estimates of the incremental impact of capital investment decision on the council tax

The local authority will

- (i) forecast the total budgetary requirements for the authority based on no changes to the existing capital programme
- (ii) forecast the total budgetary requirements for the authority with the changes proposed to the capital programme included in the calculation
- (iii) take the difference between (i) and (ii) and calculate the addition or reduction to council tax that would result.

This calculation shall be undertaken for the forthcoming year and the following two financial years or longer timeframe if required to capture the full year effect of capital investment decisions.

Prudential Indicators for Prudence

4. Net Borrowing and the Capital Financing Requirement

This indicator should show that the net external borrowing does not exceed except in the short term, the capital financing requirement for the last year plus the estimates of any additions to the capital financing requirement for the current and two following years. Net external borrowing is the total of all borrowing, whether long or short term.

Capital Expenditure

5. Estimates of Capital Expenditure

The local authority will make reasonable estimates of the total of capital expenditure that it plans to incur during the forthcoming financial year and at least the following two financial years.

6. Actual Capital Expenditure

After the year-end, the actual capital expenditure incurred during the financial year will be recorded.

7. Estimates of the Capital Financing Requirement

The local authority will make reasonable estimates of the total capital financing requirement at the end of the forthcoming financial year and the two following years. The capital finance requirement is designed to measure the council's underlying need to borrow, or finance by other long-term liabilities, for capital expenditure.

8. Actual capital financing requirement

After the year-end the actual capital financing requirement will be calculated directly from the local authority's balance sheet.

Treasury Management

The following indicators will be set as part of the annual Treasury Management Strategy Report that has to be approved by Council before the start of the financial year.

9. Code of Practice

The Local Authority is required to adopt the CIPFA Code of Practice for Treasury Management in the Public Services.

10. Interest Rate Exposure

This sets the authority's upper limits on the amount of net borrowing and relates to both fixed and variable interest rates. The indicator needs to be calculated for the following and next two financial years. The calculations are as follows:

Upper limit on fixed interest rates

Estimated interest payable on borrowing at fixed rates less investment interest receivable at fixed rates (as £ or %)

OR

Principal sums outstanding borrowed at fixed interest rates less principal sums invested at fixed interest rates (as £ or %)

Upper limit on variable interest rates

Estimated interest payable on borrowing at variable rates less investment interest receivable at variable rates (as £ or %)

OR

Principal sums outstanding borrowed at variable interest rates less principal sums invested at variable interest rates (as £ or %)

11. Maturity Structure of Borrowing

This sets upper and lower limits on the amount of fixed rate borrowing due to be repaid during the following periods:

Under 12 months

12 months and within 24 months

24 months and within 5 years

5 years and within 10 years

10 years and above

This indicator is designed to be a control over an authority having large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.

12. Total Principal Sums Invested for more than 364 days

This sets a maximum limit on the amount of money that can be invested for more than one year and needs to be calculated for each forward financial year period for the maturing of such investments.

External Debt

These indicators effectively replace the existing borrowing limits the council has to approve each year.

13. Authorised Limit

This is the maximum amount that the authority allows itself to borrow in each year and needs to be calculated for the forthcoming financial year and

following two financial years. It needs to separately identify the limit for borrowing and any other long-term liabilities and covers both temporary and long-term borrowing. Any breach in the authorised limit needs to be reported to Council.

14. Operational Boundary

The local authority must set an operational boundary for its total external debt, gross of investments separately identifying borrowing from other long-term liabilities. This is also an external debt limit, but is set to reflect the most likely, prudent but not worst case scenario of the authority's debt position, without the additional headroom included within the authorised limit to allow for unusual cash movements. It needs to be calculated for the next and following two financial years. Both the operational boundary and the authorised limit should link directly to the capital spending plans, capital financing requirement and cash flows of the authority. Any breaches in the operational boundary do not necessarily need to be reported, unless they are frequent or part of a trend.

15. Actual External Debt

After the year-end the closing balance for actual gross borrowing plus (separately) other long term liabilities will be obtained directly from the Council's balance sheet.

This page is intentionally left blank



Draft Revenue Budget 2010/11

19 January 2010

This page is intentionally left blank

Draft Revenue Budget 2010/11 Summary

Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements *	Budget 2010/11 £000	Change from Previous Year %
Children, Young People & Families	Expenditure	9,830	2,682	-74	636	81	15,822	539,571	5.7%
	DSG income	-4,522	-1,610	0	0	0	-10,038	-333,324	5.1%
	Income	-95,162	-128	0	32	-2	-6,604	-107,975	13.5%
	98,278	-803	944	-74	668	79	-820	98,272	0.0%
Social & Community Services	Expenditure	236,173	2,097	0	1,810	-5,386	446	233,592	-1.1%
	Income	-69,373	-238	0	-138	16,778	-450	-52,772	-23.9%
	166,800	-899	1,859	0	1,672	11,392	-4	180,820	8.4%
Environment & Economy	Expenditure	100,776	383	0	967	-1,433	-799	100,722	-0.1%
	Income	-32,145	95	0	-684	-437	876	-32,456	1.0%
	68,631	478	667	0	283	-1,870	77	68,266	-0.5%
Community Safety & Shared Services	Expenditure	57,552	898	0	-2,458	-399	260	56,159	-2.4%
	Income	-27,643	-744	-142	0	-128	0	-28,657	3.7%
	29,909	154	164	0	-2,458	-527	260	27,502	-8.0%
Corporate Core	Expenditure	40,160	-83	243	123	1,991	1,147	43,581	8.5%
	Income	-30,734	541	-145	20	-77	-1,086	-31,481	2.4%
	9,426	458	98	0	143	1,914	61	12,100	28.4%
Less Area Based Grant Income	Expenditure	0	0	0	0	0	0	0	-
	Income	-26,950	-2	0	0	0	-15,744	-42,696	-
	-26,950	-2	0	0	0	0	-15,744	-42,696	-
Add Strategic Measures	Expenditure	30,124	-62	0	5,528	9,117	0	44,707	48.4%
	Income	2,953	0	0	-761	988	0	3,180	7.7%
	33,077	-62	0	0	4,767	10,105	0	47,887	44.8%
TOTAL	Expenditure	975,379	9,418	6,156	6,606	3,971	16,876	1,018,332	4.4%
	Income	-596,208	-10,094	-2,424	-1,531	17,122	-33,046	-626,181	5.0%
		379,171	-676	3,732	-74	5,075	21,093	392,151	3.4%

Draft Revenue Budget 2010/11
Children, Young People & Families

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	change from previous year %
CYPF1	YOUNG PEOPLE & ACCESS TO									
CYPF1-1	Young People & Access To Education Management & Central Costs									
CYPF1-1	Management & Central Costs (previously Operations)	2,269 -518 0	-83 518 1	11 -73 0	0 0 0	-38 0 0	-210 0 0	-13 0 0	1,936 -73 1	-14.7% -85.9% 6.5%
CYPF1-2	Learning Difficulties & Disabilities									
CYPF1-21	Special Educational Needs (SEN)	8,626 -7,259 -1,367	109 1,572 -1	44 -1 -7	0 0 0	207 0 0	0 0 0	0 17 0	8,986 -5,671 -1,375	4.2% -21.9% 0.6%
CYPF1-22	SEN Support Services (SENS)	0	1,680	36	0	207	0	17	1,940	-
CYPF1-23	Services for Disabled Children	6,002 -3,884 -976	134 -1,283 8	30 0 -5	0 0 0	0 0 0	0 0 200	0 -26 0	6,166 -5,193 -773	2.7% 33.7% -20.8%
CYPF1-3	Inclusion, Access & Engagement	1,142 5,421 -436 -13	-1,141 -79 436 0	25 24 0 0	0 0 0 0	0 0 0 0	200 -250 0 0	-26 29 0 0	200 5,145 0 -13	-82.5% -5.1% -100.0% 0.0%
CYPF1-31	Psychological Service	4,972	357	24	0	0	-250	29	5,132	3.2%
CYPF1-32	Attendance & Welfare	2,877 -565 -287	37 -15 0	11 0 -1	0 0 0	0 0 0	0 0 -60	38 -3 0	2,963 -583 -348	3.0% 3.2% 21.3%
		2,025	22	10	0	0	-60	35	2,032	0.3%
		1,171	-5	6	0	0	0	0	1,172	0.1%
		0	0	0	0	0	0	0	0	-
		0	0	0	0	0	0	0	0	-
		1,171	-5	6	0	0	0	0	1,172	0.1%

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	change from previous year %
CYPF1-33	Alternative Education	2,431	12	12	0	-1	-150	176	2,480	2.0%
		-1,681	-72	0	0	0	-150	-309	-2,212	31.6%
		-155	0	-1	0	0	0	-256	-412	165.8%
		595	-60	11	0	-1	-300	-389	-144	-124.2%
n/a	Admissions & Student Support (line no longer required as moved to CYPF4-4)	127	-23	1	-74	0	0	-31	0	-100.0%
		0	0	0	0	0	0	0	0	-
		0	0	0	0	0	0	0	0	-
CYPF1-34	Centrally Managed Services	127	-23	1	-74	0	0	-31	0	-100.0%
		509	-40	2	0	0	0	-53	418	-17.9%
		-181	-7	0	0	0	0	-1	-189	4.4%
		-2	0	0	0	0	0	0	-2	0.0%
		326	-47	2	0	0	0	-54	227	-30.4%
CYPF1-4	Youth									
CYPF1-41	Youth Support Service	10,162	-611	23	0	-29	0	56	9,601	-5.5%
		0	0	0	0	0	0	0	0	-
		-1,282	460	-4	0	0	0	25	-801	-37.5%
		8,880	-151	19	0	-29	0	81	8,800	-0.9%
CYPF1-42	Youth Offending Service	3,473	367	19	0	-7	0	128	3,980	14.6%
		0	0	0	0	0	0	0	0	-
		-1,933	-340	-11	0	0	0	-128	-2,412	24.8%
		1,540	27	8	0	-7	0	0	1,568	1.8%
	SUBTOTAL YOUNG PEOPLE & ACCESS TO EDUCATION	22,529	1,095	80	-74	132	-620	-351	22,791	1.2%
CYPF2	CHILDREN & FAMILIES									
CYPF2-1	Children & Families									
CYPF2-1	Management & Central Costs (previously central costs)	3,022	-325	13	0	-39	0	0	2,671	-11.6%
		0	0	0	0	0	0	0	0	-
		-7	0	0	0	0	0	0	-7	0.0%
		3,015	-325	13	0	-39	0	0	2,664	-11.6%

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	change from previous year %	
CYPF2-2 CYPF2-21	Social Care Educational Achievement (CLA)	expenditure	689	-28	3	0	0	44	708	2.8%	
		DSG income income	0 -133	27	-1	0	0	-420	0	-19.5%	
CYPF2-22	Residential	expenditure	556	-1	2	0	0	-420	181	-	
		DSG income income	2,814 0	-31	14	0	0	0	0	2,792	-0.8%
CYPF2-23	Family Placement	expenditure	2,693	-31	13	0	0	0	0	2,670	0.8%
		DSG income income	5,811 0	-7	29	0	101	0	0	5,934	-0.9%
CYPF2-24	Children Looked After (incl transport)	expenditure	7,944	-10	37	0	43	817	57	8,888	2.1%
		DSG income income	0 -2,714	1	-1	0	0	0	0	0	-
CYPF2-25	Agency Residential Placements	expenditure	5,230	-10	23	0	43	817	57	6,160	0.0%
		DSG income income	5,305 -1,345	0	27	0	-220	3,355	-60	8,407	2.2%
CYPF2-3 CYPF2-31	Early Learning & Childcare Early Years and Childcare Countywide	expenditure	3,960	0	20	0	0	3,355	-60	7,055	17.8%
		DSG income income	15,940 -11,764	537	82	0	0	-135	-6296	10,128	58.5%
CYPF2-32	Early Years and Childcare Area Teams	expenditure	225	-122	0	0	0	-135	31	-1	0.5%
		DSG income income	2,325 -2,325	11	-12	0	0	0	0	2,382	-
CYPF2-33	Children's Centres and Childcare Development Countywide	expenditure	0	0	-1	0	0	0	0	-1	2.5%
		DSG income income	10,886 -1,455	240	57	0	0	-133	1475	12,525	2.5%
		602	-236	-45	0	0	-133	160	638	15.1%	
			4	5	0	0				-4.7%	
										18.9%	
										6.0%	

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	change from previous year %
CYPF2-34	Children's Centres and Childcare Development Area Teams	2,321 -5 -2,141 175	172 -125 -4 43	14 -1 -11 2	0 0 0 0	0 0 0 0	-12 0 0 -12	-433 130 93 -210	2,062 -1 -2,063 -2	-11.2% -80.0% -3.6% -101.1%
CYPF2-35	Nursery Education Funding (EY) Single Formula Funding	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	10304 -10304 0 0	10,304 -10,304 0 0	- - - -
CYPF2-4	Family Support & Assessment									
CYPF2-41	Central Support Costs	264 0 0 264	-97 0 0 -97	1 0 0 1	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	168 0 0 168	-36.4% - - -
CYPF2-42	Family Support	2,646 -102 0 2,544	368 0 0 368	14 -1 0 13	0 0 0 0	161 0 0 161	-60 0 0 -60	2 0 0 2	3,131 -103 0 3,028	18.3% - - 19.0%
CYPF2-43	Assessment	2,613 -314 -84 2,215	-34 0 18 -16	13 -2 0 11	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	2,592 -316 -66 2,210	-0.8% 0.6% -21.4% -0.2%
CYPF2-44	Child and Adolescent Mental Health	364 0 -121 243	-1 0 0 -1	2 0 -1 1	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	365 0 -122 243	0.3% - 0.8% 0.0%
	SUBTOTAL CHILDREN & FAMILIES	27,266	-194	131	0	41	3,412	24	30,680	12.5%

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	change from previous year %
CYPF3	<u>RAISING ACHIEVEMENT SERVICE</u>									
CYPF3-1	Raising Achievement Service	15,443	5,940	96	0	0	-684	-3365	17,430	12.9%
CYPF3-1	Management & Central Costs (previously Strategic Management)	0	0	0	0	0	0	0	0	-
		-13,707	-3,847	-88	0	0	0	4042	-13,600	-0.8%
		1,736	2,093	8	0	0	-684	677	3,830	120.6%
CYPF3-2	Governor Services									
		287	-1	1	0	0	0	0	287	0.0%
		0	0	0	0	0	0	0	0	-
		-140	0	-1	0	0	-10	0	-151	7.9%
		147	-1	0	0	0	-10	0	136	-7.5%
n/a	Food with Thought/Quest	0	0	0	0	0	0	0	0	-
	Cleaning Services	-59	0	-8	0	0	0	67	0	-100.0%
	(line no longer required as moved to CYPF4-7)	0	0	0	0	0	0	0	0	-
		-59	0	-8	0	0	0	67	0	-
n/a	Branch Administration	627	23	3	0	-44	0	-609	0	-100.0%
	(line no longer required as moved to CYPF3-1)	0	0	0	0	0	0	0	0	-
		0	0	0	0	0	0	0	0	-
		627	23	3	0	-44	0	-609	0	-100.0%
n/a	Community Learning	47	0	0	0	0	0	-47	0	-100.0%
	(line no longer required as moved to CYPF4-5)	0	0	0	0	0	0	0	0	-
		0	0	0	0	0	0	0	0	-
		47	0	0	0	0	0	-47	0	-
CYPF3-3	School Improvement									
CYPF3-31	Professional Development	644	-217	2	0	0	0	-429	0	-100.0%
		0	0	0	0	0	0	0	0	-
		-1,153	-212	-7	0	0	0	1372	0	-100.0%
		-509	-429	-5	0	0	0	943	0	-100.0%
CYPF3-32	Educational Achievement & Service Monitoring	7,188	284	33	0	0	-50	-223	7,232	0.6%
		-641	314	0	0	0	0	-3	-330	-48.5%
		-4,264	-468	-24	0	0	0	601	-4,155	-2.6%
		2,283	130	9	0	0	-50	375	2,747	20.3%

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	change from previous year %
CYPF3-33	Curriculum Learning & Inclusion	1,175 -154 -219 802	-622 -152 0 -774	3 0 -1 2	0 0 0 0	0 0 0 0	0 0 0 0	-528 306 220 -2	28 0 0 28	-97.6% -100.0% -100.0% -96.5%
CYPF3-34	Partnership Development & Extended Learning	7,500 -766 -3,624 3,110	183 9 -536 -344	30 0 -21 9	0 0 0 0	-12 0 3 -9	0 0 -151 -151	-591 -4 -576 -1171	7,110 -761 -4,905 1,444	-5.2% -0.7% 35.3% -53.6%
CYPF3-35	Secondary School Improvement	2,522 0 -1,071 1,451	-500 -312 -30 -842	7 0 -5 2	0 0 0 0	0 0 0 0	0 0 0 0	-167 -2 8 -161	1,862 -314 -1,098 450	-26.2% 2.5% -69.0%
CYPF3-4	14-19 Team (LSC Transfer)	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	160 0 0 0	160 0 0 0	- - - -
	SUBTOTAL RAISING ACHIEVEMENT SERVICE	9,635	-144	20	0	-53	-895	72	8,635	-285.6%
CYPF4	COMMISSIONING, PERFORMANCE & QUALITY ASSURANCE (CPQA)									
CYPF4-1	CPQA Management & Central Costs (incl recharges) <i>(previously central costs)</i>	15,783 -2,999 -266 12,518	-382 2,999 0 2,617	77 0 -1 76	0 0 0 0	-95 0 29 -66	479 0 19 498	-218 0 147 -71	15,644 0 -72 15,572	-0.9% -100.0% -72.9% 24.4%
CYPF4-2	Performance <i>(previously Planning & Performance)</i>	868 0 -6 862	446 0 -350 96	4 0 -2 2	0 0 0 0	0 0 0 0	-80 0 0 -80	492 0 -309 183	1,730 0 -667 1,063	99.3% - 11016.7% 23.3%
CYPF4-3	Commissioning <i>(previously Commissioning & Partnerships)</i>	1,173 0 -392 781	134 0 -65 69	4 0 -2 2	0 0 0 0	0 0 0 0	0 0 0 0	-117 0 117 0	1,194 0 -342 852	1.8% - -12.8% 9.1%

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	change from previous year %
CYPF4-4	Business Improvement (previously Information Management and Business Support)	2,930 -767 -587	-65 767 5	14 0 -3	0 0 0	0 0 0	275 -50 0	-217 0 313	2,937 -50 -272	0.2% -93.5% -53.7%
CYPF4-5	Human Resources & Children's Workforce (previously Workforce)	1,576 5,108 -583 -64	707 -62 154 61	11 25 0 0	0 0 0 0	0 0 0 0	225 -750 0 0	96 303 -2 -233	2,615 4,624 -431 -236	65.9% -9.5% -26.1% 268.8%
CYPF4-6	School Organisation & Planning (incl Home to School Transport) (previously Property & Assets)	4,461 20,045 -585 -2,429	153 -552 167 12	25 248 0 -12	0 0 0 0	0 750 0 0	-750 -170 -100 0	68 149 -2 75	3,957 20,470 -520 -2,354	-11.3% 2.1% -11.1% -3.1%
n/a	Finance & Accounting (line no longer required)	17,031 -137 0 14	-373 137 0 -13	236 0 0 0	0 0 0 0	0 0 0 0	-270 0 0 0	222 0 0 0	17,596 0 0 1	3.3% -100.0% - -92.9%
CYPF4-7	DSG Income (DSG income associated with central overheads)	-123 4 0 0	124 0 -5,361 0	0 0 -25 0	0 0 0 0	0 -136 0 0	0 0 0 0	0 0 -83 0	1 -132 -5,469 0	-100.8% -3400.0% - -
CYPF4-8	Participation and Play	4 714 0 -16	-5,361 645 0 -488	-25 5 0 -3	0 0 0 0	-136 0 0 0	0 -148 0 0	-83 0 0 0	-5,601 1,216 0 -507	-140125.0% 70.3% - -
CYPF4-9	Safeguarding & Quality Assurance (previously shown as C&F)	698 916 0 -95	157 93 0 0	2 4 0 0	0 0 0 0	0 0 0 0	-148 0 0 0	0 20 0 0	709 1,033 0 -95	1.6% 12.8% - 0.0%
	SUBTOTAL COMMISSIONING, PERFORMANCE & QUALITY ASSURANCE	821 38,629	93 -1,718	4 333	0 0	0 548	0 -525	20 435	938 37,702	14.3% -2.4%

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	change from previous year %
CYPF5	SCHOOLS									
CYPF5-1	Devolved Budgets	315,201 -272,816 -42,385	2,637 -2,637 0	1589 -1377 -212	0 0 0	0 0 0	0 0 0	15790 -9989 -5801	335,217 -286,819 -48,398	6.4% 5.1% 14.2%
CYPF5-2	Non Devolved Schools Costs	0 2,076 -2,076 -375	0 825 -825 -1	0 14 -15 377	0 0 0 0	0 0 0 0	0 -720 720 0	0 44 0 0	0 2,239 -2,196 1	- 7.9% 5.8% -
CYPF5-3	Licenses and Insurances	-375	-1	376	0	0	0	44	44	-
		175 -175 0	271 0 -112	1 -1 0	0 0 0	0 0 0	0 0 0	0 0 0	447 -176 -112	155.4% 0.6% -
CYPF5-4	Capitalised Repairs & Maintenance	0 3,699 -3,699 0	159 0 0 0	0 19 -18 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	159 3,718 -3,717 0	- 0.5% 0.5% -
CYPF5-5	City Reorganisation	0 594 0 0 594	0 0 0 0 0	1 3 0 0 3	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 1 0 0 1	1 598 0 0 598	- 0.7% - - 0.7%
	SUBTOTAL SCHOOLS	219	158	380	0	0	0	45	802	266.2%
	Savings still be allocated across the directorate	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	-1,293 0 -1,293	-84 -1121 -1205	-1,377 -1,121 -2,498	
	SUBTOTAL UNALLOCATED	510,594 -317,154 -95,162 98,278	9,830 -4,522 -6,111 -803	2682 -1610 -128 944	-74 0 0 -74	636 0 32 668	81 0 -2 79	15822 -10038 -6604 -820	539,571 -333,324 -107,975 98,272	5.7% 5.1% 13.5% 0.0%
	DIRECTORATE TOTAL									

**Draft Revenue Budget 2010/11
Social & Community Services**

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements *	Budget 2010/11 £000	change from previous year %
SC1	COMMUNITY SERVICES									
SC1_1	Library Service	8,774 -864	-30 0	43 -4	0 0	-32 -17	-31 0	0 0	8,724 -885	-0.6% 2.4%
SC1_2	Heritage & Arts Services	7,910	-30	39	0	-49	-31	0	7,839	-0.9%
		3,201 -738	-219 209	14 -3	0 0	-55 0	-62 18	0 0	2,879 -514	-10.1% -30.4%
SC1_3	Cultural & Community Development	2,463	-10	11	0	-55	-44	0	2,365	-4.0%
		825 -59	-6 0	4 0	0 0	-5 0	50 0	0 0	868 -59	5.2% 0.0%
SC1_4	Adult Learning	766	-6	4	0	-5	50	0	809	5.6%
		5,547 -5,186	-638 628	25 -23	0 0	0 0	0 0	0 0	4,934 -4,581	-11.1% -11.7%
SC1_5	Music Service	361	-10	2	0	0	0	0	353	-2.2%
		2,736 -2,189	-1 0	13 -11	0 0	0 -18	-12 0	0 0	2,736 -2,218	0.0% 1.3%
SC1_6	Registration Service	547	-1	2	0	-18	-12	0	518	-5.3%
		1,620 -1,080	-7 0	8 -5	0 0	0 -7	-37 13	8 -8	1,592 -1,087	-1.7% 0.6%
		540	-7	3	0	-7	-24	0	505	-6.5%
	SUBTOTAL COMMUNITY SERVICES	12,587	-64	61	0	-134	-61	0	12,389	-1.6%

Ref.	Service Area	Budget 2009/10	Permanent Virements Agreed in 2009/10	Inflation	Function Changes	Previously Agreed Budget Changes	Proposed Change to Budget	Proposed Virements *	Budget 2010/11	change from previous year %
		£000	£000	£000	£000	£000	£000	£000	£000	%
SC2	SOCIAL CARE FOR ADULTS									
SC2_1	Services for all Client Groups									
SC2_1a	Sensory Impairment	expenditure 600 income -143	-3	3	0	0	0	0	600	0.0%
		457	-3	2	0	0	0	0	-144	0.7%
SC2_1b	Occupational Therapy & Equipment	expenditure 3,816 income -305	-10	36	0	-111	56	1	3,788	-0.7%
		3,511	-10	34	0	109	-184	0	-382	25.2%
SC2_1c	Service Agreements	expenditure 3,213 income -138	53	13	0	116	9	0	3,404	5.9%
		3,075	-53	0	0	0	-2	0	-193	39.9%
SC2_1d	Employment Service	expenditure 1,520 income -1,003	170	7	0	-3	0	0	1,694	11.4%
		517	-173	-4	0	0	0	0	-1,180	17.6%
SC2_1e	Adult Placement Service	expenditure 1,729 income -824	-3	3	0	-3	0	0	514	-0.6%
		905	-3	7	0	0	-165	0	744	-17.8%
SC2_1f	Asylum Seekers	expenditure 222 income 0	0	1	0	0	-1	0	222	0.0%
		222	0	0	0	0	0	0	0	#DIV/0!
SC2_1g	Direct Payments	expenditure 240 income 0	-30	1	0	-102	0	0	109	-54.6%
		240	-30	1	0	-102	0	0	0	#DIV/0!
SC2_1h	Adult Protection and Mental Capacity	expenditure 300 income 0	0	0	0	26	-8	0	318	6.0%
		300	0	0	0	0	0	0	0	#DIV/0!
SC2_1i	One Off Funding Projects	expenditure 994 income 0	1,401	10	0	0	39	0	2,444	145.9%
		994	-213	0	0	0	-39	0	-252	#DIV/0!
		994	1,188	10	0	0	0	0	2,192	120.5%

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements * £000	Budget 2010/11 £000	change from previous year %
SC2_1j	Emergency Duty Team	551 -263 288	-3 0 -3	3 -1 2	0 0 0	0 0 0	0 0 0	0 0 0	551 -264 287	0.0% 0.4% -0.3%
	Subtotal All Client Groups	10,509	1,136	73	0	35	-295	1	11,459	9.0%
SC2_2	Older People									
SC2_2a	Contribution to OP Pooled Budget	82,845 -13,458 69,387	-1,258 0 -1,258	1,040 -67 973	0 0 0	1,277 -216 1,061	-1,978 -217 -2,195	0 -5 -5	81,926 -13,963 67,963	-1.1% 3.8% -2.1%
SC2_2b	Care Management Teams	5,332 -169 5,163	-554 0 -554	26 -1 25	0 0 0	-86 0 -86	0 0 0	0 0 0	4,718 -170 4,548	-11.5% 0.6% -11.9%
SC2_2c	External Home Support	221 -13 208	0 0 0	1 0 1	0 0 0	0 0 0	0 0 0	0 0 0	222 -13 209	0.5% 0.0% 0.5%
SC2_2e	Fairer Charging	52 -4,169 -4,117	0 0 0	0 -21 -21	0 0 0	0 -7 -7	0 478 478	0 0 0	52 -3,719 -3,667	0.0% -10.8% -10.9%
SC2_2f	Internal Day Services	0 -5 -5	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 5 5	0 0 0	#DIV/0! -100.0% -100.0%
SC2_2h	Section 117 Reassessments	68 0 68	0 0 0	0 0 0	0 0 0	0 0 0	-68 0 -68	0 0 0	0 0 0	-100.0% #DIV/0! -100.0%
	Subtotal Older People	70,704	-1,812	978	0	968	-1,785	0	69,053	-2.3%
SC2_2	Physical Disabilities									
SC2_2i	Contribution to Pooled Budget	7,114 -607 6,507	0 0 0	88 -3 85	0 0 0	-3 0 -3	-97 0 -97	0 0 0	7,102 -610 6,492	-0.2% 0.5% -0.2%
SC2_2j	PD Care Management Teams	739 0 739	-3 0 -3	12 0 12	0 0 0	0 0 0	0 0 0	0 0 0	748 0 748	1.2% #DIV/0! 1.2%

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements * £000	Budget 2010/11 £000	change from previous year %
SC2_2k	Acquired Brain Injury	395	0	6	0	0	-4	0	397	0.5%
		0	0	0	0	0	0	0	0	#DIV/0!
SC2_2l	PD Service Agreements	395	0	6	0	0	-4	0	397	0.5%
		32	0	0	0	0	0	0	32	0.0%
		-19	0	0	0	0	0	0	-19	0.0%
		13	0	0	0	0	0	0	13	0.0%
	Subtotal Physical Disabilities	7,654	-3	103	0	-3	-101	0	7,650	-0.1%
SC2_3	Integrated Mental Health Service									
SC2_3a	OCC Contribution to MH Pool (Oxon PCT)	7,243	29	102	0	-42	-205	0	7,127	-1.6%
		-226	0	-1	0	-30	0	0	-257	13.7%
		7,017	29	101	0	-72	-205	0	6,870	-2.1%
SC2_3b	Drugs and Alcohol	825	-16	8	0	0	-4	0	813	-1.5%
		-451	16	-2	0	0	0	0	-437	-3.1%
		374	0	6	0	0	-4	0	376	0.5%
SC2_3c	Contingency	0	533	0	0	0	62	0	595	#DIV/0!
		0	0	0	0	0	0	0	0	#DIV/0!
		0	533	0	0	0	62	0	595	0.5%
	Subtotal Mental Health	7,391	562	107	0	-72	-147	0	7,841	6.1%
SC2_4	Learning Disabilities									
SC2_4a	Commissioning & Contracts	955	51	4	0	-35	50	0	1,025	7.3%
		-955	-50	-4	0	35	0	0	-974	2.0%
		0	1	0	0	0	50	0	51	#DIV/0!
SC2_4b	Care Management & Social Work	1,258	-61	6	0	0	30	0	1,233	-2.0%
		-1,258	61	-6	0	0	-80	0	-1,283	2.0%
		0	0	0	0	0	-50	0	-50	#DIV/0!
SC2_4c	Residential Internal	8	0	0	0	-1	0	0	7	-12.5%
		-8	0	0	0	1	0	0	-7	-12.5%
		0	0	0	0	0	0	0	0	#DIV/0!

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements * £000	Budget 2010/11 £000	change from previous year %
SC2_4d	Supported Living Internal	3,973 -3,973	-19 19	15 -15	0 0	-5 5	0 0	0 0	3,964 -3,964	-0.2% -0.2%
SC2_4e	Day Services Internal	0	0	0	0	0	0	0	0	#DIV/0!
SC2_4f	OCC Contribution to the Learning Disabilities Pool	5,016 -5,016	-8 8	25 -25	0 0	-7 7	-50 50	0 0	4,976 -4,976	-0.8% -0.8%
		0	0	0	0	0	0	0	0	#DIV/0!
		42,631 -9,895	-21 -29	451 -25	0 0	1,532 0	-2,176 4,604	0 0	42,417 -5,345	-0.5% -46.0%
		32,736	-50	426	0	1,532	2,428	0	37,072	13.2%
	Subtotal Learning Disabilities	32,736	-49	426	0	1,532	2,428	0	37,073	13.2%
	SUBTOTAL SOCIAL CARE FOR ADULTS	128,994	-166	1,687	0	2,460	100	1	133,076	3.2%
	MAJOR PROJECTS AND SUPPORTING PEOPLE									
SC3_2	Major Projects	291 -190	0 0	2 -1	0 0	-102 0	0 0	0 0	191 -191	-34.4% 0.5%
SC3_3	Closed Homes	101	0	1	0	-102	0	0	0	-100.0%
		66	0	0	0	0	0	0	66	0.0%
		0	0	0	0	0	0	0	0	#DIV/0!
SC3_4	Supporting People	66	0	0	0	0	0	0	66	0.0%
		12,571 -12,197	125 -125	0 0	0 0	0 0	-604 12,137	0 0	12,092 -185	-3.8% -98.5%
		374	0	0	0	0	11,533	0	11,907	3083.7%
	SUBTOTAL MAJOR PROJECTS AND SUPPORTING PEOPLE	541	0	1	0	-102	11,533	0	11,973	2113.1%

Ref.	Service Area	Budget 2009/10	Permanent Virements Agreed in 2009/10	Inflation	Function Changes	Previously Agreed Budget Changes	Proposed Change to Budget	Proposed Virements *	Budget 2010/11	change from previous year %
		£000	£000	£000	£000	£000	£000	£000	£000	%
SC4	STRATEGY & TRANSFORMATION									
SC4_1a	Recharges	18,712	-973	89	0	0	0	-6	17,822	-4.8%
	expenditure	-661	351	-2	0	0	0	0	-312	-52.8%
	income	18,051	-622	87	0	0	0	-6	17,510	-3.0%
SC4_1b	Information Systems & Processes	775	-4	4	0	0	-85	0	690	-11.0%
	expenditure	-185	0	-1	0	0	0	0	-186	0.5%
	income	590	-4	3	0	0	-85	0	504	-14.6%
SC4_1c	Facilities Management	3,818	-14	19	0	-61	-104	0	3,658	-4.2%
	expenditure	-1,261	0	-6	0	0	0	0	-1,267	0.5%
	income	2,557	-14	13	0	-61	-104	0	2,391	-6.5%
SC4_2a	Strategy	1,017	-3	3	0	0	-10	1	1,008	-0.9%
	expenditure	0	0	0	0	0	0	0	0	#DIV/0!
	income	1,017	-3	3	0	0	-10	1	1,008	-0.9%
SC4_2b	Projects	0	0	0	0	0	0	0	0	#DIV/0!
	expenditure	0	0	0	0	0	0	0	0	#DIV/0!
	income	0	0	0	0	0	0	0	0	#DIV/0!
SC4_2c	Contracts	878	-4	4	0	0	0	0	878	0.0%
	expenditure	-12	0	0	0	0	0	0	-12	0.0%
	income	866	-4	4	0	0	0	0	866	0.0%
SC4_3	Directorate Leadership Team	1,268	-22	-2	0	-160	19	0	1,103	-13.0%
	expenditure	0	0	0	0	0	0	0	0	#DIV/0!
	income	1,268	-22	-2	0	-160	19	0	1,103	-13.0%
SC4_4	Transforming Adult Social Care	2,182	0	2	0	-331	0	442	2,295	5.2%
	expenditure	-1,853	0	0	0	0	0	-442	-2,295	23.9%
	income	329	0	2	0	-331	0	0	0	-100.0%
	SUBTOTAL STRATEGY & TRANSFORMATION	24,678	-669	110	0	-552	-180	-5	23,382	-5.3%
	expenditure	236,173	-1,548	2,097	0	1,810	-5,386	446	233,592	-1.1%
	income	-69,373	649	-238	0	-138	16,778	-450	-52,772	-23.9%
	DIRECTORATE TOTAL	166,800	-899	1,859	0	1,672	11,392	-4	180,820	8.4%

Draft Revenue Budget 2010/11
Environment & Economy

Ref.	Service Area	Budget 2009/10	Permanent Virements Agreed in 2009/10	Inflation	Function Changes	Previously Agreed Budget Changes	Proposed Change to Budget	Proposed Virements *	Budget 2010/11	Change from Previous Year %
		£000	£000	£000	£000	£000	£000	£000	£000	%
EE1	<u>TRANSPORT</u>	49,704 -9,687 40,017	566 -61 505	462 -49 413	0 0 0	-176 65 -111	-20 -1,300 -1,320	148 -38 110	50,684 -11,070 39,614	2.0% 14.3% -1.0%
EE2	<u>SUSTAINABLE DEVELOPMENT</u>	27,556 -2,763 24,793	-104 85 -19	234 -14 220	0 0 0	1,252 -28 1,224	-632 -632 -632	-826 808 -18	27,480 -1,912 25,568	-0.3% -30.8% 3.1%
EE3	<u>PROPERTY SERVICES</u>	18,292 -19,583 -1,291	-70 69 -1	106 -97 9	0 0 0	-96 -721 -817	-958 863 -95	-122 -122 -122	17,152 -19,469 -2,317	-6.2% -0.6% 79.5%
EE4	<u>BUSINESS IMPROVEMENT</u>	5,224 -112 5,112	-9 2 -7	26 -1 25	0 0 0	-13 -13 -13	177 177 177	1 106 107	5,406 -5 5,401	3.5% -95.5% 5.7%
		100,776 -32,145 68,631	383 95 478	828 -161 667	0 0 0	967 -684 283	-1,433 -437 -1,870	-799 876 77	100,722 -32,456 68,266	-0.1% 1.0% -0.5%
	DIRECTORATE TOTAL									

**Draft Revenue Budget 2010/11
Community Safety & Shared Services**

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements *	Budget 2010/11 £000	change from previous year %
CS1	<u>FIRE & RESCUE SERVICE</u>									
CS1.1	Service Delivery Whole time Operational Staff	11,380 -66	-12 0	77 0	0 0	-7 0	201 0	0 0	11,639 -66	2.3% 0.5%
CS1.2	Service Delivery	11,314	-12	77	0	-7	201		11,573	2.3%
		5,019 -30	-821 0	22 0	0 0	43 0	-94 0	0 0	4,169 -30	-16.9% 0.5%
		4,989	-821	22	0	43	-94		4,139	-17.0%
	Subtotal Service Delivery	16,303	-833	99	0	36	107		15,712	-3.6%
CS1.3	Service Support Special Projects	108 -107	8 -8	1 -1	0 0	0 0	0 0	0 0	117 -116	7.9% 0.0%
		1	0	0	0				1	0.5%
CS1.4	Business Management	5,273 -150	-335 -1	25 -1	0 0	8 0	-22 0	-5 0	4,944 -152	-6.2% 0.9%
		5,123	-336	24	0	8	-22	-5	4,792	-6.5%
CS1.5	Service Support Management	2,394 -263	1,129 10	18 -1	0 0	50 0	148 0	0 0	3,739 -254	56.2% -3.1%
		2,131	1,139	17	0	50	148		3,485	63.5%
	Subtotal Service Support	7,255	803	41	0	58	126	-5	8,278	14.1%
	SUBTOTAL FIRE & RESCUE SERVICE	23,558	-30	140	0	94	233	-5	23,990	1.8%

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements* £000	Budget 2010/11 £000	change from previous year %
CS2	<u>EMERGENCY PLANNING</u>	384	-1	2	0	0	-16	0	369	-4.0%
	expenditure	0	0	0	0	0	0	0		0.0%
	income	384	-1	2	0	0	-16	0	369	-4.0%
CS3	<u>SAFER COMMUNITIES UNIT</u>	886	-1	1	0	0	-2	-1	883	-0.3%
	expenditure	0	0	0	0	0	0	0		0.0%
	income	886	-1	1	0	0	-2	-1	883	-0.3%
CS4	<u>TRAVELLER SITES</u>	496	448	5	0	0	-58	0	891	79.6%
	expenditure	-282	-448	-4	0	0	-64	0	-798	182.6%
	income	214	0	1	0	0	-122	0	93	-56.7%
CS5	<u>TRADING STANDARDS</u>	2,656	-11	14	0	-15	-55	-1	2,588	-2.6%
	expenditure	-206	0	-1	0	0	-64	0	-271	31.5%
	income	2,450	-11	13	0	-15	-119	-1	2,317	-5.4%
		28,596	404	165	0	79	102	-7	29,339	2.6%
		-1,104	-447	-8	0	0	-128	0	-1,687	52.8%
		27,492	-43	157	0	79	-26	-7	27,652	0.6%
CS6	<u>SHARED SERVICES</u>									
CS6.1.1	Management Team	2,695	282	15	0	0	-63	12	2,941	9.1%
	expenditure	-2,676	-253	-15	0	0	0	0	-2,944	10.0%
	income	19	29	0	0	0	-63	12	-3	-114.2%
CS6.1.2	Financial Services	3,166	59	17	0	-148	-70	0	3,024	-4.5%
	expenditure	-3,235	4	-16	0	0	0	0	-3,247	0.4%
	income	-69	63	1	0	-148	-70	0	-223	
CS6.1.3	Financial and Management Accounting	4,418	-56	22	0	-314	-168	203	4,105	-7.1%
	expenditure	-4,471	38	-22	0	0	0	0	-4,455	-0.4%
	income	-53	-18	0	0	-314	-168	203	-350	558.8%

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements* £000	Budget 2010/11 £000	change from previous year %
CS6.1.4	Human Resources	7,997 -7,927	302 -86	34 -40	0 0	-264 0	-200 0	44 0	7,913 -8,053	-1.1% 1.6%
CS6.1.5	Food with Thought/Quest Cleaning	70	216	-6	0	-264	-200	44	-140	-300.7%
		8,345 -8,230	0 0	42 -41	0 0	0 0	0 0	8 0	8,395 -8,271	0.6% 0.5%
CS6.2	Savings	115	0	1	0	0	0	8	124	7.5%
		2,335 0	-93 0	11 0	0 0	-1,811 0	0 0	0 0	442 0	-81.1%
		2,335	-93	11	0	-1,811	0	0	442	-81.1%
	SUBTOTAL SHARED SERVICES	28,956 -26,539	494 -297	141 -134	0 0	-2,537 0	-501 0	267 0	26,820 -26,970	-7.4% 1.6%
		2,417	197	7	0	-2,537	-501	267	-150	-106.2%
		57,552	898	306	0	-2,458	-399	260	56,159	-2.4%
		-27,643	-744	-142	0	0	-128	0	-28,657	3.7%
	DIRECTORATE TOTAL	29,909	154	164	0	-2,458	-527	260	27,502	-8.0%

**Draft Revenue Budget 2010/11
Corporate Core**

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements * £000	Budget 2010/11 £000	change from previous year %
	<u>TRANSFORMATION</u>									
	<u>CHIEF EXECUTIVE & BUSINESS SUPPORT</u>									
CC1	Business Support	1,219 -179	-83 0	5 -1	0 0	-11 0	11 0	0 0	1,141 -180	-6.3% 0.5%
CC1.1		1,040	-83	4	0	-11	11	0	961	-7.5%
CC1.2	Subscriptions	142 0	0 0	1 0	0 0	0 0	-27 0	0 0	116 0	-18.5%
		142	0	1	0	0	-27	0	116	-18.5%
	SUBTOTAL CHIEF EXECUTIVE & BUSINESS SUPPORT	1,182	-83	5	0	-11	-16	0	1,077	-8.8%
	<u>ICT</u>									
CC2.1	Personnel	6,030 0	-21 0	30 0	0 0	0 0	-350 0	1 0	5,690 0	-5.6% -
CC2.2	Operations	6,030 3,310 -99	-21 -2 0	30 34 0	0 0 0	0 -17 0	-350 381 0	1 -1 0	5,690 3,705 -99	-5.6% 12.0% 0.5%
		3,211	-2	34	0	-17	381	-1	3,606	12.3%
CC2.4	Refresh	841 0	0 0	4 0	0 0	-76 0	146 0	0 0	915 0	8.8% -
		841	0	4	0	-76	146	0	915	8.8%
CC2.5	Development	203 0	0 0	1 0	0 0	0 0	0 0	0 0	204 0	0.5% -
		203	0	1	0	0	0	0	204	0.5%
CC2.6	Telephony	430	0	2	0	0	185	0	617	43.5%
		430	0	2	0	0	185	0	617	43.5%

Ref.	Service Area	Budget 2009/10	Permanent Virements Agreed in 2009/10	Inflation	Function Changes	Previously Agreed Budget Changes	Proposed Change to Budget	Proposed Virements *	Budget 2010/11	change from previous year %
		£000	£000	£000	£000	£000	£000	£000	£000	%
CC2.7	School Support Service	519 -500	-2 0	3 -3	0 0	0 0	0 0	0 0	520 -503	0.1% 0.5%
CC2.8	Project Link	19	-2	0	0	0	0	0	17	-11.6%
		-95	95	0	0	0	0	0	0	-99.8%
		-95	95	0	0	0	0	0	0	-99.8%
CC2.9	Oxfordshire Community Network (OCN)	2,840 0	0 -868	23 -4	0 0	0 0	462 0	0 0	3,325 -872	17.1%
		2,840	-868	19	0	0	462	0	2,453	-
CC2.10	SAP Competency Centre	3,145 0	-3 0	34 0	0 0	-714 0	0 0	0 0	2,462 0	-21.7%
		3,145	-3	34	0	-714	0	0	2,462	-21.7%
CC2.11	Corporate Information Management Unit (CIMU)	310	-1	1	0	0	0	0	310	0.2%
		310	-1	1	0	0	0	0	310	-
CC2.12	Service Recharges	0 -18,089	0 1,112	0 -80	0 0	0 0	0 0	0 0	0 -17,057	-
		-18,089	1,112	-80	0	0	0	0	-17,057	-5.7%
CC2.13	ICT Strategy Investment Fund	800 0	0 0	4 0	0 0	1,206 0	800 0	0 0	2,810 0	251.3%
		800	0	4	0	1,206	800	0	2,810	251.3%
CC2.14	ICT Contract with Oxford City Council	0 0	0 0	0 0	0 0	0 0	0 0	1,000 -1,000	1,000 -1,000	-
		0	0	0	0	0	0	0	0	-
	SUBTOTAL ICT	-355	310	49	0	399	1,624	0	2,027	-670.8%

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements * £000	Budget 2010/11 £000	change from previous year %
CC3	STRATEGIC Human Resources & Organisational Development									
CC3.1	Human Resources	1,157 -1,937	-63 0	5 -10	0 0	44 0	-35 0	0 0	1,108 -1,947	-4.2% 0.5%
CC3.2	Occupational Health Service	-780	-63	-5	0	44	-35	0	-839	7.5%
CC3.3	Unison	224 -221	-224 221	0 0	0 0	0 0	0 0	0 0	0 0	-99.9% -100.2%
CC3.4	Talent Management/ Organisational Development	32	-3	0	0	0	0	0	0	-75.2%
CC3.5	Customer First	32 781	110 -3	1 0	0 0	0 0	0 0	0 0	143 -3	346.0% -
		32	107	1	0	0	0	0	140	337.9%
		781	48	4	0	0	-32	0	801	2.5%
		781	48	4	0	0	-32	0	801	2.5%
		463 -464	-1 0	2 -2	0 0	-7 0	808 0	0 0	1,265 -466	173.3% -
		-1	-1	0	0	-7	808	0	799	-79984.1%
	SUBTOTAL STRATEGIC HR & OD	35	88	0	0	37	741	0	901	2478%

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements * £000	Budget 2010/11 £000	change from previous year %
CC4	<u>FINANCE & PROCUREMENT</u>									
CC4.1	Service Management	998 -1,044 -46	-30 47 17	5 -5 0	0 0 0	-2 0 -2	-11 0 -11	0 0 0	960 -1,002 -42	-3.8% -4.0%
CC4.2	Corporate Finance	850 -849 1	111 -38 73	5 -4 1	0 0 0	0 0 0	-60 0 -60	0 0 0	906 -891 15	6.6% 4.9%
CC4.3	County Procurement	667 -636 31	-4 -13 -17	3 -3 0	0 0 0	0 30 30	0 0 0	0 0 0	666 -622 44	-0.2% -2.2%
CC4.4	Internal Audit Service	507 -495 12	-3 -12 -15	3 -3 0	0 0 0	0 0 0	0 -47 -47	86 -86 0	593 -643 -50	16.8% 29.9%
CC4.5	Audit Fee	475 -475 0	0 0 0	2 -2 0	0 0 0	22 0 22	0 0 0	0 0 0	499 -477 22	5.2% 0.5%
CC4.6	Berkshire Pensions	58 0 58	0 0 0	0 0 0	0 0 0	-7 0 -7	0 0 0	0 0 0	51 0 51	-11.6%
	SUBTOTAL FINANCE & PROCUREMENT	56	58	1	0	43	-118	0	40	-15.8%

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements * £000	Budget 2010/11 £000	change from previous year %
	<u>STRATEGY</u>									
	<u>LEGAL & DEMOCRATIC SERVICES</u>									
CC5.1	Legal Services	2,117 -2,077	-8 -57	11 -11	0 0	-4 -10	-79 0	60 0	2,097 -2,155	-1.0% 3.7%
CC5.2	Democratic Services	40	-65	0	0	-14	-79	60	-58	-244.7%
		1,229 -435	-16 57	6 -2	0 0	-9 0	-52 0	0 0	1,158 -380	-5.8% -12.6%
CC5.3	Coroners Services	794	41	4	0	-9	-52	0	778	-2.0%
		705 0	0 0	3 0	0 0	33 0	0 0	0 0	741 0	5.2%
CC5.4	Members' Allowances	705	0	3	0	33	0	0	741	5.2%
		1,038	0	5	0	3	-10	0	1,036	-0.2%
CC5.5	Members' Services	1,038	0	0	0	0	0	0	1,036	-0.2%
		168 -10	2 0	1 0	0 0	-15 0	5 0	0 0	161 -10	-4.6% 0.5%
CC5.6	Political Assistants	158	2	1	0	-15	5	0	151	-4.9%
		139 0	-1 0	1 0	0 0	0 0	0 0	0 0	139 0	-0.1%
CC5.7	Chairman's Allowance	139	-1	1	0	0	0	0	139	-0.1%
		24 0	0 0	0 0	0 0	0 0	-5 0	0 0	19 0	-20.3%
CC5.8	Council Elections	24	0	0	0	0	-5	0	19	-20.3%
		126 0	0 0	1 0	0 0	0 0	0 0	0 0	127 0	0.5%
		126	0	1	0	0	0	0	127	0.5%
	SUBTOTAL LEGAL & DEMOCRATIC SERVICES	3,024	-23	15	0	-2	-141	60	2,933	-3.0%

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements * £000	Budget 2010/11 £000	change from previous year %
CC6	<u>PARTNERSHIPS</u>									
CC3.1	Partnership Working	183 -833 -650	406 0 406	3 -4 -1	0 0 0	-7 0 -7	-18 0 -18	0 0 0	567 -837 -270	- - -
CC6.2	Equalities & Social Inclusion	194 0 194	-194 0 -194	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	-100.0% - -
CC6.3	Grants	79 0 79	157 0 157	1 0 1	0 0 0	0 0 0	0 0 0	0 0 0	237 0 237	200.6% - 200.6%
CC6.4	Voluntary Sector Development	211 0 211	-211 0 -211	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	-99.9% - -
CC6.5	Partnerships & Communities Team	246 0 246	-160 0 -160	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	86 0 86	-65.0% - -65.0%
	SUBTOTAL PARTNERSHIPS	80	-2	0	0	-7	-18	0	53	-33.7%
CC7	<u>POLICY UNIT</u>									
CC7.1	Policy & Performance	1,129 -1,124 5	-4 0 -4	6 -6 0	0 0 0	-3 0 -3	-134 0 -134	0 0 0	994 -1,130 -136	-11.9% 0.5% -2808.8%
CC7.2	Scrutiny	25 0 25	0 0 0	0 0 0	0 0 0	-5 0 -5	0 0 0	0 0 0	20 0 20	-19.6% - -19.6%
CC7.3	Consultation and Involvement	318 -316 2	-43 0 -43	1 -1 0	0 0 0	0 0 0	0 0 0	0 0 0	276 -317 -41	-12.9% - -2138.0%
CC7.4	Research and Intelligence	180 -32 148	-1 0 -1	1 0 1	0 0 0	0 0 0	0 0 0	0 0 0	180 -32 148	0.1% - 0.0%
	SUBTOTAL POLICY UNIT	180	-48	1	0	-8	-134	0	-9	-104.5%

Ref.	Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements *	Budget 2010/11 £000	change from previous year %
CC8	<u>COMMUNICATIONS, MARKETING & PUBLIC AFFAIRS</u>									
CC8.1	Communications & Marketing	830 -824	138 0	5 -4	0 0	-6 0	6 -30	0 0	973 -858	17.2% 4.1%
CC8.3	Print & Design	6 14	138 -1	1 0	0 0	-6 0	-24 0	0 0	115 13	- -6.7%
	SUBTOTAL COMMUNICATIONS, MARKETING & PUBLIC AFFAIRS	20	137	1	0	-6	-24	0	128	538.4%
CC9	<u>CHANGE FUND</u>	806 0	0 0	4 0	0 0	-302 0	0 0	0 0	508 0	-36.9% -
	SUBTOTAL CHANGE FUND	806	0	4	0	-302	0	0	508	-36.9%
CC10	<u>CORPORATE & DEMOCRATIC CORE</u>									
CC10.1	Corporate Management	2,743 0	14 0	14 0	0 0	0 0	0 0	0 0	2,771 0	1.0% -
CC10.2	Democratic Representation & Management	2,743 1,655	14 0	14 8	0 0	0 0	0 0	0 0	2,771 1,671	1.0% 0.9%
	SUBTOTAL CORPORATE & DEMOCRATIC CORE	4,398	21	22	0	0	0	0	4,442	1.0%
	expenditure	40,160	-83	243	0	123	1,991	1,147	43,581	8.5%
	income	-30,734	541	-145	0	20	-77	-1,086	-31,481	2.4%
	DIRECTORATE TOTAL	9,426	458	98	0	143	1,914	61	12,100	28.4%

**Draft Revenue Budget 2010/11
Strategic Measures**

Service Area	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements * £000	Budget 2010/11 £000	Change from Previous Year %
<u>CAPITAL FINANCING</u>									
Principal	16,412				858	46		17,316	5.5%
	16,412	0	0	0	858	46	0	17,316	0.0%
Interest	19,399				-488	815		19,726	1.7%
	19,399	0	0	0	-488	815	0	19,726	0.0%
Prudential Borrowing costs	1,350							1,350	1.7%
	1,350	0	0	0	0	0	0	1,350	-
Net Interest on Balances (split income and expenditure)	1,944	-62			564	-224		2,222	14.3%
	-2,978				-761	988		-2,751	-7.6%
	-1,034	-62	0	0	-197	764	0	-529	-48.8%
SUBTOTAL CAPITAL FINANCING	36,127	-62	0	0	173	1,625	0	37,863	4.8%
<u>CONTRIBUTIONS TO/FROM BALANCES</u>									
General Balances	-5,131				6,500	1,900		3,269	-163.7%
	-5,131	0	0	0	6,500	1,900	0	3,269	0.0%
SUBTOTAL CONTRIBUTIONS TO/FROM BALANCES	-5,131	0	0	0	6,500	1,900	0	3,269	-163.7%

**Draft Revenue Budget 2010/11
Strategic Measures**

Service Area	Budget 2009/10	Permanent Virements Agreed in 2009/10	Inflation	Function Changes	Previously Agreed Budget Changes	Proposed Change to Budget	Proposed Virements *	Budget 2010/11	Change from Previous Year %
	£000	£000	£000	£000	£000	£000	£000	£000	%
CONTRIBUTIONS TO/FROM RESERVES									
Reserves									
expenditure	-3,850				-1,906	6,580		824	-121.4%
income	5,931							5,931	0.0%
	2,081	0	0	0	-1,906	6,580	0	6,755	224.6%
SUBTOTAL CONTRIBUTIONS TO/FROM RESERVES	2,081	0	0	0	-1,906	6,580	0	6,755	224.6%
STRATEGIC MEASURES TOTAL	33,077	-62	0	0	4,767	10,105	0	47,887	44.8%
	30,124	-62	0	0	5,528	9,117	0	44,707	48.4%
	2,953	0	0	0	-761	988	0	3,180	7.7%
AREA BASED GRANT INCOME									
expenditure	-26,950	-2						0	-
income	-26,950	-2	0	0	0	0	-15,744	-42,696	-
TOTAL AREA BASED GRANT INCOME	-26,950	-2	0	0	0	0	-15,744	-42,696	-

Virement Rules 2010/11

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 not only the transfer of budget provision between budget heads¹ (including contingency provisions if such exist) but also the transfer of funds from balances by way of a supplementary estimate.

Virement rules requiring Council approval

3. The approval of Council is required for any virement which:
 - Is a permanent virement, unless it can be demonstrated to the Chief Finance Officer that it does not imply a major change in policy as described by the Policy Framework Documents² (e.g restructuring a service);
 - Involves the transfer of funds between capital and revenue budgets;
 - Is a temporary virement that is greater than £500,000 and represents a major change in policy as described by the policy framework documents. All virements greater than £500,000 will be considered a major change in policy unless it can be demonstrated otherwise to the Chief Finance Officer.
 - Or in the opinion of the Chief Finance Officer a Council decision is required.
4. These provisions are subject to annual review as part of the budget setting process.

Virements for which the Cabinet is responsible

5. The approval of the Cabinet is required for any temporary virement greater than, and including £250,000 but less than £500,000.
6. The Cabinet may only approve temporary virements which are greater than £500,000 if they have been demonstrated not to represent a major change in policy as described in paragraph 3 above.

¹ i.e. the expenditure heads specified in the budget as approved by Council

² Set out in the Constitution, Section D (Full Council) Paragraph 4

7. The Cabinet delegates approval of temporary virements below £250,000.
8. The Cabinet may only approve permanent virements that have been demonstrated not to imply a major change in policy (see paragraph 3).

Virements delegated by the Cabinet

9. For temporary virements greater than and including £100,000 and less than £250,000, the relevant Director and Chief Finance Officer (or his/her nominated officer) may effect virements, subject to the approval of the relevant Cabinet member in each case.
10. Temporary virements greater than and including £50,000 and less than £100,000 may be approved by the relevant Head(s) of Service and reported as part of monthly monitoring.
11. Virements above the specified limits or about which the relevant Cabinet member(s) have concerns, must be referred to the Cabinet for approval.

Recognition of virements

12. As part of monthly monitoring procedures directorates should be forecasting the full year out turn position. Where action plans to address potential overspends do not reduce the forecast overspend, 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 £250,000 or more should be approved by the Chief Finance Officer and the Cabinet member responsible for Finance.
13. If directorates do not effect virements in accordance with the Virement Rules the Chief Finance Officer has the power to require virements to be effected.
14. When virements are reported they will be assumed to be temporary virements unless it is specifically stated that they are permanent virements.

Cumulative virements

15. Where successive virements to or from the same budget result in the cumulative virement reaching the above thresholds, approval should be sought as set out in paragraphs 3-14.
16. Once the highest level of approval has been obtained for a cumulative virement the cumulative total is reset to zero with the effect that any subsequent virement is separate request and treated as set out in paragraphs 3-14.

Oxfordshire County Council Corporate Asset Management Plan 2010

Introduction

1. The Asset Management Plan (AMP) has taken a different approach to previous years. It is a shorter, higher level document that intentionally avoids detailed explanations of needs or proposals for property and detailed action plans. It does however start to set out how our property will need to change to help meet efficiencies and objectives. It is a first step to having a clearly defined Asset Strategy, derived from corporate objectives and priorities. It is intended that the Strategy is fully developed by July 2010, to be used in the next round of Service and Resource Planning.

Purpose of the Asset Management Plan

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 the objectives for property that arise from this and the strategy for each category of its assets (the asset strategy)
 - Set out the action to be taken, at a high level
 - Provide a clear statement of the Council's approach to its property
3. An initial Asset Strategy is included in the AMP but this will need to be developed. It will be a high level corporate strategy which establishes the role of the Council's assets in meeting strategic objectives and the business efficiency strategy. The strategy needs to be driven by corporate objectives, rather than services determining their property needs.
4. The Council's property will need to change significantly in terms of its size, composition, use and cost if it is to positively contribute to meeting Council objectives at a time of significant change.
5. Asset management is a contributor to business resource planning and seeks to ensure that the property asset base is optimally structured in the best corporate interest of the organisation. The Asset Strategy drives the asset management process.
6. 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 and development constraints and so it is necessary to plan for change in a systematic, long term way. Incremental change will not normally suffice as it cannot respond to the challenges of delivering modern public services and delivery of community objectives. The Asset Strategy will help to deliver a structured and programmed approach to change in assets. Good asset

management and demonstrating a strong link between corporate objectives and how assets are managed is a requirement of central government.

7. There will also be a lower level Asset Programme which identifies specific needs and proposals based on the strategy, where possible involving cross-directorate shared use and funding and puts these in to programmes of action. The programmes will include acquisitions; capital projects; refurbishment; maintenance and disposals.
8. The Asset Management Plan considers the period from 2010/11 to 2014/15 to allow forward planning and integration with the Council's service and resource planning process, and Medium Term Financial Plan but also considers longer term business drivers and asset needs.

Objectives and Business Efficiency Strategy

9. The County Council's objectives and Business Efficiency Strategy determine decisions about the Council's direction and therefore its property.
10. The Corporate Plan for 2010/11 onwards is under development. It is likely to contain the following priorities and themes:
 - **World Class Economy** - a need to balance housing growth and infrastructure needs; making it easier to get around the county; improving skills and educational attainment and supporting the local economy;
 - **Healthy and Thriving Communities** - community self-help; civic pride; independent living and personalisation of services; crime and fear of crime including anti-social behaviour; improving health and well-being;
 - **Environment and Climate Change** - mitigating and adapting to climate change including flooding and meeting our carbon reduction targets; waste and recycling and maintaining the built environment including 'clean and green';
 - **Better Public Services** - making efficiencies; access to services; partnership working; customer engagement and responsiveness; equalities and locality working
11. There are also the cross-cutting themes.
 - **Breaking the Cycle of Deprivation**, focused on reducing the gap between the best and worst off, targeting resources where they are most needed, prioritising Banbury and Oxford for pilot work and six localities (Abingdon, Banbury, Bicester, Carterton, Didcot, Oxford).

- **Localities working** – there is the need to ensure that the County Council has the appropriate assets to ensure the right services can be provided at a local level, in an integrated way

12. The **Business Efficiency Strategy** requires a rationalisation of the asset base to help deliver £106 million of savings between 2010/11 and 2014/15. The asset strategy will also need to be prepared with regard to the Single Conversation and the development of a Local Investment Plan.

Financial Context

13. The UK Economy is still in recession although there are signs of modest growth. There is an uncertainty about the strength of the recovery and this is reflected in the forecasted growth for 2010 which stands at 1%. It is projected that the recovery in the unemployment could take up to 5 years. In addition, the scale of national debt means that public spending will be reduced by £50 billion over the next 4 to 5 years.

14. These conditions place higher demand on public services and have significant implications on capital 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 during 2009. Similarly, it is witnessing increasing demands from developers to reassess and renegotiate the need for, and terms applied to, contributions and infrastructure secured through planning obligations. It is very likely that we will receive significantly less settlement from the central government from 2011/12 onwards.

15. This makes the effective use of the Council's limited capital resources of utmost importance in a financially very challenging environment, when the challenges of growth and infrastructure development have never been more significant.

How do our Assets Need to Change?

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

World Class Economy

- Infrastructure will need to be provided for growth areas
- Schools will need to be improved to help raise educational attainment, including through the Primary Capital Programme and Building Schools for the Future

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 property
- The need to improve health and well-being will require more effective working and co-location with our partners

Environment and Climate Change

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

Better Public Services

- The cost and size of the estate needs to be reduced
- The number of staff to be accommodated will decline
- The amount of maintenance that can be carried out may reduce and available funding must be used for the highest priorities
- Property must be treated as a corporate and community resource and its future planned with our partners
- Investment will need to be focussed on priority localities and services and joint asset planning with partners

The Council's Property Portfolio

17. The Council has approximately 850 properties, the vast majority of which are operational rather than investment properties. They have an asset value approximately of £1.4 billion. The main property types are listed below.

- 32 secondary schools
- 226 primary school
- 13 special schools
- 24 fire stations
- 43 libraries
- 20 day centres
- 10 highway depots
- 105 houses
- 26 children's centres
- 29 young people's centres

18. There is significant investment in the portfolio each year, through the capital programme and the repairs and maintenance programme. This has led to significant investment in for example schools, offices, children's centres and libraries. However only 41% of the portfolio is fully fit for purpose and there is a maintenance backlog of £77.5 million. There will need to be significant change to the portfolio for it to be affordable and to ensure it supports delivery of the Council's objectives. The challenge is to

reduce the size of the portfolio and refigure in a way that is strategically driven and affordable. This will involve radical review and cultural change.

Property Themes

19. In view of the Council's objectives and Business Efficiency agenda the Council's property themes are set out below. The purpose of these Themes is to set out the overall approach to property. There are specific and detailed targets for property included in the annual Report on the Performance of the Property Portfolio.

Theme 1	A smaller property portfolio contributing to efficiency savings
Theme 2	Changing the portfolio to support locality working
Theme 3	Increased co-location of services and sharing with partners and community organisations to improve service delivery and reduce costs
Theme 4	Property that is fit for purpose and supports corporate priorities and emerging service business models
Theme 5	Improved environmental performance of our buildings to contribute to targets to reduce carbon dioxide emissions

Approach to Asset Base

20. The main types of property held by the Council are set out below with an explanation of the approach that is being taken. It is intended that decisions about assets are considered corporately and are guided by the themes above and not by individual service or type.

Offices

21. The Better Offices Programme had made substantial improvements to the quality of office accommodation, by disposing of unsuitable properties and investing in a smaller number of good quality, more effectively used offices. The programme will make a significant contribution to the provision of high quality services, reduce costs and improve environmental performance. There will need to be further improvement in the utilisation of offices to ensure that they are effectively used and help deliver efficiencies. This will require a clear vision, policy and support for the way

we want our staff to work to ensure they make best use of time, property, information and reduce travel.

Adult Social Care

22. The key impacts for Social and Community services in regard to its capital requirements are:

- Demography
- Transforming Adult Social Care
- Service related properties are fit for purpose
- Efficiency Agenda

23. Given the pressures from demography and the current economic climate the aims for the capital programme over the next 5 years for adult social care is to deliver revenue savings at the same time as improving outcomes for service users. The key areas for investment are therefore those which deliver future efficiency savings as in Extra Care Housing and those where services efficiencies and initiatives require capital investment to support them. It is expected that this programme would be mainly financed through prudential borrowing and reinvestment of any residential property or sales of land.

24. The directorate is also heavily involved in ensuring infrastructure requirements surrounding new and existing housing developments deliver service provision in line with this strategy and has developed Section 106 modelling to identify the capital requirements to fund these plans.

25. Future plans around day services are currently on hold awaiting a review of the requirements for services based at these locations in the light of self directed support. The current plans will ensure that those already committed to Abingdon and East Oxford will be delivered leaving the decisions surrounding Wantage and others to be made following the review.

Extra Care Housing

26. A key priority is for the use of County Council land and other assets in the development of facilities for cost effective housing. For sheltered and extra care housing this will be particularly important for drawing down any grant support from the Housing Corporation, reducing the long term revenue costs, and ensuring that the County is able to get the best advantage from any section 106 arrangements and being able to ensure that there are nominations agreements in place that will allow our priorities to be met.

Work on existing residential provision

27. Work is continuing with the Order of St. John to re-provide the homes in Banbury, Bicester, Chipping Norton and Thame. The funding for the new homes is largely provided within the funding strategy for Homes for Older People.
28. The remaining 8 homes within which the Order of St. John provide a service need to be reviewed in the context of changing needs. These homes are listed in Appendix 2. The Resource Implications are not yet known.
29. The Extra Care Housing strategy is seen as a key one for the redevelopment and re-provision of services in these homes. However, there is also a need to enable the development of Extra Care Housing throughout the County.

Residential Accommodation for Adults with Learning Disabilities

30. This strategy aims to provide Supported Living accommodation through partnership with Registered Social Landlords. The aim is to provide purpose built accommodation to increase the independence of adults with learning disabilities. The costs of supporting people in such accommodation is less than the cost of supporting them in residential care.
31. There will be a continuing need for purpose built premises and this is identified in the Learning Disability Housing Strategy.

Other housing and residential requirements

32. In the long term there is a need for providing residential accommodation for Adults with a Physical Disability and Acquired Brain Injury through partner organisations with the land being provided through the County Council. The need identified is for about 30 units of accommodation a year.
33. There is also a need to replace residential accommodation for people with mental health issues, with housing within the community, similar to the strategy for adults with learning disabilities.

Process and System Development

34. This investment is likely to be required to support the changes envisaged to services going through major transition. We are in the process of evaluating what changes are appropriate and will lead to revenue savings which would pay for the cost of any prudential borrowing.

Libraries

35. The asset strategy for the library portfolio is driven by current service constraints, population growth, service modernization and community needs.

Current service constraints

36. Fitness for Purpose Surveys show that libraries compare very poorly with the overall results for the county's property portfolio. 18 properties (44%) are identified as unfit for purpose or unfit for purpose with the potential for economic improvement. Priorities for improvement (excluding funded priorities) are the Central Library, Chipping Norton, Cowley and Summertown.

Population growth

37. Significant, planned housing growth increases pressure on the library infrastructure which is often inadequate to meet the demands of existing communities. Securing improved or new provision in areas of planned growth (excluding the current capital priorities) is therefore a priority, most notably in Didcot and Grove.

Service modernization

38. Consultation indicates that the key determinants of library use and customer satisfaction are:

- An excellent book stock,
- Easily accessible services with retail type opening hours
- Relaxed, modern, comfortable environments

39. Since 2004 the library service has significantly improved in the first two areas and library use has increased. Modernisation of library buildings is now the most important action to be taken to improve performance, drive up core business and improve customer satisfaction. The busiest service points, with high footfall in the city and the county's towns are the highest priorities for improvement. Excluding the current capital programme, these include, Abingdon, Henley, Wantage and Witney,

Community need

40. In areas of disadvantage, library services have a role with other partners in helping to break the cycle of deprivation. The ways in which this may be achieved is currently being explored through the Community Libraries project and while demands on the library infrastructure in areas of relative deprivation may not always be great (for example in Berinsfield) there will be asset implications in delivering shared services, for example, through shared buildings.

Young People's Centres

41. The provision of high quality Young People's Centres as centres of excellence is at the heart of our local communities contribution to the five key Every Child Matters agenda; the 2010-2013 Children and Young People's Plan and the government's Youth Matters: Next Steps agenda by providing safe "places to go" for young people that are attractive, accessible and make young people feel valued.
42. The Children, Young People and Families Directorate restructured its services in January 2009 to create three areas with integrated teams working across the areas and using local venues for service delivery. Young People's Centres offer an opportunity to be at the heart of this process and are already beginning to, or are planning to, provide opportunities for co-location wherever possible.
43. An Integrated Youth Support Accommodation Strategy 2009 was approved in July 2009, which included priorities for investment based on Fitness for Purpose, co-location opportunity and locality deprivation rating.
44. The drive is to develop contemporary environments where young people engage in positive activities and include multi-functional spaces, welcoming accessible cafe-style area and high quality external sports and play areas. There is a commitment to work up feasibility studies on the properties so with as opportunities for investment arise, there can be a rapid response.
45. There has been considerable success since autumn 2008 in securing external capital funding.
 - "Back on Track" (Department for Children, Schools & Families) to provide facilities in four centres for alternative education provision and opportunity to enhance existing provision – Witney, Kidlington (both for completion in March 2010), Abingdon and Didcot (both for completion in March 2011) – £1.92 million. There is an additional investment of developer funds of £300,000 for Didcot.
 - "Co-Location" funding (Department for Children, Schools and Families) to provide opportunities to co-locate services in Banbury, Chipping Norton and Bampton (for completion in August 2011) – £4.8 million.

Re-use, Recycling & Recovery of Waste

46. The Waste Recycling Centre Infrastructure Development Programme is fundamental to the Council's priority and theme of Environment and Climate Change.
47. The priorities for the 2010/11 programme require the council to increase, refurbish/redevelop and geographically relocate its WRC assets to achieve

sustainable, continuous improvement in service provision. Phase 1 (2010/11) will see construction of the County's first undercover Waste Recycling Centre and Reuse Shop, north of Oxford City. The development will serve as an enabler to the redevelopment of the Redbridge Recycling Centre Health and Safety issues. It is also proposed to relocate Dean Pit, near Chipping Norton.

48. The second phase (2012–15) of the programme will see the relocation of Alkerton to serve the Banbury area, relocation of Ardley to serve the Bicester area and the redevelopment/upgrade of Stanford-in-the-Vale. The longer term (phase 3, 2015+) will review the need to develop smaller satellite recycling centres to serve housing growth.

Energy Recovery – information required

Schools

50. The priority areas approved for the distribution of available funding within the CYP&F Forward Plan are set out below. There may need to be some difficult policy decisions to ensure that the challenges and themes that need to drive change in the Council's assets are applied to schools. They are often the main property assets within a community. The priorities are currently:

- Primary Capital Programme
- Secondary Capital Programme (Building Schools for the Future)
- Provision of School Places
- Children's & Family Centres
- Halls and Kitchens
- Special Educational Needs
- Locally Controlled Voluntary Aided Programme (LCVAP)
- Risk Management Programme including health and safety
- Opportunity Developments
- Outdoor Education Service
- Improvement of Youth Centres
- Children's Homes Development

Resource Implications

51. The overall capital requirements of the asset strategy and the approach to funding those requirements and their revenue implications is set out in the Capital Strategy, which is prepared and approved to the same timescale as the AMP.
52. As the asset strategy is developed, the HR and ICT implications will also be set out in the AMP.

Performance Management

53. Performance against national and local property indicators is used to monitor performance of the property portfolio and with benchmarking information and targets for future performance, is included in the annual Report to the Cabinet on the Property Portfolio.

54. The report detailing the performance of the Council's property from April 2008 to March 2009 was considered by Cabinet in October. Work is ongoing to improve benchmarking information so there is better information about how our assets are performing compared with other authorities. Changes in the estate for 2008/09 were not all positive and this is another indicator that the approach to property needs to change.

55. In summary, the report showed:

- A slight reduction in the number of fit for purpose properties to 41%, although only one third of the portfolio was surveyed in 2008/09. The target of 90% of property fit for purpose by 2015 will be difficult to achieve
- Capital receipts of £6,947,871
- Total required maintenance increased by 4.4% from 2007/08. Total spend on repairs and maintenance reduced, although the percentage split between planned and responsive maintenance has improved to 59% and 41% respectively. This is disappointing in view of the additional prudential expenditure
- 64% of properties perform better than typical in terms of environmental performance – a slight reduction on 2007/08 largely attributable to a particularly cold winter

Organisational Arrangements

56. In November 2008 the County Council Management Team asked for a review of the Council's Capital Governance Structure.

57. The purpose of the review and new arrangements is to improve the delivery of corporate objectives through better management of our assets. Analysis carried out before the review stated that the structure in place at the time was an obstacle to this as there was:

- a limited visibility of top down priorities and cross-portfolio political debate on policy developments in the capital arena
- a limited strategic approach to place shaping
- disaggregated teams and functions
- limited application of strategic programme management

58. The new governance structure has a Capital Investment Board and a Capital Programme Board to replace the Capital Steering and Working Groups and these will operate at a higher level than and have strong links with Cabinet and CCMT. The aim is that the new structure will assist in:

- Changing the culture and approach to asset management
 - Better planning of capital investment
 - More effective use of assets
 - Enhanced cross-service working
 - Improved working and asset sharing with partners
59. The role of the Capital Investment Board is to set the vision and agenda for capital investment and asset planning to put in place the next generation of infrastructure and to deal with growth, joint service delivery and partner relationships.
60. The role of the Capital 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.
61. Property Services is planning a restructure from April 2010 to allow a refocusing of resources to increase the capacity for strategic work, particularly development of the asset strategy.

Strategic Actions

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

By the end of 2009/10

- completed the Better Offices Programme
- a consolidated Facilities Management Service in place
- a strategy in place for the provision and procurement of Property Services from 2012 when most existing contracts come to an end
- a programme of property reviews to help achieve the asset strategy approved by the Capital Programme Board

By the end of 2010/11

- a fully developed asset strategy approved and in use to help ensure that decisions about property support the Council's objectives
- a plan underway for meeting Business Efficiency savings from reducing the size of the portfolio with savings commencing in 2011/12
- arrangements in place for joint asset planning with partners
- a "New Ways of Working" framework in place to allow our staff to work effectively and flexibly and to make the most effective use of our assets

By the end of 2011/12

- the new procurement arrangements for Property Services in place and able to deliver the savings required by the Business Efficiency Strategy

By the end of 2014/15

- delivered the property savings required by the Business Efficiency Strategy

Annually

- met the fitness for purpose targets
- met the disposals target
- delivered the capital programme
- delivered the repairs and maintenance programme
- met the target for reducing carbon dioxide emissions

23rd November 2009

Mark Tailby
Assistant Head of Property

01865 816012

This page is intentionally left blank

OXFORDSHIRE COUNTY COUNCIL

THE CAPITAL STRATEGY (DRAFT)

2010/11 to 2014/15

DOCUMENT INFORMATION

Executive Summary

The Capital Strategy is a policy document that outlines Oxfordshire County Council's approach to capital investment over the next five years. It is closely linked to other key strategic and policy documents, such as

- Oxfordshire 2030
- The Corporate Plan
- The Asset Strategy and the Asset Management Plan
- The Local Transport Plan
- Service Business Plans and Asset Management Plans
- The Medium Term Financial Plan and the Treasury Management Strategy

The Capital Strategy is a response to the capital investment needs resulting from those key documents. It outlines how the Council's limited existing capital resources should be used, and how the capital resources potentially available should be maximised to address the capital investment needs effectively.

It is inevitable that the level of capital resources required to meet capital investment needs and aspirations will exceed the actual resources available. Therefore, one of the key purposes of the Capital Strategy is to ensure that no capital programme or project proposal is approved without determining whether there are better ways of achieving the stated objectives or better ways of using the available resources.

The Council also seeks to employ a variety of different resources to close the funding gap. In this context, the second key purpose of the capital strategy is to ensure that capital investment plans are affordable, prudent, sustainable and demonstrate value for money.

This Capital Strategy covers these critical issues in three main sections:

- *Delivering Corporate Priorities through Capital in a Challenging Financial Environment*; in this section the capital needs and aspirations of the Council are presented in the context of the national and local pictures, the Council's existing asset base, and the climate change and sustainability agendas.
- *Capital Strategy's Response to Needs and Priorities*; in this section short, medium and long-term responses of the capital strategy to key capital investment challenges are presented.
- *Capital Programme- Governance, Development & Implementation*; in this section the capital investment policies, governance and decision-making structures are described.

The first section explains that changing national government and corporate priorities, the economic recession, demographic changes, housing growth, business efficiency strategies and the current economic conditions will all have an impact on the Council's capital strategy and programme. This is because they put pressure on schools places, housing, social care provision for people with disabilities and an ageing population, or other public services. This section also stresses that the need to improve the transport infrastructure and to strengthen programmes to work on sustainability and climate change agendas has never been greater.

It is clear from the analysis in this section that the current economic conditions and the state of local government finances constrain Council's ability to generate capital resources and limit the level of available funding for capital investment from central government and other sources. These conditions will also have an impact on how the limited capital resources will be allocated at the national level. An assessment of the possible impact of the above conditions, with an assessment of the expected cuts in local government financial settlements in particular, shows that a reduction of over 30% in government allocations would mean the discontinuation of some critical parts of the current capital programme.

The second section states that an effective response is required from the Council both immediately and in the medium and long-term. In the short-term, the capital strategy addresses these pressures are by replacing low and non-existing capital receipts with prudential borrowing and by providing contingencies across the programme. In the medium-term, it emphasises the importance of achieving more flexible use of capital resources and using prudential borrowing more effectively to deliver the business efficiency strategies. In the long-term, the priorities around growth and infrastructure development will determine the funding options that will be employed by the Council. However, the strategy makes it clear that the total place agenda will shape the distribution of resources at the national level. Therefore, Council's success in developing strategic and joint programmes with place-shaping and the demonstration of real partnership working at their core will determine the level of resources that can be generated for the delivery of its priorities.

The final section underlines the importance of good governance in the effective management of the capital investment portfolio and achieving better use of capital resources. This section confirms the Council's vision of "developing a truly corporate approach to strategic capital investment, infrastructure and asset planning". The new governance structure is presented as the first step in dealing with the challenges presented in the earlier sections of this strategy. It is also shown as a key to establish a strong direct link between the mainstream capital programme and capital investment needs arising from the growth agenda (in particular strategic sites) and cross-departmental and cross-organisational co-location and joint service delivery initiatives.

1. Introduction

1. The Capital Strategy sets out the County Council's capital investment plans and explains how capital investment contributes to the Council's Vision and Priorities. It shows how the Council prioritises, targets and measures the performance of its limited capital resources. It also shows how the Council intends to maximise the value of its investment to support the achievement of its vision and priorities. It provides the framework for determining capital spending plans and the effective use of the Council's limited capital resources.
2. The areas considered by the Capital Strategy are
 - The challenging financial environment and the level and use of resources
 - The delivery of corporate priorities and infrastructure needs through capital investment
 - A robust, appropriate and sustainable financial strategy
 - Capital governance and decision-making

2. The Council's Vision and Priorities

3. The Vision for Oxfordshire is set out in the Corporate Plan.

'We will deliver prosperity and security for the people of Oxfordshire by encouraging economic growth while improving the quality of life and environment for those living and working in the county.'
4. The County Council has four corporate priorities: world class economy, healthy and thriving communities, better public services, and environment and climate change. There is also the cross-cutting theme of Breaking the Cycle of Deprivation, which focuses on reducing the gap between the most and least affluent, targeting areas where resources are most needed.
5. The County Council already manages a significant capital investment portfolio, which addresses the priorities identified within the Corporate Asset Management Plan (CAMP) and the Local Transport Plan (LTP).
6. The Capital Strategy builds on the 2009/10 Strategy and previous strategies, and emphasises the significant contribution that the capital programme can make in delivering the four corporate priorities and in bringing benefits for wider communities. It also seeks to ensure that resources are used in the most efficient way and support the Council's objectives most effectively.

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

3.1. National Picture

3.1.1. Current Economic Conditions

7. The UK Economy is still in recession although there have been signs of modest growth recently. There is uncertainty about the strength of the recovery and this is reflected in the forecast growth of 1% for 2010. Recovery in employment levels could take up to 5 years. These conditions place a higher demand on public services and significantly affect two critical resources for the capital programme: capital receipts and developer contributions.
8. In the past, the one consistent factor in the funding of the capital programme has been the income derived from the sale of council assets. This has meant that the Council has not only benefited from a stable and predictable income stream but has also been able to use the increased value of capital receipts to deal with cost increases across the portfolio and bring more projects into the capital programme. However, during 2009, the Council has experienced both a sharp reduction in the value of capital receipts and delays in the delivery of the disposal programme and crucially no significant reduction in the cost of new property.
9. A second key source of funding for infrastructure delivery over the last five years has been developer contributions. There have been significant contributions to the transport and schools programmes and, to a lesser extent, to the other programmes. However, the Council is witnessing increasing demands from developers to reassess and renegotiate both the need for contributions for infrastructure secured through planning obligations (S106) and the terms applied to these contributions. This is because of the slow down in the housing market and related viability and timing issues raised by private developers.

3.1.2. Local Government Finances

10. The scale of national debt means it is likely that public spending will be reduced by £50 billion over the next 4 to 5 years. It is expected that capital spending by the public sector will go down sharply and recover slowly. Local authorities are likely to receive significantly lower settlements from central government from 2011/12 onwards. This affects the capital programme in two ways:
 - capital allocations¹, which make up about 39% of the Council's capital resources, may be cut by 30% to 50%.

¹ This includes supported borrowing and grant settlements from the central government.

- a squeeze in revenue budget allocations will make it very difficult for the County Council to take up unsupported borrowing or to increase its prudential borrowing provision significantly.
11. It is clear that national government will be further challenging local authorities *to tighten* their asset management strategies. As a major owner and occupier of property, local authorities will be required to justify holding land and buildings and to dispose of assets that are surplus to requirements. It is expected that this will lead to further pressure being placed on local authorities to sell major assets.

3.1.3. The Total Place Agenda

12. In the context of the Total Place agenda, national government departments are expected to bring further flexibility to the use of the settlement allocations already sent to the Council as a single pot. It is expected that this approach will bring improvements in outcomes for a place through a joined-up approach in service delivery.
13. Although, in theory, capital settlements come as the Single Capital Pot and could be allocated at the Council's discretion, in practice, the funding for Transport and Schools comes from the Departments of Transport and Children Schools & Families respectively. It is likely that the total place agenda will have an influence on how these allocations will operate in the future through the Capital Spending Review 2010. The Local Transport Plan 3 already signals this change in approach at the national level.

3.2. Local Picture

3.2.1. Population

14. Oxfordshire's population is around 632,000 and the county's area is 1,000 square miles (260,500 hectares). It is the most rural county in the South East region; over 50% of Oxfordshire's population live in settlements of fewer than 10,000 people. The largest settlement is Oxford City with a population of 149,100. A quarter of Oxfordshire's population lives in the City of Oxford with a similar proportion in its market towns and the remaining half living in rural areas. The population is ageing with substantial recent growth in the number of people aged 85 and over.
15. The County is facing significant demographic pressures. Economic prosperity and the quality of the environment make Oxfordshire an attractive place in which to live and work. Between 2006 and 2026 Oxfordshire's total population is forecast to grow by over 12%, whilst over the same period, the number of people aged 75 and over is projected to grow by 60%. Over the next twenty years the number of people aged over 85 is expected to double with one in four requiring intensive support from the social and health care system. It is expected that there will be an increase in the number of clients with learning disabilities as well as an increase in this client group's life expectancy. In addition, the increase in fertility rates in the existing population residing in existing housing will lead to an increase in the number of children requiring school places. This will

result in an erosion of existing and forecast spare capacity in many primary schools and in time, secondary schools.

3.2.2. Housing Growth

16. Oxfordshire will experience significant housing growth over the next fifteen to twenty years. The Draft South East Plan proposes housing growth of 2,360 dwellings each year within Oxfordshire until 2026. This figure may increase to 2,760 per annum. Growth points have been designated within the county at Oxford and Didcot. Banbury, Bicester and Grove/Wantage are other county towns where this significant housing growth will be principally located. Bicester is the subject of a bid for growth funding to support the development of North West Bicester, which has been identified as an eco town location. There are also proposals (not yet agreed) for a significant expansion of the south east of Oxford City.
17. There will therefore be a need for considerable investment in new infrastructure to meet the pressures on essential services such as schools, libraries, roads, waste and extra-care housing provision. The key challenge will be to make sure that there are sufficient resources to fund, forward plan and implement this level of growth effectively. The increased housing development will create demand both for infrastructure investment and increased and better quality public services. There will also be a need to balance development and the protection of the environment and respond to the challenges of climate change.

3.2.3. Standard of Living

18. Oxfordshire is a diverse and changing county with areas of outstanding natural beauty and areas of significant housing and commercial development. It has a modern and prosperous economy, which demands a highly skilled workforce and well-developed infrastructure. Many residents enjoy a high standard of living and a good quality of life, supported by high quality County Council services.
19. However, there are pockets of relative deprivation where residents have lower wages and low skills. There is poor housing, young people do not fulfil their potential at school and older people have poorer health than most. These pockets of the county's population derive little benefit from its economic success.
20. One of the key aspects of the County Council's corporate plan is to narrow the gap between the most disadvantaged people and communities and the rest of the county to ensure that all the people of Oxfordshire can benefit from the development of a prosperous, vibrant and attractive county. The overall challenge is to reduce inequalities and break the cycle of deprivation by addressing the regeneration needs of disadvantaged groups and communities.

3.3. County Council's Infrastructure and Asset Base

21. The County Council has a wide range of infrastructure and property assets including schools, offices, highways depots, roads, bridges, park and ride sites, waste recycling centres and county farms.
22. The Council's capital assets were valued at £1,505.9m in the 2008/09 Statement of Accounts. The summary of the consolidated balance sheet is set out in the table below.

Category	Operational assets	Non operational assets	Total Assets
	£m	£m	£m
Intangible Assets	3.2	0	3.2
Land & Buildings	1,172.8	23.6	1,196.4
Vehicles & Plant	19.9	0	19.9
Infrastructure	286.4	0	286.4
TOTAL	1,482.3	23.6	1,505.9

23. This total excludes road and bridges. It is estimated that County Council roads alone represent approximately £2.5 billion infrastructure.

3.3.1. Asset Management Plan

24. The Council's Asset Management Plan reports a £77.5m repair and maintenance backlog figure at the end of 2008/09. Only 41% of the overall asset portfolio, composed of approximately 850 properties, is fit for purpose. The revised Asset Management Plan and the development of the long-term asset strategy will bring significant change to the way the Council's assets are managed. This is a necessary response to the business efficiency agenda, growth pressures, sustainability and environmental drivers and new work patterns. It is expected that this work will further break down the cultural and physical barriers between departments and create a more open infrastructure base for Oxfordshire.

3.3.2. Local Transport Plan

25. New highway initiatives for 2010/11 have been identified through the Local Transport Plan 2006-2011 in line with the current capital strategy. The key issue in the emerging third Local Transport Plan is the need to provide transport investment which supports economic development across the county while helping the authority meet its obligations for reducing greenhouse gases.
26. Substantial amounts of transport investment will be needed to support the new developments coming from the Local Development Frameworks. Some transport schemes are still outstanding and are required to cope with the impact of traffic implications from previous and current development rounds.

27. The Access to Oxford project was identified for national Major Scheme funding following publication of LTP2. Significant investment is required for the development of the project in order to reach the stage where up to £62m of national funding could be released.

3.3.3. Schools Infrastructure

28. A rapid and substantial growth in demand for primary school places is forecast over the period 2009 – 2016 indicating a likely demand for at least a further additional 178 Reception places in Oxford City. This is equivalent to, on average, creating an additional form of entry (30 pupils) per year on existing school sites. In addition, there are significant demand pressures in Witney, Wantage and Henley. Expansion of a number of schools will be required to satisfy the increased demand for places. The current economic climate leads to further pressure in this area due to the number of pupils being shifted from private schools to state schools. Even if the total funding available, which includes the Primary Capital Programme allocation and is subject to future years' local government finance settlements, is considered sufficient to discharge the Council's statutory responsibilities, it will not meet all assessed needs with respect to condition and suitability.
29. The Council, working with the schools and the Schools Forum, is committed to pursuing the Education Transformation Agenda. This agenda needs to be supported and facilitated by the creation of schools infrastructure for the 21st Century. The Primary Capital Programme, which aims to rebuild some 5% of all schools with a further 45% or so being 'renewed' by 2023, is already underway. The rollout of this programme will include new models of school organisation including federation and trust arrangements and greater collaboration between early years, primary, secondary and post-16 providers. The Building Schools for the Future (BSF) programme has the potential to support the delivery of this agenda by securing in the region of £600m of additional capital investment in Oxfordshire secondary schools over a 10 – 15 year period. However, the timing of this investment is not yet certain and it is likely to create budget pressure from the 'affordability gap' for both capital and revenue budgets.
30. The Council is also committed to increasing the number of schools with a distinctive character under the Choice and Diversity Agenda. This means encouraging secondary schools to acquire a second subject specialism, to consider the acquisition of foundation or trust status and, where existing schools are unable to deliver a consistently high standard of outcomes for students in particular, to create academies. Federations will also be encouraged as a means of improving the educational experience of children and young people and providing exciting career development opportunities for teachers and support staff. These changes to school organisations will have an impact on the required school infrastructure.
31. There are further challenges arising from the transfer of responsibilities from the Learning and Skills Council to local authorities. A new statutory

duty around children's centres and a duty to participate in education or training post 16 by young people are also being introduced.

3.3.4. Transforming Social Care

32. One of the key challenges for the Council is to enable the development of extra care housing (ECH) throughout the County. The Council also targets the provision of 30 units of residential accommodation per annum for adults with physical disabilities. There is also an ongoing need for purpose built premises for adults with learning disabilities, and for mental health housing. The majority of these service areas will be affected by the self directed support, personalised care or prevention agendas, and by other major service transition. This means that these services will also be subject to a comprehensive review of systems and processes to support future working practices.

3.4. Environmental Sustainability and Climate Change

33. The Council is committed to an 18% reduction in its carbon footprint by 2012 based from 2005/06 levels. It started to develop and implement a long-term robust strategy early to address its carbon emissions through the Carbon Management Programme. It is already investing in improvements to in street lighting across the county and £1.8m on Energy Conservation schemes. In order to achieve the 18% reduction adopted by the Council it will be necessary for the emissions from all Council assets and activities (property, street lighting, travel and waste) to be reduced.
34. Another fundamental challenge is to deliver new housing and other growth that responds effectively to the challenges of climate change through the sustainable design and construction of new developments, which reduce energy use, water use, and waste, increase energy efficiency and the proportion of energy generated from renewables and minimise environmental pollution and the likelihood and impact of flooding.
35. Waste Management is facing a period of rapid and radical change on a national level due to European Legislation, government targets and public expectations. Improvements must be sought to divert waste from landfill in line with the principles of the waste hierarchy. Investment is required to help avoid financial penalties from the Landfill Allowance Trading Scheme (LATS).

4. Capital Strategy's Response to Needs and Priorities

36. The Council's current capital strategy (Appendix 1) is that
- The earmarked funding received in the form of grant and borrowing approval for schools and transport are allocated according to the priorities in the Schools Asset Management Plan and the Local Transport Plan;
 - The Capital receipts are corporate resources and used across the capital programme flexibly;
 - Prudential guidelines are used to fund capital investment needs by borrowing repaid either from savings or from revenue over a 25 year period;
 - External resources are used for the purposes for which they are issued;
 - Other funding options are evaluated and used based on the merits of individual cases;
37. As can be concluded given the picture of current economic and financial conditions, and local needs and pressures described above, it is of the utmost importance, in these financially challenging times, that the Council's limited resources are managed effectively. The task of successfully managing the Council's assets and infrastructure base, and managing growth and developing related infrastructure provision has never been more important.
38. The Council is responding to this in three ways:
- Devising an immediate response to stimulate the economy while maintaining focus on long-term affordability;
 - Assessing the impact on the current capital strategy to ensure its longevity and sustainability;
 - Considering longer-term implications and developing related action.

4.1. Immediate Response

39. A brief description of the immediate Capital Strategy responses to the identified needs and constraints is given below:

4.1.1. Manage the impact of current economic conditions on corporate capital resources

40. The Council is considering the effects of additional borrowing to replace low or non-existent capital receipts and to deal with the timing issues in funding infrastructure. In the short-term unsupported borrowing is the only alternative to using capital receipts. Although interest rates are low at the moment, this option would still mean an increase in revenue costs from paying interest on the additional loans. Additionally, interest rates are likely to go up in the medium to long term.

41. Therefore, a prudent strategy for increased prudential borrowing on an invest-to-save basis is currently being employed to deal with the immediate pressures on capital resources.

4.1.2. Assess the corporate capital resources requirement to move the Sustainability and Climate Change agendas forward

42. The Council is procuring a residual waste treatment contract to direct waste away from landfill and to address the major investment required to meet national targets and those stated in the Oxfordshire Joint Municipal Waste Strategy. It is also investing in a long-term infrastructure programme for waste recycling centres (WRC) through the use of the performance reward grant and other corporate resources.

4.1.3. Provide contingency across the capital programme

43. The Council's capital budget setting principle is "a balanced position with sufficient level of contingency". Reduction in the value of the capital receipts during 2009/10 meant that the Council reported over £5m cumulative shortfall across the Capital Programme.
44. Although this level of over-programming is within tolerances recommended by the Audit Commission, the Council has reviewed its capital programme to set a balanced budget for the 2010/11 to 2014/15 period and set aside contingencies across the whole capital programme for unforeseen capital pressures and to accommodate possible changes in the capital resources position supporting the programme.
45. Contingency provisions are also made under the CYP&F and the Transport Capital Programmes to deal with the immediate resources requirement based on the initial financial analysis for the BSF, Academies and Access to Oxford Programmes. Work is ongoing to ensure that commitments from partners are secured for the delivery of these programmes.

4.2. Impact on the Current Capital Strategy

46. It is likely that the current capital strategy will be affected from the picture presented above. Some of the key areas of consideration are presented below:

4.2.1. Prepare for the impact of changes to local government finances and the Total Place agenda on settlement allocations

47. Although the scale of impact of changes in these areas will not be known until the 3rd quarter of 2010, the Council has been working on achieving more flexible use of settlement allocations within the constraints of the current capital strategy. It was able to take advantage of the accelerated funding offer by Central Government in early 2009. The Council used this opportunity to stimulate local economic activity, to bring forward £1.5m highway maintenance work, and to generate revenue savings by deferring the unsupported borrowing requirement.

48. Both Transport and Schools programmes have undergone a funding sensitivity analysis to help understand the impact of likely cuts in government funding on the level of future investment in the related infrastructure bases. The analysis concluded that investment in integrated transport and non-statutory schools schemes will be severely affected by cuts of over 30%. There is now broader consensus on the more flexible use of capital resources and the Council is ready to consider different applications of a single pot approach to achieve better use of resources in the capital arena.
49. The CCMT has been working to bring all capital programmes together and to ensure that the overall capital programme is owned corporately. These ongoing works will ensure that the Cabinet can influence these programmes more fully and that the determination of priorities for the overall capital programmes is more transparent. Mechanisms are currently being developed to ensure broader member engagement in the next Local Transport Plan and the development of the Schools Asset Management Plan.
50. The Council is also critically observing the impact of the total place agenda on central government allocations. It is observing how strategic programmes and settlement allowances and their future operation will be influenced by this agenda. It is likely that this approach will enable the Council to progress with its own localities investment agenda subject to the scale and timing of forthcoming funding provision.

4.2.2. Make capital receipts a thoroughly corporate resource

51. Council policy is to treat capital receipts as corporate resource, not automatically allowing the originating service to utilise them. The Council looks to maximise capital receipts from the disposal of surplus land and buildings, unless there is a better overall benefit. This approach will stay firmly in place while increased pressure on selling major assets and reducing the size of the property portfolio is likely.
52. Given the fact that the Council's Business Efficiency Strategy requires a rationalisation of the asset base to help deliver £106 million of savings between 2010/11 and 2014/15, there is a need to strengthen further the capital strategy regarding the ring-fencing of capital receipts for the re-provision of assets.
53. Although services can still make a case for the replacement of an asset, work is ongoing to determine whether a percentage of the related capital receipt should be top-sliced for corporate purposes. This is in order to
 - encourage a case to be made for joint proposals, where the use of assets benefits more than one service area;
 - influence and challenge firmly business cases for service re-provision based on ring-fenced capital receipt funding;

54. The Capital Programme Board will continue to consider each case on its merits. The Council will also be exploring the potential of funding the locality bases through different procurement options once the strategy is fully determined. This is particularly important when current economic conditions do not favour the disposal of assets and proposals based on ring-fencing assets on an individual basis are likely to have viability and cashflow problems from the start.

4.2.3. Establish better links between the use of prudential guidelines and Council's Business Efficiency Strategy

55. The Council is currently using funding under prudential guidelines for two categories of expenditure:

- capital investment which will result in future revenue savings; the cost of borrowing is met from these savings. Examples include Energy Conservation and the Better Offices Programme.
- capital investment where the Council has a significant unmet capital need; a decision can be taken for capital investment to be funded by borrowing. The borrowing is repaid from revenue over a number of years.

56. The Council will continue to utilise unsupported borrowing to finance capital investment where there is a clear proven need and where this borrowing does not result in unacceptable increases in Council Tax levels. Currently, under the prudential guidelines, the revenue implications of every initiative are taken into account when estimating affordability of these proposals.

57. As part of its medium term planning process the Council also evaluates the relative merits of funding revenue or funding capital proposals. In the case of capital proposals it ensures that there is on-going revenue funding available to meet the impact of any additional borrowing requirements.

4.2.4. Continue to secure external funding and project specific grants where they enable the delivery of corporate priorities

58. The Council will try wherever possible to influence investment through the targeted use of its limited capital resources to lever in other investment to meet its objectives. However, the Council is clear that projects that may bring in further investment will only be supported if they meet the Council's priorities and objectives. The Council also evaluates long-term implications of accepting any external funding provision, in particular on its revenue budget.

59. The Council has benefited from this approach by securing approval for £4.6m co-location funding and £1.5m "Back on Track" funding from the DCSF, £1million Rural Capital funding to support 14-19 reform in rural settings and by achieving pilot status for the Single Conversation Programme from the Homes and Communities Agency.

60. The Council has also been working on making developer contributions an integral part of the asset management process through the effective use of section 106 agreements. This approach, too, ensures that future community assets are affordable and sustainable in the long term.
61. The Council will build on these successes and use its considerable experience in aligning funding streams and strategic programmes to meet its priorities in the context of its Capital Strategy. It will also enhance this strategy by using the Local Investment Plan (LIP) agreed by partners and take the opportunity to align all available funding streams further, including those from partner organisations at local, sub-regional, regional and national levels to achieve the agreed local vision and desired outcomes for wider communities. The Council believes that this approach will ensure generating funding for the longevity of the capital strategy and the capital programme and making maximum impact.

4.2.5. Continue to employ an effective year-end financing strategy for the capital programme

62. The Council's capital financing strategy is aimed at minimising the on-going liabilities to the Council's revenue budget arising from capital investment. The first calls on capital resources are therefore external funding (including S106), grants, supported borrowing², and capital receipts and reserves. The final calls, where necessary, are on unsupported borrowing and revenue contributions.

4.3. Long Term Considerations and Actions

4.3.1. Striking a Better Capital Investment Balance: Change in Service Priorities and Changes to Demographics

63. Demographic change puts pressure on other essential services, such as the provision of school places, home care, waste management and public transport facilities. Capital resources are already severely constrained based on the current needs arising from the Council's strategic and service priorities. The Council has long recognised that a strategic response to meeting and containing demographic pressures is required.
64. The Council has therefore been using all of the formulaic basic needs settlement and other resources from the schools capital funding, in line with national policy, to respond to the increasing demand for school places due to changes in demography and parental choice. The Council is aiming to secure additional funding to cope with the unexpected growth which is only partially offset by the low numbers of surplus places in other year groups in schools.

² Note that the Council is a floor authority and therefore still needs to bear the cost of supported borrowing.

65. In 2008/09, £25m additional prudential borrowing was approved to respond to the investment need in services not receiving capital settlement from central government. However, there is still work to be done in this area to strike a better balance between those needs arising from changing service priorities and those arising from changes/shifts to the demographic picture.

4.3.2. Funding Growth

66. The Council is proactive in ensuring, as far as possible, that all additional capital investment needs arising from new developments are funded from developer contributions. It has benefited from its good track-record of effectively identifying infrastructure needs arising from new developments and securing developer contributions to enable required infrastructure delivery. However, the scale of the infrastructure provision to respond to the described level of growth requires a different approach to capital investment planning and a stronger emphasis on funding infrastructure.

67. Initial analysis of long-term infrastructure implications of such a level of growth shows that significant investment in schools and transport infrastructure will be required as well as considerable investment in extra care housing, community facilities, green infrastructure and recreational resources. It is not yet clear what scale of investment will be required by our partners responsible for health and utilities infrastructure.

68. Given the effect of current economic conditions on developer contributions, several issues have become critical when managing this scale of growth:

- Maintaining the viability of development proposals due to the reduction in land values;
- The funding implications of providing infrastructure up-front due to timing issues;
- Securing central government funding for some of the major infrastructure requirements when it is likely that capital spending by the public sector will be cut by 30% - 50% following the CSR2010;
- Being prepared to deal with uncertainties around the exact cost of infrastructure provision when the development takes place;

69. The Council has already started working with district councils and other partners to identify further infrastructure funding streams under the umbrella of the recently established Spatial Planning and Infrastructure Partnership and with the Housing and Communities Agency as part of the Single Conversation Pilot. The Council and its partners are aiming to use the Single Conversation as an opportunity to pursue a new approach to infrastructure provision in which the investment fits the place rather than the place fits the programme.

70. Similarly, the Council and its partners are also trying to take advantage of the new Growth Fund³ to support the delivery of infrastructure in growth areas. The application for Oxfordshire's share of the Eco-Town Pilots Support Funding (£60 million)⁴ is also under progress. The use of these new funding streams is expected to unblock stalled developments to a degree. However, it is recognised that these are still relatively short-term solutions. Hence, there is still a need to investigate different funding mechanisms based on the identified funding gap to help deliver infrastructure.
71. The Council plans to develop a longer-term capital investment strategy on a 10-15 year horizon to manage effectively the infrastructure requirements arising from this unprecedented planned housing growth. This will be in conjunction with and follow the development of the Local Investment Plan, the Local Transport Plan 3 and the long-term Property Strategy.
72. The next section lists some of the models that the Council will look into as part of the development of the longer-term capital strategy development in more detail.

4.4. Funding Options to Meet Capital Investment Challenges

73. There are a number of innovative funding options and delivery models available or under development to support infrastructure delivery. The Council acknowledges that these options and models need to be fully evaluated to determine the most appropriate solution based on the nature of the infrastructure need, the scale of the funding gap and the availability of funding sources offered by Central Government.
74. The Council is committed to exploring all relevant options in consultation with its partners in delivery to ensure the effective management of growth and the timely provision of related infrastructure.

4.4.1. Public Private Partnerships (PPP)/Private Finance Initiative (PFI)

75. The PPP/PFI funding models are used as long-term contracts between the public sector client and a private sector special purpose vehicle to deliver infrastructure and services in exchange for an annual performance related payment. The Council looks at these models of funding for its major schemes and takes a decision on the merits of each individual case. It has successfully used PPP funding to develop the Oxford Castle site working with the private sector and SEEDA. It has also upgraded homes for the elderly in partnership with the Order of St John.
76. It has fully investigated PFI options but has not so far decided this has been appropriate for any scheme. This is due to the fact that while this model works well in many circumstances, they have not been found appropriate in financial terms. However, the Council is still working on

³ A new unringfenced grant. This is part of the £1.7bn that Communities and Local Government will be investing across the Growth Areas, the Thames Gateway, Growth Points and Eco-towns during the CSR07 period.(£832m)

⁴ £60m start-up funding for local infrastructure relating to eco-towns.

employing similar models when it is suitable for its objectives. It is currently considering suitable options for funding the waste treatment contract, possibly through a Design, Build, Finance, Operate (DBFO) deal with the private sector. Similarly, it is considering the Local Education Partnership Model under the Building Schools for the Future Programme.

77. In future, the Council will also need to look at more competitive versions of this model, such as competitive or incremental partnerships and see whether or not any of them is applicable for or tailor made to the specific circumstances of the infrastructure requirement.

4.4.2. Local Asset Backed Vehicles (A form of PPP Model)

78. This funding mechanism aims to encourage private sector investment by making regeneration projects appealing on a long-term basis. The current economic conditions and their impact on the public finances and land values mean that it is likely that very limited funding will be available from both the public and private sector. It is expected that the use of this funding mechanism will increase in the coming years given the expected increase in asset rationalization by local authorities.

4.4.3. Transport Innovation Fund

79. The Department for Transport's long-term funding guidelines forecast that Transport Innovation Funding (TIF) will grow to over £2 billion by 2014/15, subject to the outcome of CSR2010⁵. The Council is currently developing the Local Transport Plan (3) and will test the applicability of this funding against the assessed need and long-term aspirations. This funding is currently directly linked to authorities who are pursuing road user charging. National Funding of this is likely to be reviewed post general election.

4.4.4. “Partnership for Schools” Approach to Education Funding

80. Partnership for Schools has started overseeing about £13.2 billion education funding on top of the existing £9.3 billion for the Building Schools for the Future Programme. Initial indications are that PfS will move towards a “One Conversation” approach around schools funding⁶. Although details of this approach are not yet clear, it is expected that the allocation of this funding will be linked to how/where the schools will fit and enhance the community.

4.4.5. Community Infrastructure Levy

81. The Community Infrastructure Levy (CIL) is being introduced to give local authorities extra resources to invest in vital facilities, public services and social infrastructure and to give developers greater certainty about their role and contribution.⁷ Although this mechanism aims to bring much needed flexibility to the use of contributions from developers, there are concerns arising from its implications for the County Council. It is still not

⁵ DfT (26th January 2006): Policy, guidance and research; the Transport Innovation Fund

⁶ PfS (10th September 2009): Partnership for Schools launches “one conversation” with local authorities.

⁷ DCLG (August 2008): The Community Infrastructure Levy

clear how the CIL income will be apportioned, how it will be transferred from charging bodies to infrastructure delivery organisations, and how it will affect the future of the S106 agreements. Hence, central government's response to concerns raised by county councils across the UK will be critical in determining the future capital strategy implications of this new funding mechanism.

4.4.6. Tax Increment Financing (TIF) and Accelerated Development Zone Funding

82. Tax Increment Financing⁸ is a mechanism that enables the use of anticipated future increases in tax revenue to finance the current improvements (such as new or improved infrastructure) that are expected to generate those increased revenues. The UK central government announced a study of its use in April 2009. Most of the designated growth authorities and city regions are waiting the result of this study to determine further their funding strategy for growth.

4.4.7. Rolling Fund

83. There is also a growing interest in creating a Rolling Fund for funding infrastructure up-front. This is a mechanism by which local authorities along with their partners use 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. It is important to structure and manage the fund in a way that it takes into account any delays or reductions in the recovery.

84. The Council acknowledges that the level of funding available from central government and the private sector is constantly changing and current economic conditions will put further constraints on available future infrastructure funding. There are a number of ways in which central government tries to bring short-term release to current market bottlenecks. However, more sustainable and long-term funding models are needed to manage the growth agenda effectively and deliver the related infrastructure in a timely manner.

⁸ British Property Federation (November 2008): Tax Increment Financing

5. Capital Programme: Governance, Development & Implementation

5.1. Capital Programme

85. The current capital programme for 2009/10 to 2014/15 totals £574m. The figures for the years 2011/12 onwards are a draft based on an indicative programme put forward to the Cabinet. This programme includes some indicative projects where no firm costings or business cases have been produced. These projects will only be progressed after a formal approval process, as outlined in the capital strategy, and if funding is available.
86. The current Administration was elected in June 2009. The Cabinet has reviewed all priorities for the capital programme against the Corporate Strategy. The attached programme is based on these priorities.

5.2. Governance

87. The Council has the vision of “developing a truly corporate approach to strategic capital investment, infrastructure and asset planning”. It recognises that implementing a high-profile capital governance structure is essential to fulfil this vision and ensure success in the capital arena.
88. That is why capital governance arrangements were reviewed in the context of the immediate challenges presented by the infrastructure gap and the growth, total place, co-location and cross service delivery agendas. A new capital governance structure was agreed immediately after this review and has been in operation since September 2009.
89. The new structure establishes a strong direct link between the mainstream capital programme and capital investment needs arising from the growth agenda (in particular strategic sites) and from cross-departmental and cross-organisational co-location and joint service delivery initiatives. The key features of this structure are listed below:

5.2.1. The Council & the Cabinet

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

5.2.2. The Capital Investment Board (CIB)⁹

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

5.2.3. The Capital Programme Board (CPB)¹⁰

92. The Capital Programme Board is a strong officer group with a clear remit and function to be the single point of contact in all capital and asset matters across the organisation with clear accountability and a sufficiently high level of authority and decision-making power within the limits of delegated responsibility.
93. An overview of the new governance structure and terms of reference for new platforms are presented in Appendix 2. The Council is still working on streamlining the Capital Programme delivery arrangements.

5.3. Capital Programme Development & Implementation

94. The Council has been using a scoring matrix and option appraisal methodology to underpin its capital decision-making process. Recent changes in the context within which the capital strategy is developed mean that there is a need to strengthen the development framework for the capital programme.
95. In particular, the Council has taken steps to enhance the strategic alignment of the capital programme with corporate priorities and to balance capital investment needs arising from planned growth and the maintenance of the existing portfolio. In order to achieve these two objectives, the capital-programme-entry and the project approval processes have been updated.
96. The Council is developing a two-stage approval process for capital resources allocation. If a project is approved at stage 1, it is accepted in principle to the Council's capital programme and allocated a project development budget. This stage is also called "commit to investigate". At stage 2, the project receives full political approval for work to commence and expenditure to be incurred, subject to the budget constraints of the project delivery budget allocation.

5.3.1. Capital Resource Allocation

97. The Council is currently developing a new capital resources allocation model in order to align the use of capital resources to the delivery of corporate priorities through the use of a tool that is transparent, objective and outcome/result focused.

⁹ See Appendix 2b for the terms of reference of the Capital Investment Board

¹⁰ See Appendix 2c for the terms of reference of the Capital Programme Board

98. The model will be integrated into the service and resource planning process. This will help to facilitate the allocation of available resources and help the cabinet to make more informed decisions about the priority of capital investment proposals.

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

99. Given the scarcity of both land and capital in relation to future needs, OCC must ensure that each investment decision represents the best possible use of these limited resources, and the best long-term solution for the authority and its citizens as a whole. It is critical for the long term future of the Council's infrastructure base and to ensure the wise and responsible use of resources that each investment decision is based on a full consideration of all possible solutions and a full recognition of life cycle cost.

100. The Council is in the process of streamlining its technical assessment process for evaluating readiness and value for money of all its capital investment proposals to ensure a standard approach across the programme portfolio. The agreed principles are:

- Analyse a range of possible solutions at the feasibility phase of each major capital investment;
- Base the options appraisal 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;

101. Appendix 4 shows the high-level process map for programme entry and project approval. The capital resources allocation model and the technical assessment are shown within this process.

102. This approach will further ensure that investment in assets carries the underlying principle of seeking maximum benefit from the sum invested. Indeed, the revenue implications of any schemes are therefore considered at both stages of the process. However, more details are provided prior to full political approval being granted for proposals.

103. The Council is also making adjustments¹¹ to financial procedure rules following the introduction of the new governance structure. The principle behind these adjustments is ensure that the overall structure is supported by appropriate officer teams operating clear, agreed, open and transparent corporate policies, protocols and procedures. Detailed protocols are under development and will follow the approval of the capital strategy.

¹¹ These amendments are subject to approval by the Council in January 2010.

104. The revised project approval thresholds and a more detailed framework on the two-stage approval process are provided in appendices 3 and 4 respectively.

5.3.3. Procurement

105. The Council has established collaborative partnerships with both the professional services and construction services supply chains through innovative strategic procurement initiatives. It has developed delivery mechanisms focusing on build-ability, supply chain management and incentivised long-term framework partnerships with contractors. These include

- Core Multi-Disciplinary Consultants appointed on a 7 – 10 year term capable of delivering the Council's Capital Programme.
- Framework Consultants (3 Multi-Disciplinary and 1 Cost Management) appointed on 4-year terms, selected for their expertise and capability to deliver education projects;
- Similar Framework arrangements are in place for construction services. These delivered up to 60% of the Council's Capital Programme, with the remainder procured in the open market.

106. The current core consultants contractual arrangements can be terminated in 2012, and the framework consultancy and construction services contractual arrangements are also able to be terminated without penalty in 2012. The Council is reviewing the full range of options for the provision and procurement of all property consultancy, contracting, and facilities management services with the intention that revised arrangements securing efficiency benefits will be put in place from April 2012.

107. The Council is due to enter into new contractual arrangements for the delivery of the Transport service which involves operating in an integrated organisational structure aimed at generating a more efficient operation. This will enable us to plan the overall resource from inception to delivery on the ground thus smoothing the workflow throughout the year, planning future years and hence gaining greater effectiveness and efficiency.

108. The Council is currently procuring a residual waste treatment contract which utilises similar principles to a Private Finance Initiative (PFI) and is based on the Government's standard contract. The Council is also considering setting up a Local Education Partnership (LEP) to deliver projects for Building Schools for the Future (BSF) Programme as this is the preferred model of delivery by the Partnership for Schools.

5.3.4. Partnership Working

109. The Council has a strong vision to create sustainable places by working closely with its partners. It recognises that it can only achieve its objectives through partnership working and is therefore committed to working with public, private, voluntary and community organisations.

110. The Council already has a history of pursuing joint-working and joint-service delivery initiatives for better outcomes for communities and citizens of the County. It will continue to actively seek opportunities to work in partnership to provide capital investment in Oxfordshire.

111. The Council is currently

- working on the West End Project in partnership with Oxford City Council, South East England Development Agency (SEEDA) and other partners. The renaissance of Oxford's West End is the single biggest regeneration project that Oxford has seen for some decades and will shape the city centre experience for a hundred years to come.
- operating a private public partnership with the Oxfordshire Care Partnership (Orders of St John – referred to as OCP/OSJ) to provide residential care homes for Older People;
- working in partnership with District Councils in collection and treatment of waste, including delivering improved recycling and reduction in landfill;
- working with the Housing and Communities Agency and other partner organisation under the Single Conversation Pilot Project to provide a shared framework at a local level for the delivery of housing and economic growth, infrastructure, regeneration and community objectives.

5.3.5. Performance Management

112. The Council agrees a rolling five-year capital programme annually in accordance with its priorities. The capital programme is updated quarterly and its performance is reported monthly to the Cabinet. The Council's use of capital resources indicator was 90% at the end of 2008/09. This is a significant improvement from 18.58%¹² slippage reported in 2007/08 outturn position. The Capital Programme Manager is working closely with directorates to achieve further improvements in 2009/10 and the years beyond.

6. Conclusion

113. The Capital Strategy has been updated in light of a very challenging financial environment. Although, this update does not recommend an immediate change to the main policy framework, it makes a thorough assessment of the possible impact of the changing conditions.

114. It demonstrates how the economic recession, demographic changes, housing growth, business efficiency strategies, the total place agenda and state of the local government finances will all have an impact on Council's capital investment aspirations and the capital programme in the coming years. It recommends a series of short, medium and long-term measures to be employed in the future in light of the forthcoming Comprehensive Spending Review 2010.

¹² Based on budget setting figure of £108.1m and the reported capital outturn of £88m.

115. At the heart of these recommendations lie the more flexible use of capital resources in support of Council's priorities and a stronger focus on long-term infrastructure requirements. The Capital Strategy therefore highlights a number of funding options that will define the level of available capital resources in the future.
116. It further highlights the importance of developing a longer-term capital investment strategy on a 10-15 year horizon to respond to the identified capital investment needs. This will be in conjunction with and follow the development of the Local Investment Plan, the Local Transport Plan 3, the long-term Asset Strategy, and the Strategy for Change for the Secondary School Estate. It will be also linked with the implementation of the Strategy for Change for the Primary School Estate.

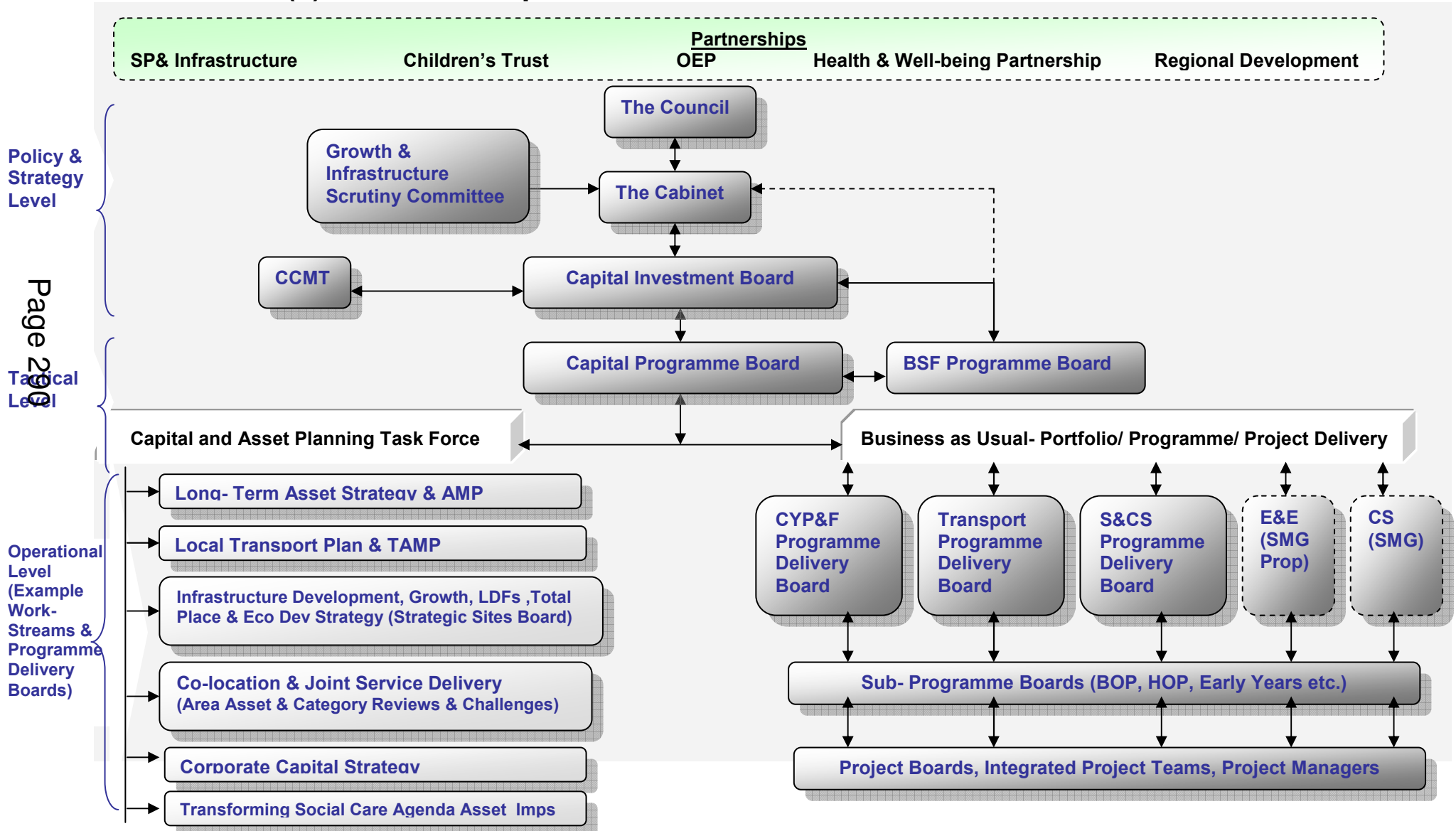
Appendices

APPENDIX 1

The Capital Investment Strategy: 2010/11 to 2014/15

CAPITAL INVESTMENT STRATEGY FOR 2010/11 to 2014/15	
Resources	Investment Strategy
CYP&F- Supported Capital Expenditure (S.C.E)	This funding is ring-fenced for CYP&F Capital Programme. This funding is therefore allocated according to the priorities set out in the Schools Asset Management Plan.
LTP- Supported Capital Expenditure (S.C.E)	This funding is ring-fenced for Transport Programme under the E&E Capital Programme. This funding is therefore allocated according to the priorities set out in the Local Transport Plan.
Usable Capital Receipts	This funding stream is generally treated as flexible corporate resources. The policy also allows directorates to retail the capital receipts if a) it is planned to be used for direct re-provision of the property released b) it is planned to be used for another service priority which is consistent Council's overall priority and the AMP
Developer Contributions	This funding is used within the framework of the specific developer agreement. The policy will state that developer contributions are appropriately exploited to deliver the various infrastructures where appropriate and consistent with the framework contract. Appropriate contributions where secured and held in the account would/should be used in preference to other monies.
Capital Grants/ External Funding	These resources are provided by the national government or other external funding organisations and used for purposes for which they are issued. It is difficult to forecast a contribution for capital grants as they are led by specific investment programmes launched by these authorities and specific government departments in different time intervals.
Unsupported Borrowing	This funding stream is treated as a specific resource for a) a significant unmet capital need, a decision can be taken for capital investment funded by borrowing b) capital investment will result in future revenue savings, the cost of borrowing has been met from these savings (i.e. invest to save basis)
Capital Reserves	This funding stream is generally treated as flexible corporate resources. The policy also allows these resources to be earmarked for specific programme or project.
PFI/ PPP	Decisions are taken on the merits of each individual case and PFI/ PPP funding is considered as an option with all other suitable options for funding its major schemes.

APPENDIX 2 (a) - The New Capital Governance Structure- Overview



Policy & Strategy Level

Page 299
Tactical Level

Operational Level (Example Work-Streams & Programme Delivery Boards)

Appendix 2 (b)

CAPITAL INVESTMENT BOARD- TERMS OF REFERENCE

1. Role

14. The Capital Investment Board (CIB)'s role is to shape the vision and set the agenda for capital investment and asset planning activity in order to put next generation infrastructure in place. It aims to provide a cross-portfolio approach to and high-level political steer on capital investment, strategic infrastructure development, the use of resources discussion and the growth, co-location and joint service delivery agendas. It will play a key role in managing relationships with partnerships and in making cross-organisational working a reality in the capital arena for the County.

2. Composition & Resources

15. The board is composed of the members of the CCMT and of the Cabinet. It will be chaired by the Leader of the Council, and supported by the Capital Programme Manager. The Board will meet every two months.

3. The Remit & Function

16. The remit of the CIB is
 - a) To shape and influence county's capital investment, strategic infrastructure and asset strategies and recommend strategic resource allocations according to capital priorities for the county
 - b) To secure commitments from partners to progress the agreed outcomes and projects and to identify and negotiate further enabling measures by uncovering and exploiting linkages with other policy/strategy blocks
 - c) To ensure that the vision for the strategic direction and scale of ambition for the organisation's capital investment portfolio are clear by providing a strategic steer on national, regional and cross-organisational challenges, risks and opportunities.
 - d) To advise on the policy development and priorities in the capital arena
 - e) To contribute to the development of a corporate approach to the use of capital resources at the policy level
 - f) To consider/debate key capital strategy/policy documents, long-term strategic asset matters and key property related initiatives
 - g) To define the top-down view and expectations in the capital arena through the provision of an early steer on approach and priorities
 - h) To review the framework for prioritising capital investment proposals aligning the AMP, TAMP and CS to the Corporate Plan
 - i) To promote and champion the importance of capital matters on political platforms
 - j) To provide visible corporate leadership & commitment at events and in communications
 - k) To receive and review regular progress reports from the Capital Programme Board (CPB) regarding the delivery of priority work-streams

- l) To receive and review regular progress reports from the Building Schools for the Future (BSF) Board and to link the BSF programme with the overarching capital programme

4. Decision- making

17. The CIB is a working party and provides opportunities for high level collaboration between members and officers. Actual decisions are made in accordance with the scheme of delegation i.e. either by the Cabinet, by the relevant portfolio holder or by an officer of the authority following consideration by the CIB. Any proposal that is outside the approved budget and policy framework is referred back to full Council in accordance with the Constitution.

5. Key Outcomes

18. The use of Capital Resources directly related to the service delivery and corporate priorities and Council's aspirations for growth and infrastructure development;
19. Greater Cabinet and CCMT awareness of the infrastructure asset implications of all decisions;
20. Clearly defined capital priorities strongly linked with Council's policies and long-term strategies
21. Enhanced corporate and partnership working within the capital arena
22. Increased leverage of capital funding from wide range of sources (realisation of capital receipts, securing external funding through national and regional initiatives, generating long-term infrastructure and growth funding)
23. Realised opportunities for increasing income and/or reducing expenditure in management of property assets with direct contribution towards Council's efficiency programme

6. Reporting Arrangements & Communication Plan

24. Minutes of the meetings, with action items, will be circulated within 10 working days to members of the Board, members of CPB, the chairs of the Programme Delivery Boards and lead officers for the strategic work-streams.
25. The Growth and Infrastructure Scrutiny Committee will receive quarterly updates.
26. The Strategy and Partnership Scrutiny Committee will receive annual updates
27. There will be a continuous dialog with the Spatial Planning and Infrastructure Partnership. This dialog and relationship will be managed at the elected member and director level.

28. There will be a continuous dialog with the CPB and with the BSF Programme Board. These dialogs will be managed by the Assistant Chief Executive & Chief Financial Officer and the Director of Environment & Economy, and the Director of Children Young People & Families respectively.

7. Review Arrangements

29. Reviews will be carried out annually.

Appendix 2 (c)

CAPITAL PROGRAMME BOARD- TERMS OF REFERENCE

1. Role

1. The Capital Programme Board (CPB) is a strong officer group with a clear remit and function to be the single point of contact in all capital and asset matters.
2. The board's role is to ensure the development and delivery of long term infrastructure and asset strategies, the achievement of better long term planning of capital investment, better use and management of assets, greater local-decision making and accountability within the capital arena and the enhancement of cross-service strategic working among directorates and in partnership with other organisations.
3. It will create a programme of strategic capital investment for Oxfordshire and ensure that strategic capital investment is planned and delivered in the most effective way possible. It will establish a strong corporate centre, facilitating effective decision-making and providing officer leadership and challenge in the capital arena.

2. Composition

4. The board has a small number of core members who are tasked to take a strategic view on the use of capital resources, capital investment and asset planning in line with Council's priorities. Members of the board will be accountable for ensuring the delivery of the specific capital targets and benefits agreed by the CIB. The membership of the CPB is listed below:
 - Assistant Chief Executive & Chief Finance Officer (the Chairman)
 - Director for Environment & Economy
 - Head of Transport (E&E)
 - Head of Property (E&E)
 - Head of Finance & Procurement (CC)
 - Head of Sustainable Development (E&E)
 - Head of Strategy and Transformation (S&CS)
 - Head of Commissioning, Performance and Quality Assurance (CYP&F)
 - Head of Strategy (CC)
 - Capital Programme Manager (CC)
5. The members of the CPB have, between them, responsibility for the Council's key strategic and service plans, including the Capital Strategy, Asset Management Plan, Long-term Property Strategy, Local Transport Plan, Strategy for Change for Secondary and Primary Schools, Strategic Sites Development, the Corporate Plan, the Medium Term Financial Plan, and regional and sub-regional strategies. This ensures the board supports both internal and external key strategies, plans and objectives.

6. Assistant Chief Fire Officer and Head of Service Support for the Community Safety and Shared Services Directorate will also have an invitation to all meetings of the Board where resources allocation and capital projects prioritisation are discussed.
7. The Board will be supported by the Capital Finance Team and meet every two months starting from 9th October 2009. These meetings will be in line with the meeting calendar for the CIB so that there is always 4 weeks between CIB and CPB meetings.

3. The Remit & Function

8. The remit of the CPB is
 - a) To consider and determine capital investment and asset management issues across the organisation by establishing a strong corporate centre and facilitating effective decision-making in the capital arena;
 - b) To provide officer leadership and challenge in the capital arena by taking a corporate view on capital and asset management and the use of capital resources throughout the authority and by giving a strategic focus and co-ordination to capital and asset planning across the corporate portfolio;
 - c) To be accountable for ensuring the delivery of the specific capital targets and benefits for the organisation agreed by the CCMT and the Cabinet;
 - d) To set the strategic direction for the capital and asset planning task force and to challenge/assess/steer their progress against strategic objectives;
 - e) To establish and maintain linkages with partnership structures at appropriate stages and to advise CIB on co-ordinating the liaison with partners on co-location and joint service delivery proposals as required;
 - f) To make recommendations on capital investment priorities to CCMT, CIB and the Cabinet;
 - g) To agree capital investment decisions within the capital arena within the given remit and tolerances across the portfolio where priorities are already agreed by the cabinet as part of the Council's budgetary framework;
 - h) To determine implications of applying for external funding and to agree applications in consultation with the CIB;
 - i) To ensure that there is a programme of action and appointed work-stream leaders in place to deliver the agreed priority work-streams by the CIB;
 - j) To develop, own, monitor and report progress against the agreed yearly plan on exception basis to the CIB;

4. Decision- making

9. The CPB is an officer working group. It takes its decision-making power from the delegated authority of member officers as per Financial Procedure Rules (FPR) and the Council's Constitution. It makes decisions only where priorities are already agreed by the cabinet as part of the Council's budgetary framework. It also ensures that necessary consultation is carried out with the CIB and relevant directors as part of the decision-making process. Decisions over £5m and new inclusions to the Capital Programme will be referred to the Cabinet in line with the FPR. Any

proposal that is outside the approved budget and policy framework will be referred back to full Council in accordance with the Constitution.

5. Key Outcomes

10. The use of Capital Resources directly related to the service delivery and corporate priorities and Council's aspirations for growth and infrastructure development;
11. Creation of a single point of contact for all capital matters.
12. Continuous improvement in strategic planning and delivery of the capital programme ensuring that strategic capital investment is planned and delivered in the most effective way possible
13. Better long term planning of capital investment, better use and management of assets, greater local-decision making and accountability within the capital arena.
14. Increased leverage of capital funding from wide range of sources
15. Enhanced of cross-service strategic working among directorates and in partnership with other organisations.
16. Realised opportunities for increasing income and/or reducing expenditure in management of property assets with direct contribution towards Council's efficiency programme

6. Reporting Arrangements & Communication Plan

17. Minutes of the meetings, with action items, will be circulated within 10 working days to members of the Board, members of CIB, the chairs of the Programme Delivery Boards and lead officers for the strategic work-streams.
18. The Growth and Infrastructure Scrutiny Committee will receive quarterly updates.
19. The Strategy and Partnership Scrutiny Committee will receive annual updates.
20. There will be a continuous dialog with the CIB and with the BSF Programme Board. These dialogs will be managed by the Assistant Chief Executive & Chief Financial Officer and the Director of Environment & Economy, and the Director of Children Young People & Families respectively.

7. Review Arrangements

21. Reviews will be carried out annually.

APPENDIX 3

NEW CAPITAL PROJECT APPROVAL THRESHOLDS (DRAFT) (BASED ON REVISED FINANCIAL PROCEDURE RULES)

CAPITAL EXPENDITURE AND PROGRAMME

12. No capital commitment shall be entered into unless:-

- (a) It is included within the Capital Programme approved by the Council (either as a specified individual scheme or as part of a Planned Annual Programme) or is fully funded within the revenue budget and the Chief Finance Officer has confirmed that finance is available; and
- (b) In the case of a project that costs:
 - £200,000 or less, it has been approved by the Service or Cost Centre Manager;
 - Between £200,000 and £500,000, the Head of Service has approved a detailed project appraisal for that project;
 - Between £500,000 and £1,000,000, the Director has approved a detailed project appraisal for that project;
 - Between £1 million and £2 million, the Director and Chief Finance Officer have approved a detailed project appraisal for that project;
 - Between £2 million and £5 million, the Chief Finance Officer, in consultation with the relevant Cabinet Member, has approved a detailed project appraisal for that project;
 - £5 million and over, the Cabinet has approved a detailed project appraisal for that project; and
- (c) The tender figure falls within the provisions of paragraph 13 below.

Variation in costs

13. Where any tender or other variation may or will produce an increase of 5% or more on the total cost of that project, additional approvals must be sought as follows. If the total project budget as recorded in the Capital Programme is:

- a) Up to £500,000 the variation (5% or more) must be approved by the Service Manager in consultation with the Head of Finance and Procurement;

- b) Between £500,000 and £1 million the variation (5% or more) must be approved by the Head of Service in consultation with the Head of Finance and Procurement;
 - c) Between £1 million and £2 million the variation (5% or more) must be approved by the Director and Head of Finance & Procurement;
 - d) Between £2 million and £5 million the variation (5% or more) must be approved by the Chief Finance Officer;
 - e) £5 million or more the variation (5% or more) must be approved by the Cabinet.
14. Approval should be sought at a higher level than stated in (a) to (e) above in cases where the estimated level of percentage increase is very high or where the viability and value for money of the scheme are threatened. Variations over £200,000, regardless of the percentage increase, require approval from the Capital Programme Board in accordance with paragraph 17.
15. Approval and variation thresholds stated in paragraphs 12 and 13 also apply to programmes or projects that are fully or partially externally funded.

Insurance reinstatements

16. In the case of insurance reinstatements paragraphs 12 and 13 above apply to the gross cost of the scheme only if the Council is contributing more than £75,000 or where there is a change in the service provided.

Responsibilities of Chief Finance Officer

17. The Chief Finance Officer will ensure that the Capital Programme Board monitors the capital programme and resources, controls expenditure against approved budgets, and addresses any problems of overspending or resource re-allocation in consultation with the Capital Investment Board.
18. Capital budgets for new projects or changes to the approved capital budgets for projects in the programme will be put forward for approval as part of a financial monitoring report by the Chief Finance Officer.
19. The Chief Finance Officer will ensure that virements are allowed only where they are within the overall policy framework and do not involve an increasing commitment in future years, which cannot be contained within existing approved budget allocations as determined by the Council.
20. The Chief Finance Officer will issue guidance as needed on governance and procedures.

Responsibilities of Directors

21. When disposing of assets other than land and property – such as surplus or obsolete materials, stores or equipment, Directors should follow guidance issued by the Chief Finance Officer and seek advice from them.
22. Part 7 of the Constitution delegates specific powers and functions to the Director for Environment and Economy. This includes various functions relating to the management of land and property. In particular, these set out procedures for the disposal of land.

Leader of the Council

23. The Leader of the Council may in conjunction with the Chief Finance Officer approve any proposed change to the Capital Programme in advance of the financial monitoring report to Cabinet. In these cases, funding must be agreed by the Chief Finance Officer and reported to the Cabinet in due course.

Disposals of Land and Property

24. In respect of disposals of land and property, the processes followed should be robust and transparent and in accordance with current legislation and Council's policies for "the Disposal of Surplus Land for Less than Market Value"¹³ and "the Sale of Surplus Land for Affordable Housing"¹⁴.
25. The Head of Property should seek appropriate financial and legal advice before any disposal. Then, depending on the value of the disposal, different levels of approval are needed, as follows:
 - a. Where the estimated disposal value is less than £2 million, the Head of Property Services may arrange for the disposal of land or property, but;
 - b. Where the estimated disposal value is between £2 million and £5 million, a decision by the Chief Finance Officer to proceed with the disposal is required, or;
 - c. Where the estimated disposal value of individual property assets is £5 million or more, a decision by Cabinet to proceed with the disposal is required.
26. Disposals may be at a discounted or 'undervalue' level, below the 'best consideration that can reasonably be obtained'. In these cases, additional financial and legal advice should be sought. Disposals in these cases can be controversial so local circumstances and the scale of the discount in price should be considered when deciding who should make the final decision to sell. Generally though:

¹³ Report to the Cabinet dated 28th October 2003.

¹⁴ Report to the Cabinet dated 17th April 2007.

- (a) Where the 'undervalue' is less than £250,000, the Head of Property may arrange for the disposal of the land or property in consultation with the Capital Programme Board; but
- (b) Where the 'undervalue' is between £250,000 and £1 million, the Head of Property must prepare a report to the Chief Finance Officer, requesting approval to proceed with the disposal; or
- (c) Where the 'undervalue' is £1 million or more, the Head of Property and the Chief Finance Officer must prepare a report to Cabinet, requesting their approval to proceed with the disposal.

27. Approval should be sought at a higher level in cases that are controversial or where there is a larger discount from the 'best consideration' value following consultation with the Capital Investment Board.

Acquisition of Land and Property

28. In respect of the acquisition of land and property where budget provision for an acquisition exists within the total Council budget, the Head of Property may approve a purchase of land or property in accordance with approval levels specified in paragraph 12 (b) above.

Blank Page

Appendix 4: CAPITAL PROGRAMME ENTRY PROCESS & PROJECT APPROVAL FRAMEWORK

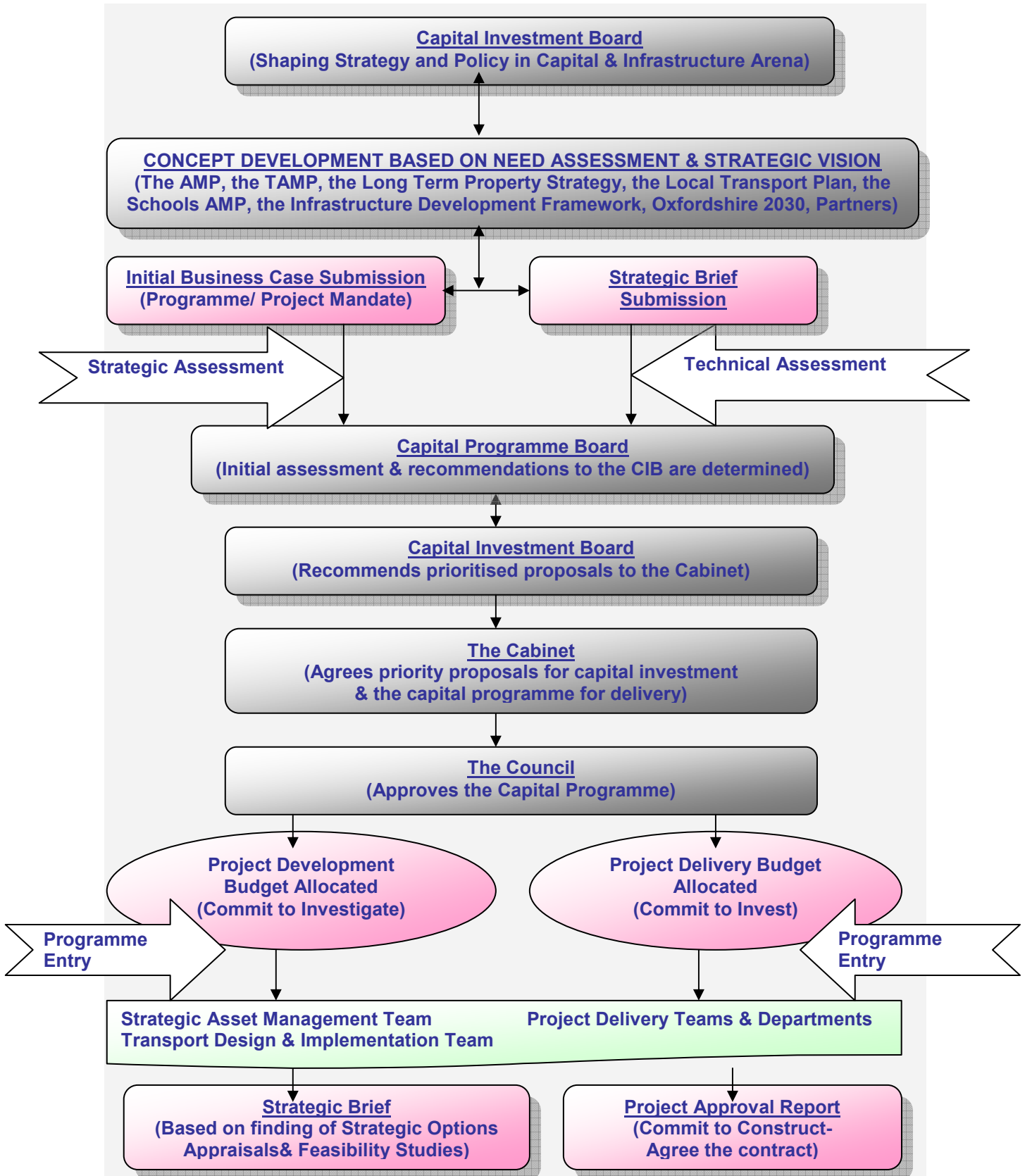


Figure 1: Two-stage Approval - High Level Process Map

The Overview of the Staged Approach to Programme Entry and Project Approval

STAGES	STAGE 0 Concept Development	STAGE 1 Project Development	STAGE 2 Project Delivery	STAGE 3 Project Closure
Responsible Owner	CIB, CPB, Directorates Partners Transport Strategy Team Property Strategy Team	Transport Design & Implementation Teams Property Strategy & Tactical Teams	Transport & Property Project Delivery	The Client Directorate Transport & Property Strategy/Delivery Teams
Activity	Evidence need & strategic fit Define vision, objectives, aspirations & outcomes Identify infrastructure issues (condition, sufficiency, suitability, growth)	Options Appraisal Feasibility Study Outline Design Procurement Route Early assessment of land, highways, planning, utilities, sustainability, ICT issues Stakeholder Consultation	Statutory & regulatory approvals Detail Design (inc. ICT) Tenders, work/purchase orders (where required) Value engineering Change Control Supply chain management	Post implementation reviews Handover Plan (inc. responsibility for financial completion) Updates to asset register & other databases Defects reporting Performance reporting
Criteria	Strategic Assessment (the Capital Resource Allocation Model)	Technical Assessment (Options, Deliverability & Affordability Appraisals)	Deliverability against the brief, budget, timescales, procurement & quality	Client Satisfaction Survey Quality inspections End Project Report (RAG)
Outputs	Initial Business Case (Project Mandate)	Strategic Brief (Outline Business Case) Monitoring Report & Risk	Project Approval Report (Full Business Case) Monitoring Report & Risk	Impact Assessment/Benefit Realisation Report Lessons learnt report
Cost/Savings Resources	Conception Cost Form Funding Sources Revenue Imps (Annex 3) CFT, S106 Team & FBPs	Cost/Benefit Analysis Project Abnormals & WLC Revenue Imps (Annex 3) CFT, S106 Team & FBPs	Detailed cost & resources plan (inc. WLC, VfM, VAT) Financial Appraisal Form CFT & FBPs	Final account valuation FPR- ± 5% , SAP capital close, SAP revenue start CFT & FBPs
Communication & Consultation	Users & other Directorates Portfolio Holder Stakeholders & Partners Service Providers Local Members Capital Programme Mng. CPB & CIB	The Client & Directorates Portfolio Holder Stakeholders & Partners Service Providers Local Members Capital Programme Mng. CPB, CIB & PDB	The end user and the client representative liaison Collaboration with contractor Neighbourhood Liaison Portfolio Holder Capital Programme Mng. CPB & PDB	Post project appraisal meeting (end users, the client directorate, project team & key stakeholders) The client representative Capital Programme Mng. CPB & PDB
Approval	Commit to Investigate Prj. Development Budget FPR, Cabinet & Council (Programme Entry)	Commit to Invest Project Delivery Budget Cabinet & Council (Programme Entry)	Commit to Construct Prj. Approval Budget ±5% S151, Portfolio Holder, Cabinet	Client Acceptance Revenue Budget (running & operating costs) Service Manager

Page 308

Appendix 5

2010/11 Capital Budget Setting Process Map

Capital Budget Setting Process			
Timetable (week commencing)	Programme Review Process	Capital Bid Evaluation Process	Financial Control Process
29 th June 2009	The Capital Budget Setting Process endorsed by the CSG	New AMP Templates produced by Property Services (PS)	<ul style="list-style-type: none"> Disposal Programme Update (June 09) The Capital Programme Update (July 09)
6 th July 2009 & 13 th July 2009	CYP&F Challenge Panel (2)	<ul style="list-style-type: none"> CWG approves the new AMP Template New AMP Templates sent to Directorate Property Representatives 	<ul style="list-style-type: none"> Support to the Challenge Panels Produce MMR Report with revised profiles (July 09)
20 th July 2009 & 7 th Sep 2009	Directorates work on <ul style="list-style-type: none"> their AMP templates and link them with their Annex 3; their current capital programme and review them in light of new AMP priorities; 	<ul style="list-style-type: none"> Capital Resources Allocation Model Workshop; 	<ul style="list-style-type: none"> Capital position statements (individual shortfall positions) for individual programmes produced and communicated to the Directorates Produce MMR report with revised profiles (Sep 09) Service & Resource Planning Report Input (Sep 09)
14 th Sep 2009	Directorates <ul style="list-style-type: none"> Work on their proposals to reduce the shortfall; Consider the results of the challenge panel actions; Cross-check and revise expenditure profiles with more than £500k allocation in 2009/10 and 2010/11; 	<ul style="list-style-type: none"> Directorate AMP Templates returned to the PS; The Capital Investment Board (CIB) considers the capital programme position and endorses the principles of 2010/11 budget setting process (agreed by the CSG in July 2009); The CIB considers the draft CRAM and makes recommendation for its further development; 	<ul style="list-style-type: none"> New project report finance information check; Disposal Programme Update (Sep 09) S106 Resources Profile Update (Sep 09)
21 st Sep 2009 & 28 th Sep 2009	<ul style="list-style-type: none"> E&E- Other Programmes Challenge Panel (PSMT); New programme delivery boards set up and start operation; Identification of projects that will be included in 	<ul style="list-style-type: none"> PS quality check the AMP returns Resources shortfall determined based on the AMP returns; 2010/11 Transport project/ programme proposals returned to the CPM; The CRAM criteria development 	<ul style="list-style-type: none"> Capital Programme Update (Oct 09) Produce MMR report with revised profiles (Oct 09)

Capital Budget Setting Process			
Timetable (week commencing)	Programme Review Process	Capital Bid Evaluation Process	Financial Control Process
5 th Oct 2009 & 30 th Oct 2009	<p>the cost challenge</p> <ul style="list-style-type: none"> The Capital Programme Board (CPB) reviews the CP and make recommendations to the CIB on deferrals; Directorates consider the recommendation coming from the CPB and provide additional information to inform the CIB meeting; S&CS Challenge Panel; 	<p>& consultation;</p> <ul style="list-style-type: none"> The CPB considers the new capital bids and makes recommendations to the CIB; Directorates consider the recommendation coming from the CPB and provide additional information to inform the CIB meeting; Strategic Directors asked to do a final review of the services' capital priorities and their timetable for implementation The AMP is revised in light of Directorate returns; The CRAM is tested using projects/ programme within the current CP; 	<ul style="list-style-type: none"> Contractual commitment levels determined; Revenue implications of capital bids cross-checked against Annex 3s
2 nd Nov 2009 & 16 Nov 2009	<ul style="list-style-type: none"> CYP&F Challenge Panel; Results of challenge panels cross-checked with the delivery partners 	<ul style="list-style-type: none"> CCMT considers the proposed list of capital bids; The capital strategy is reviewed in light of the revised AMP; Final capital bid & de-prioritisation/ deferral proposals is prepared for the CIB following the feedback from <ul style="list-style-type: none"> a) Challenge Panels b) Portfolio Holder c) Strategic Directors/ CCMT 	<ul style="list-style-type: none"> Produce MMR report with revised profiles (Nov 09); Any significant change affecting the surplus/ shortfall position reported to the CPM; Results of the challenge panels are integrated to the capital programme; Service & Resource Planning Report Input (Nov 09)
23 rd Nov 2009	<p>CIB considers the draft/ interim programme for 2010/11 & makes the final adjustments to the delivery timetables in light of the strategic priorities</p>	<p>The Capital Star Chamber (the CIB)</p> <ul style="list-style-type: none"> The CIB considers the final bid portfolio & makes required prioritisation/ de-prioritisation/ deferral decisions; The CIB considers the details of the CYP&F and Transport Capital Programmes & makes required prioritisation/ de-prioritisation/ deferral decisions; 	<ul style="list-style-type: none"> An interim position statement is produced for the CIB Disposal Programme Update (Nov 09) S106 Resources Profile Update (Nov 09)
30 th Nov 2009 & 7 th Dec 2009	<ul style="list-style-type: none"> Final updates made to the individual programmes 	<ul style="list-style-type: none"> The CPB considers the draft Capital Strategy and AMP; Preparation for presentations to the Scrutiny Committees (Strategy & Partnership (17th December 2009), Growth & Infrastructure (7th January 2010)) 	<ul style="list-style-type: none"> Produce MMR report with revised profiles (Dec 09); Annual capital settlement confirmations integrated to the resources profile

Capital Budget Setting Process			
Timetable (week commencing)	Programme Review Process	Capital Bid Evaluation Process	Financial Control Process
14 th Dec 2009 & 28 th Dec 2009	<ul style="list-style-type: none"> ▪ Final controls and updates to the capital strategy & capital programme reports 	<ul style="list-style-type: none"> ▪ The AMP and CS finalised following the comments from the CPB & the Portfolio Holder; ▪ Strategy & Partnership Scrutiny Committee considers the Capital Strategy& the AMP (@17th Dec 2009); 	<ul style="list-style-type: none"> • Final controls and updates to Period 3 Capital Programme Update and 2009/10 Capital Programme
4 th Jan 2010 & 25 th Jan 2010	<ul style="list-style-type: none"> ▪ Directorates consider any significant changes to the draft capital programme and report to the CPB; 	<ul style="list-style-type: none"> • The CIB considers the AMP & the CS and makes recommendations to the Cabinet; • Strategy & Partnership Scrutiny Committee considers the 2010/11 Capital Programme (@14th Jan 2010); • The Cabinet considers and approves the proposed CS, AMP and CP (@19th Jan 2010) 	<ul style="list-style-type: none"> • Capital Programme Update (Jan 10) • Significant changes (over £250k) to the CP are integrated into the Feb 09 Programme for approval by the Council
9 th Feb 2010	Council approves the Capital Strategy& 2010/11 Capital Programme		

Financing of Capital Programme

Table 1 : Summary Position

	Table 1 : Summary Position									
	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	After 2014/15 £000	TOTAL £000		
Financing										
Credit Approvals	39,563	47,412	41,674	36,394	36,827	3,090	202	205,162		
SCE(R) Formulaic Capital Allocations - Grant	4,222	20,314	10,499	10,524	10,290	0	0	55,849		
Grants & Contributions	49,318	60,040	19,441	15,267	12,549	12,001	0	168,616		
Direct Revenue Financing	1,210	2,279	210	0	0	0	0	3,699		
Capital Receipts	7,017	7,010	7,625	3,380	1,805	4,070	0	30,907		
Indicative 3 Year Forward Plan & Contributions *	706	5,631	2,622	15,000	31,750	39,550	0	95,259		
Capital Receipts Unapplied	2,980							2,980		
Capital Reserve	8,027							8,027		
Financing Adjustments	2,861	1,363						4,224		
Total Finance Available	115,904	144,049	82,071	80,565	93,221	58,711	202	574,723		
Payments/ Notional Payments										
Capital Programme Payments	98,208	113,508	61,664	48,405	40,705	12,614	202	375,306		
Indicative 3 Year Forward Plan	1,950	21,860	29,984	32,422	49,284	46,441	0	181,941		
Capital Revenue Switch Adjustments	3,112	2,859	1,120	1,120	0	0	0	8,211		
Earmarked Reserve Allocations	2,035	819	1,125	1,450	670	3,000	0	9,099		
Total Payments/ Notional Payments	105,305	139,046	93,893	83,397	90,659	62,055	202	574,557		
Financing Surplus(+)/ Shortfall (-)	10,599	5,003	-11,822	-2,832	2,562	-3,344	0	166		
Cumulative Surplus(+)/ Shortfall (-)	10,599	15,602	3,780	948	3,510	166	166			

* Indicative 3 Year Forward Plan & Contributions* do not include capital receipts. All capital receipts are shown within "Capital Receipts" to effectively monitor the delivery of the disposal programme.

Table 2: Financing Details

	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	After 2014/15 £000	TOTAL £000
Credit Approvals								
Annual Capital Guidelines								
Education	12,602	9,240	10,624	12,474	14,324			59,264
Transport	16,389	16,048	18,612	18,612	18,613			88,274
Personal Social Services	72	72	72	72				288
Fire	676	696	696					2,764
Basic Credit Approval	29,739	26,056	30,004	31,854	32,937	0	0	150,590
Supplementary Credit Approvals								
Education								0
Transport								0
Personal Social Services								0
Other								0
Prudential Guidelines	9,824	21,356	11,670	4,540	3,890	3,090	202	54,572
Total Credit Approvals	39,563	47,412	41,674	36,394	36,827	3,090	202	205,162
Direct Revenue Financing								
Specific	1,210	2,279	210	0	0	0	0	3,699
Total Direct Revenue Financing	1,210	2,279	210	0	0	0	0	3,699
Capital Receipts								
Receipts	7,017	7,010	7,625	3,380	1,805	4,070		30,907
Total Usable Receipts	7,017	7,010	7,625	3,380	1,805	4,070	0	30,907

Children, Young People & Families - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	Project Appr. (3)	(S) Start (F) Finish (4)	Before 2009/10 (5) £000	PHASED PAYMENTS (GROSS)						TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER		
					2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000		2014/15 (12) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000
	Primary Capital Programme																
1	Combe - New Hall & Classrooms	ED643	(S) Sept 08 (F) June 09	934	241							1,175	0	37	0	0	1,138
2	Charlton-on-Otmoor - Repl of Temporary Classrooms	ED701	(S) Sept 09	23	600	582						1,205	0	20	0	0	1,185
3	Thame, Barley Hill - Repl of Temporary Classrooms	ED703	(S) Sept 09	37	600	550	213					1,400	0	300	0	0	1,100
4	Marcham (Phase 2) - Classroom	ED704	(S) May 09 (F) Aug 09		344							344	0	0	0	0	344
5	Launton - Hall & Classrooms	ED695	(S) May 09 (F) Aug 09		250	550	75					875	0	0	0	0	875
6	Harwell - 2 classroom extension	ED711	(S) Sept 09 (F) Sept 09		200	350	200					750	0	30	0	0	720
	Sub-Total Primary Capital Programme			994	2,235	2,032	488	0	0	0	0	5,749	0	387	0	0	5,362
	Secondary Capital Programme																
7	Wantage, Fitzwaryn - Phase 1	ED689	(S) Nov 08 (F) Dec 09 (e)	472	1,756							2,228	0	1,785	0	0	443
8	Woodstock, Marlborough - Science & Repl Temporary Buildings	ED692	(S) Apr 09 (F) Jan 10 (e)	220	2,300	795						3,315	0	310	0	0	3,005
9	Witney, Wood Green - Changing Rooms	ED694	(S) Dec 08 (F) July 09	135	157							292	0	280	0	0	12
10	Oxford, Peers School Academy Project	ED686	(S) Sept 08 (F) July 09	705	15,000	15,245	2,400					33,350	0	31,532	0	478	1,340
11	Oxford Academy Project - Environmental	ED678	Complete	146								146	0	146	0	0	0
12	Chipping Norton - Science	ED708	(S) Sept 09 (F) Sept 09	12	450	3,200	738					4,400	0	130	0	0	4,270
13	Burford Community College - 8 Classroom Block & Drama Studio	ED714	(S) Sept 09 (F) Sept 09		200	2,000	300					2,500	0	100	0	0	2,400
14	Wantage, Fitzwaryn - Phase 2 (Modernisation & Post 16)	ED715	(S) Sept 09 (F) Sept 09		100	2,500	600					3,200	0	1,690	0	0	1,510
	Sub-Total Secondary Capital Programme			1,690	19,963	23,740	4,038	0	0	0	0	49,431	0	35,973	0	478	12,980
	Provision of School Places																
15	Banbury, Hanwell Fields - Extensions	ED676	(S) Jun 08 (F) Sept 09 (e)	1,355	722							2,077	0	394	0	0	1,683
16	Witney, Tower Hill - Extension	ED688	(S) Feb 09 (F) Sept 09 (e)	104	565							669	0	669	0	0	0

Children, Young People & Families - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	Project Appr. (3)	(S) (F) (S) (F)	Before 2009/10 (5) £000	PHASED PAYMENTS (GROSS)							TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER	
					2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000		SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000
17	Cuttleslowe - Foundation Stage Classroom	ED705	(S)	22	250							250	0	87	0	0	163
18	Witney, Henry Box - Music	ED699	(F)	22	780	564	40					1,406	0	1,366	0	0	40
	Sub-Total Provision of School Places			1,481	2,317	564	40	0	0	0	0	4,402	0	2,516	0	0	1,886
	Children's & Family Centres																
19	Flexibility of Childcare 08/09 - 10/11			117	1,300	5,355	1,000					7,772	0	7,772	0	0	0
20	Children Centres 08/09 - 10/11			6	260	3,852	1,000					5,118	0	5,104	0	0	14
21	North East Abingdon - Children's Centre	ED698	(S)	16	424							440	0	440	0	0	0
22	Bloxham - Children's Centre	ED713	(F)		200	252						452	0	452	0	0	0
23	Chalgrove - Children's Centre (P1 & P2)	ED716	(S)	1	400	143						544	0	471	0	0	73
	Sub-Total Children's & Family Centres			140	2,594	9,602	2,000	0	0	0	0	14,236	0	14,239	0	0	87
	Improvements of Young People's Centres																
24	Faringdon Young People's Centre	ED700	(S)	105	120	1,050	85					225	0	225	0	0	0
25	Wallingford Young People's & Children Centre		(F)	22	50							1,207	0	350	0	300	557
26	Witney Young People's Centre (Phase 1)	ED707	(S)	92	8	44						100	0	0	20	0	80
27	Bermsfield Youth Centre		(F)	6	200							250	0	0	0	0	250
28	Chill Out / Youth Capital Fund			528	470	399	95					1,397	0	897	0	0	500
29	Witney Young People's Centre (Phase 2)	ED709	(S)		75	950						1,120	0	250	20	0	850
30	Kidlington Young People's Centre	ED717	(S)	19	250	48						298	0	250	3	0	45
31	Back on Track - Mill & Vehicles		(F)		381							400	0	400	0	0	0
	Sub-Total Youth Centres			772	1,554	2,491	180	0	0	0	0	4,997	0	2,372	43	300	2,282
	Children Homes Development																
32	Thornbury House Children's Home - Replacement Building *	ED702	(S)	31	300	1,000	123					1,454	0	0	0	0	1,454
	Annual Programmes																
33	Schools Access Initiative			825	1,008	982	1,142	1,142	1,142	1,142		6,241	0	0	0	0	6,241
34	Health & Safety - CYP&F			331	119	305	305	305	305	350		1,715	0	23	0	0	1,692
35	Kilrough Manor			74	241							315	0	0	0	0	315
36	Health & Safety - Corporate			270	300	300	400	400	400	400		2,070	0	0	0	0	2,070
37	Temporary Classrooms - Relocation & Removal			302	548	660	600	600	600	600		3,310	0	0	0	0	3,310

Children, Young People & Families - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	Project Appr. (3)	(S) start (F)inish (4)	Before 2009/10 (5) £000	PHASED PAYMENTS (GROSS)							TOTAL COST (13) £000	SPECIFIC FINANCING				OTHER Balance (18) £000
					2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000		SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	
38	Croptredy - Refurbishment & Extensions	ED710			356							356	0	0	0	0	356
	Other Schemes																
39	Small Projects			0	1,099	247	335	256	193	0		2,130	0	166	0	85	1,879
40	Minor Works			150	181	0						331	0	6	0	0	325
41	Loans to Foster/Adoptive Parents (Prudentially Funded)			158	90	90	90	90	90	202		900	900	0	0	0	0
42	Special Schools (16-19)			567	453	370	300					1,020	0	0	0	0	1,020
43	14-19 Rural Areas				370	430						1,100	0	1,100	0	0	0
44	14-19 Diploma				355	836						1,191	0	1,191	0	0	0
45	Play Pathfinder			291	955	864						2,110	0	2,110	0	0	0
46	Short Breaks (AHDC)				299	698						997	0	997	0	0	0
47	Woodlands Outdoor Education Centre	ED645	(S) (F)	76	259	50						385	0	0	0	0	385
	ICT																
48	Harnessing Technology Grant			944	1,283	1,225						3,452	0	3,452	0	0	0
49	Home Access for Targeted Groups				213							213	0	213	0	0	0
	Retentions & Oxford City School Reorganisation																
50	2007/08 Earlier Starts - Retentions			0	1,240	305						1,545	0	3,207	0	1,539	-3,201
51	Oxford City Schools Review			0	58							58	0	839	0	1,198	-1,979
	Sub Total Other Programmes			4,019	9,371	8,348	3,295	2,793	2,775	90	202	30,893	900	13,304	0	2,822	13,867
	SUB-TOTAL CYP&F			9,096	38,024	46,777	10,041	2,793	2,775	90	202	109,798	900	68,791	43	3,600	36,464
	School Capital																
52	Devolved Formula				9,564	9,564	9,564	9,564	9,564	10,000		57,820	0	57,820	0	0	0
53	Harnessing Technology Grant				1,392	1,276	1,189					3,857	0	3,857	0	0	0
54	Specialist Sports College				350							350	0	350	0	0	0
55	Kitchen & Dining Improvements				200	318						518	0	518	0	0	0
56	14-19 Diploma				600	909						1,509	0	1,509	0	0	0
	Sub-Total School Capital			0	12,106	12,067	10,753	9,564	9,564	10,000	0	64,054	0	64,054	0	0	0
	TOTAL CAPITAL PROGRAMME			9,096	50,130	58,844	20,794	12,357	12,339	10,090	202	173,852	900	132,845	43	3,600	36,464
	Capital Revenue Switch Adjustments																
57	Efficiency Savings			140								0	0	0	0	0	0
58	Property Client Fees			560								140	0	0	0	0	140
	Total Capital Revenue Switch Adjustments			700	0	0	0	0	0	0	0	700	0	0	0	0	700
	TOTAL CHILDREN, YOUNG PEOPLE & FAMILIES			9,796	50,130	58,844	20,794	12,357	12,339	10,090	202	174,552	900	132,845	43	3,600	37,164

Children, Young People & Families - Forward Plan (November 2009)

Narrative	PHASED PAYMENTS / ALLOCATIONS										SPECIFIC & OTHER FUNDING		
	2008/09 £000	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	After 2013/14 £000	TOTAL COST £000	Additional Resources £000	Revenue £000	Formula Allocations £000		
Primary Capital Programme													
Primary School Review (funding allocation)													
- Bayards		300	1,000	7,499	9,544	10,744	5,066	33,853	4,468		29,385		
- Wood Farm		300	2,400	5,100	400			8,200			8,200		
- Rose Hill			5,000	5,000	1,450			11,750	923	695	10,132		
- St Andrew's, Chinnor													
- ICT Programme			0	0	0			0			0		
Primary Replacement of Temps													
- The Grange		100	1,500	400				2,000			2,000		
- Great Milton		25	575					600	40		560		
- Tackley		200	550					750	40		710		
- Mill Lane													
- Cumnor													
- Garsington													
Eynsham				400				400			400		
Peppard			550					600	40		560		
Secondary Capital Programme													
Faringdon Community College - Phase 3			100	1,400				1,500			1,000		
Warriner (D&T & Extension)				250				250	250		0		
Secondary Schools Modernisation				750	750			1,500			1,500		
- Bartholomew													
- Henry Box													
Special Schools Modernisation													
- Northern House			150	1,200	100			1,450	300		1,150		
- Wood Eaton Manor		200						200			200		
Lord Williams - Autism Unit		50	670	700				1,420	320		1,100		
St Birinus - Food Technology		50	200	100				300	300		0		
Iffley Mead - Food Technology			150	100				300	300		0		
Secondary Modernisation Future Years (Including BSF & Academies)				500	648	3,190		4,338			4,338		

Children, Young People & Families - Forward Plan (November 2009)

Narrative	PHASED PAYMENTS / ALLOCATIONS							SPECIFIC & OTHER FUNDING			
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	After 2013/14	TOTAL COST	Additional Resources	Revenue	Formula Allocations
Provision of School Places											
Didcot, Great Western Park - Primary (14 classroom) No.1					2,500	3,750	6,250	6,250	6,250		0
Didcot, Great Western Park - Primary (14 classroom) No.2						300	6,250	6,250	6,250		0
Didcot, Great Western Park - Secondary (Phase 1)					750	2,250	20,500	20,800	20,800		0
Didcot, Ladygrove (New Primary School) - 7 classroom							3,000	3,000	3,000		0
Carterton Community College - Hall			540	35				625	327		298
Bodicote, Bankside - 10 classroom				250	3,000	750		4,000	4,000		0
Bicester, Gavray Drive - 7 classroom				50	2,000	1,950		4,000	4,000		0
Bicester - Secondary P1 (incl existing schools)				500	4,000	6,500		11,000	11,000		0
Bicester - Secondary P2 (incl existing schools)						5,500	5,500	11,000	11,000		0
Bicester, South West - 14 classroom					2,500	3,750		6,250	6,250		0
Upper Heyford - New Primary School					2,500	3,750		6,250	6,250		0
Wantage / Grove - Secondary (option c)					500	6,000	7,500	14,000	7,000		7,000
Witney, Madley Brook - 3 Classroom Extensions			700	125				875	275		600
Existing demographic pupil provision					600	600	401	2,501	500		2,001
- The Cherwell											
Primary Basic Need - Areas											
- Oxford											
St Nicholas		250	500					750	750		750
SS Philip & James			75					75	75		75
- Henley											
- Faringdon											
- Wantage											
- Wallingford											
Secondary											
- Cooper											
- Wheatley Park (Hall)		150	2,600	1,250				4,000			4,000
- Cherwell (Hall)											
Risk / Contingency					250	250	1,224	1,974			1,974
Children's & Family Centres											
Early Years Development Funding											

Children, Young People & Families - Forward Plan (November 2009)

Narrative	PHASED PAYMENTS / ALLOCATIONS							SPECIFIC & OTHER FUNDING			
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	After 2013/14	TOTAL COST	Additional Resources	Revenue	Formula Allocations
Halls & Kitchens Hornton - Hall			550	200				750	8		742
Special Education Needs											
Locally Co-ordinated Voluntary Aided Programme											
Risk Management Programme											
Opportunity Development Larkmead - AWP & Sports Facilities			100	500				600	600		0
Outdoor Education Service											
Improvement of Young People's Centres Back on Track Programme - Didcot Banbury New Futures Centre Chipping Norton Young People & Adult Learning Centre		100 25	500 1,500 650	50 1,000 275	400 50			550 3,000 1,000	550 3,000 1,000		0 0 0
The Net Young People's Centre (Abingdon - includes £250k BoT Funding)			250	150				400	250		150
Children Homes Development											
Annual Programmes											
Specific / Delegated Funding Targeted Capital - SEN (allocation)		50	750	1,350	480			2,630			2,630
ICT											
TOTAL	0	1,950	21,860	29,984	32,422	49,284	46,441	181,941	99,791	695	81,455

All schemes are subject to feasibility, option appraisal and formal project approval.
Capital allocations only announced for 08/09 to 10/11, 11/12 to 13/14 allocations are notional.

Social & Community Services - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	Project Appr. (3)	(S) Start (F) Finish (4)	PHASED PAYMENTS (GROSS)						TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER			
				Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000		2014/15 (11) £000	After 2014/15 (12) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000
Community Services																	
Libraries																	
1	Banbury Library & Mill Art Centre					60	800	2,190	2,710				0	110	0	0	5,675
2	Bicester Library			16	20	34	800										870
3	Central Libraries Refurbishment			268	20												266
4	Charlbury Library						130										130
5	Headington Library			7	20	219											171
6	Thame Library		(S) Jul 09	145	1,290	257											1,544
7	Watlington Library		(F)	130	500	140											201
8	General Library Refurbishment		(S) Aug 09	102	220												269
9	Introduction of RFID (Radio frequency identification) self service in Libraries (PB@£329k)	CS-2010	(F)			1,260											329
County Heritage & Arts																	
10	Abingdon Museum (Contribution)					100	100										300
11	Museums Resource Programme	CS7		41	100	494	100										552
12	Development Project - SOFO				15	15											0
13	Pegasus Theatre (Contributions)			335	540												875
14	Coggies Manor Farm				65	75	110										250
15	Oxfordshire Record Office (PB@£250k)	CS-2010				430											250
Sub-Total Community Services				1,044	2,815	3,084	1,940	2,290	2,710	0	0	0	13,883	1,759	22	420	11,682
Social Care for Adults																	
Mental Health																	
16	Mental Health Projects			177	177	177											0
Residential																	
17	HOP's Bicester (Forward Funding)	SS88		1,007	500	274											1,724
18	HOP's Phase 1 - New Builds (Prudentially Funded)	CS-2010				8,742	4,366										13,108
19	HOP's Phase 2 Strategy (PB@£2.429m)	CS-2010				2,429	1,740	2,330									2,429
20	Extra Care Housing - General (£650k PB funded from 2010/11 onwards)	CS-2010		14	236	650											900
21	Extra Care Housing - Banbury (Grant funded)				675	675											0
23	ECH - Care Facilities Additions Programme (Prudentially Funded)	CS-2010				300	300	300									900
24	ECH - Land Acquisition Programme (Prudentially Funded)	CS-2010				2,300	800	800	800								4,700
25	Learning Disabilities - Supported Living (PB Funded)	SS93		4	240	425	531										1,200
26	Improving the Care Home DAAT					0											0

Social & Community Services - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	Project Appr. (3)	(S)tart (F)inish (4)	PHASED PAYMENTS (GROSS)							TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER		
				Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000		After 2014/15 (12) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000
	Day Centres																
27	Abingdon, Resource Centres (Phases 1-3)	SS95		208	692	350						1,250	0	0	0	0	1,250
28	Banbury Day Centre			4	50	450	96					600	0	0	0	0	550
29	Rural Day Centres (OP)			81	30							111	0	0	0	0	111
30	Wantage Day Centre											0	0	0	0	0	0
31	Day Service Older People											0	0	0	0	0	0
32	Day Centre - LD			50								50	0	0	0	0	50
	Sub-Total Social Care for Adults			1,495	2,650	16,772	7,833	3,430	800	0	0	32,980	0	1,988	0	4,070	26,922
	Strategy & Transformation																
33	IT- Supporting People			81	48							129	0	0	0	0	129
34	Time to Change			2,074	57							2,131	0	0	0	0	1,031
35	Adult Social Care IT Infrastructure				100	363						463	0	463	0	0	0
36	New Adult Services System				50	600	950	400				2,000	0	0	0	0	2,000
37	Mobile Working Project			26	24	50						100	0	0	0	0	100
	Sub-Total Strategy & Transformation			2,181	279	1,013	950	400	0	0	0	4,823	0	463	0	1,100	3,260
	Retentions & Minor Works																
32	Retentions				183							183	0	0	0	1,500	-1,317
33	Minor Works			0	319	50						369	0	40	0	0	329
34	HOP's Externalisation			11,915	75	75						12,065	0	800	0	9,825	1,440
	Sub-Total Retentions & Minor Works			11,915	577	125	0	0	0	0	0	12,617	0	840	0	11,325	452
	TOTAL CAPITAL PROGRAMME			16,635	6,321	20,994	10,723	6,120	3,510	0	0	64,303	0	5,050	22	16,915	42,316
	Capital Revenue Switch Adjustments																
	Total Capital Revenue Switch Adjustments			0	0	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL SOCIAL & COMMUNITY SERVICES			16,635	6,321	20,994	10,723	6,120	3,510	0	0	64,303	0	5,050	22	16,915	42,316

Environment & Economy (Transport) - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)							TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER	
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000		After 2014/15 (12) £000	SCA (14) £000	Grants & Cont'n's (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000
	Retentions from LTP1 schemes	197							197	1	196	0	0	0
	LTP2													
	Network Development													
	Thornhill P & R	2,918	26						2,944	2,455	442	47	0	0
	A40 Green Road Roundabout	5,396	15						5,411	3,624	431	22	436	898
	Congestion Monitoring ANPR	794	2						796	696	100	0	0	0
	TNR Routeing	13	50						63	63	0	0	0	0
	Oxford VMS	441	200						641	141	500	0	0	0
	Chipping Norton AQMA	76	129	250					455	355	0	0	100	0
	Wallingford AQMA	277	22	34					56	56	0	0	0	0
	Thornhill P & R extensions	72	82	140					499	299	0	0	200	0
	TMC Network improvements		103						175	72	103	0	0	0
	Access to Oxford													
	Oxford Rail Station			500	1,730	2,400			500	322	78	0	100	0
	Access to Oxford Remaining Programme								4,130	4,130	0	0	0	0
	Road Safety			677	616				1,293	773	520	0	0	0
	Oxford Transport Strategy													
	Summertown	1,291	50						1,341	1,123	218	0	0	0
	Fairfax Rd/Purcell Rd Cycle Link	5	5	180					185	5	180	0	0	0
	Highfield Area Traffic Management	9	35	130					135	0	135	0	0	0
	Old Rd/Windmill Rd Cycle Link	134	3	91					135	35	100	0	0	0
	Other Cycle Improvement schemes	31	138	30					33	3	30	0	0	0
	Controlled Parking Zones	31	53	235					507	339	168	0	0	0
	Central AQMA	1,746	600						84	38	46	0	0	0
	London Rd corridor - phase 2	112	180	1,443					2,346	1,801	545	0	0	0
	London Rd corridor - phase 3	128	466		300				2,035	1,122	913	0	0	0
	New Inn Hall Street (West End)	85	121						594	105	489	0	0	0
	Speedwell Street/St-Aldate's (West End)								206	34	172	0	0	0
	Horspath Driftway/The Slade crossing & cycl/ped improvements			150					150	0	150	0	0	0

Environment & Economy (Transport) - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)								TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER		
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000		SCA (14) £000	Grants & Cont'n's (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000	
	Transform Oxford				588					588						
	Queens Street	9	985							985						
	Frideswide Square (West End)	64	136	450						650						
	St Ebbes			90						90						
	Towns Programme															
	Abingdon															
	Abingdon Town Centre	2,491	540	150						3,181	2,676	202		69		234
	Abingdon secondary cycle routes	3	11							14	0	14		0		0
	Marcham Rd Ph 2	95	210							305	212	93		0		0
	Banbury															
	Western Corridor	261	1							262	80	182		0		0
	Merton Street One way scheme (1)	6	41							47	0	47		0		0
	Hanwell Fields Mineral Railway			150						150	0	150		0		0
	Merton Street One way scheme (2)			130						130	0	130		0		0
	Rapid schemes (ECO Town)			25						25	0	25		0		0
	Henley															
	Town Centre	1,164	280							1,444	994	450		0		0
	Witney															
	Cogges Link Road	1,541	790	483	2,810	6,660	3,730	2,100		18,114	5,065	12,950		0		99
	Woodgreen/West End Ped Cycle Route	25		90						115	40	75		0		0
	Woodford Mill Pedestrian Cycle Route	59	1							60	0	60		0		0
	Downs Road	43	9	50						102	0	102		0		0
	Bicester									0	0	0		0		0
	Bicester Market Square		2	700	300					1,000	0	1,000		0		0
	Roman Road			98						100	0	100		0		0
	Wantage/Grove															
	Limborough Rd			45						45	0	45		0		0
	Carterton									0	0	0		0		0
	NE Carterton Cycle Links	34	5							39	0	39		0		0
	Carterton B4477 upgrade	2	23							25	0	25		0		0
	Carterton further cycle schemes			10						10	10	0		0		0
	Other Towns															
	Ambrosden pedestrian refuge	36	3							39	0	39		0		0
	Sutton Courtney Footpath		15							15	0	15		0		0
	Adderbury, Twyford crossing			55						55	0	55		0		0
	Kidlington, Exeter Hall cycle route			20						20	0	20		0		0
	Chipping Norton, Oxford Road			85						85	0	85		0		0

Environment & Economy (Transport) - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)								TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER	
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000		SCA (14) £000	Grants & Cont'n's (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000
	New Locality Initiatives			410						410	0	0	0	0	0
	New Didcot Cow Lane			100						100	0	0	0	0	0
	Public Transport														
	Premium Routes upgrade	1	437	414						851	161	0	0	0	0
	Iffley Rd donnington bridge in Oxford, Garsington Rd/Cowley Rd signalled rd/t improvements		226	120						227	0	80	0	0	0
	Public Transport Information Project	671	288	278						120	0	0	0	0	0
	Rail Station Development	943	125	134						1,237	46	0	0	0	0
	Didcot Station Forecourt		536	2,000	2,080	70				259	0	0	0	0	0
	Smarter Choices (BWTS)									5,629	4,520	0	500	609	0
	Salaries									1,228	155	0	0	0	0
	Tugwell Field Access Road		632	635						1,267	0	0	0	0	0
	Integrated Transport Forward Plan		224							224	98	0	0	0	126
	Preparation Pool				300					13,561	0	0	0	0	0
										500	0	0	500	0	0
	Sub-Total Integrated Transport	20,976	9,390	11,033	11,186	13,181	10,362	2,100	0	78,228	27,388	218	1,836	1,966	
	Structural Maintenance														
	Carriageways		1,771	1,900	1,846	1,734	1,970			9,221	0	0	0	0	450
	Footways		2,257	1,250	1,800	1,850	1,650			8,807	0	0	0	0	0
	Surface Treatments		3,202	2,920	3,600	3,415	3,500			16,637	0	0	0	0	40
	Structural Patching		368	200	543	550	550			2,204	0	0	0	0	281
	Bridges		2,172	2,965	3,400	4,200	4,000			16,737	0	0	0	0	0
	Public Rights of Way Bridges		0	100	100	100	100			500	0	0	100	0	0
	New River Thames Bank Repairs (Phase 3)		0	350	600	650	800			350	0	0	0	0	0
	Drainage		806	1,053	520	520	520			3,909	275	263	0	50	0
	St Lighting Column replacement	418	550	520	520	520	520			2,630	0	59	0	0	0
	Cumnor Hill		350							768	0	0	0	0	0
	A420 Lower Bourton Junction		620							620	0	620	0	0	0
	A40 (Headington - M40)		100							935	0	935	0	0	0
	A422 Ruscombe Avenue, Banbury		90	600						690	190	0	0	0	0

Environment & Economy (Transport) - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)										SPECIFIC FINANCING				OTHER		
		Before 2009/10 £000 (5)	2009/10 £000 (6)	2010/11 £000 (7)	2011/12 £000 (8)	2012/13 £000 (9)	2013/14 £000 (10)	2014/15 £000 (11)	After 2014/15 £000 (12)	TOTAL COST £000 (13)	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000			
	A4158 Oxford Iffley Road (design)		30	90														
	St Aldates Phase 2	873	100															
	High Street Phase 3	377	1,878	178														
	Principle Roads		23		1,067	735	934											
	Other HQ Items		393	143	144	145	146											
	Sub-Total Structural Maintenance	1,668	14,710	13,104	13,620	13,892	14,170	100	0	71,264	67,446	2,575	322	100	821			
	TOTAL CAPITAL PROGRAMME	22,644	24,100	24,137	24,806	27,073	24,532	2,200	0	149,492	114,266	29,963	540	1,936	2,787			
	Capital Revenue Switch Adjustments																	
	Highways Maintenance Efficiency Saving		200							200								
	Access to Oxford		650	1,600						2,250								
	Total Capital Revenue Switch Adjustments	0	850	1,600	0	0	0	0	0	2,450	2,450	0	0	0	0			
	TOTAL ENVIRONMENT & ECONOMY TRANSPORT	22,644	24,950	25,737	24,806	27,073	24,532	2,200	0	151,942	116,716	29,963	540	1,936	2,787			

Environment & Economy (Other) - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)								TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER		
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000		SCA (14) £000	Grants & Cont'n's (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000	
	Carbon Management															
	Energy Conservation (Prudentially funded)	341	150	300	733											1,524
	Street Lighting (Prudentially funded)	226														226
	SALIX	291	323													0
	Energy Bus		102													0
	Automated Monitoring & Targeting	61	68													102
	Carbon Management Fund			160												129
	Carbon Reduction Programme (Property)			315	150											160
	New Carbon Reduction Programme (Street Lighting)			275	275											0
																550
	BOP															
	Southern Area Offices	269														269
	Storage	225														225
	Banbury Office	2,796	3,278													6,074
	County Hall	1,463	1,318													2,781
	East Oxford Office - Knights Court	742	84													826
	Oxford Options	85	826	39												920
	Oxford Options - Laundry	9	148													157
	Youth Offending Service			150												150
	Trading Standards		405	75												480
	Macclesfield House ICT node			500												500
	BOP Contingency			375												375
																120
	Other Projects															
	Contributions to Chipping Norton Town Partnership Programme			120												0
	Redbridge Hollow - Fly Tipped Waste	12	427	141	600											1,180
	Relocation of Countryside Services	2	237	121												360
	Bampton Community Facility (Co-location)		20	444	444											908
	Chipping Norton Access Road (Contribution)		430													430
																0
	Annual Programmes															
	Backlog Maintenance (Prudentially funded)	17,352	5,385	2,168	300	300	300	300	300	300	300	300	300	300	300	24,905
	Minor Works		468	390												2,058
	Health & Safety (Non-Schools)		28	24	24	24	24	24	24	24	24	24	24	24	24	148
	Contingency - staff delivery		50	50	50	50	50	50	50	50	50	50	50	50	50	150
	Whole Life Value Pool-Budget Provision															0
	Opportunity Purchase Fund															0

Environment & Economy (Other) - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)								SPECIFIC FINANCING				OTHER	
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000	TOTAL COST (13) £000	SCA (14) £000	Grants & Cont'n's (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000
	Sub-Total Property Services	23,874	13,747	5,647	2,576	324	324	324	0	46,816	0	2,860	1,903	6,745	35,308
	Waste Management														
	Oakley Wood WRC Redevelopment	71	679							0		0	0	0	0
	Redbridge WRC	4	56	940						750	750	0	0	0	0
	Kidlington WRC		15	610	750					1,000	625	0	0	0	0
	Alkerton WRC									750	444	0	0	0	306
	Stanford in the Vale WRC					350				350	0	0	0	0	350
	New Waste Infrastructure Development Programme			972	661	1,881				3,514	0	0	835	0	2,679
	Oxford Waste Partnership PRG allocation		384		154					538	0	538	0	0	0
	Sub-Total Waste Management	75	1,134	2,522	1,565	2,231	0	0	0	7,527	0	3,357	835	0	3,335
	TOTAL CAPITAL PROGRAMME	23,949	14,881	8,169	4,141	2,555	324	324	0	54,343	0	6,217	2,738	6,745	38,643
	Capital Revenue Switch Adjustments														
	BOP Capital Revenue Switch		795	40	120	120				1,075	0	0	0	900	175
	New Disposal Costs		97	88						185	0	0	0	0	185
	New Efficiency Savings		370	131						501	0	0	0	0	501
	Total Capital Revenue Switch Adjustments	0	1,262	259	120	120	0	0	0	1,761	0	0	0	900	861
	TOTAL ENVIRONMENT & ECONOMY OTHER	23,949	16,143	8,428	4,261	2,675	324	324	0	56,104	0	6,217	2,738	7,645	39,504

Community Safety & Shared Services Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)								SPECIFIC FINANCING			OTHER		
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000	TOTAL COST (13) £000	SCA (14) £000	Grants & Cont'n's (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000
	Fire & Rescue Service														
	Banbury Fire Station - New Dimension	61	1												0
	Radio Replacement Scheme	144	14												158
	Critical Works - HQ Power Supply	50													50
	Critical Works - W.C./Shower Facilities		61												0
	Minor Works - Day Crewing Houses Flood		30												0
	Defence Works														0
	Minor Works - Slade incident Command		32												8
	Suite														0
	Bicester Fire Station	26	20	389											11
	Wallingford Fire Station	12	10												22
	Thame Fire Station		25	775	1,200	300									1,332
	Sub-Total	293	193	1,164	1,200	300	0	0	0	0	1,532	37	0	0	1,581
	Gypsy & Traveller Sites														
	Redbridge Hollow Additional Pitch		126												0
	Redbridge Hollow Traveller Site		69												0
	Refurbishment of Amenity Units														0
	Sub-Total	0	195	0	0	0	0	0	0	0	182	13	0	0	0
	Safer Stronger Communities														
	Safer Stronger Communities Grant	201	201												0
	Shared Services Food With Thought														
	School Kitchen & Dining Improvements		300	200											0
	Sub-Total	201	501	200	0	0	0	0	0	0	602	300	0	0	0
	TOTAL CAPITAL PROGRAMME	494	889	1,364	1,200	300	0	0	0	4,247	2,316	350	0	0	1,581
	Total Capital Revenue Switch	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Adjustments														
	TOTAL COMMUNITY SAFETY & SHARED SERVICES	494	889	1,364	1,200	300	0	0	0	4,247	2,316	350	0	0	1,581

Corporate Core - Main Capital Programme (November 2009)

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)										SPECIFIC FINANCING				OTHER									
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000	TOTAL COST (13) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000										
	SAP Support Contract - Software Licences		1,887													1,887				0			1,887		
	TOTAL CAPITAL PROGRAMME	0	1,887	0	0	0	0	0	0	0	0	0	0	1,887	0	0	0	0	0	0	0	0	0	1,887	
	Capital Revenue Switch Adjustments																								
	ICT Hardware & Software		1,000	1,000	1,000	1,000								4,000	0	0	0	0	0	0	0	0	0	0	4,000
	Total Capital Revenue Switch Adjustments	0	1,000	1,000	1,000	1,000	0	0	0	0	0	0	0	4,000	0	0	0	0	0	0	0	0	0	0	4,000
	TOTAL CORPORATE CORE	0	2,887	1,000	1,000	1,000	0	0	0	0	0	0	0	5,887	0	0	0	0	0	0	0	0	0	0	5,887

This page is intentionally left blank

Division(s): NA

CABINET – 19 JANUARY 2010

CORPORATE PLAN 2010/11 – 2014/15

Report by Assistant Chief Executive (Strategy)

Introduction

1. This report introduces a draft of the Council's proposed Corporate Plan 2010/11 – 2014/15. The plan will be submitted to Council on 9 February 2010 as one of the plans and strategies that form the policy framework and so require full Council approval. By the time of the meeting the draft plan will have been considered by the Strategy and Partnerships Scrutiny Committee at its meeting on 14 January 2009. The Committee's advice will be reported to this meeting as part of the schedule of addenda.

Corporate Plan

2. The Corporate Plan is split into two parts – the first summarises the Council's broad strategic direction and the second sets our short and medium term delivery commitments. Together these documents establish the context in which the Council operates, the challenges that it faces, the rationale for our four strategic objectives and a cross-cutting theme, and identify the priority areas and activities on which we will focus.
3. Each priority will be supported by targets, against which we will measure progress. The plan is still in a draft format and further work is required, particularly reviewing the nature of the targets for each priority and in developing the accompanying delivery plan. We will be working with Directorate teams early in the New Year to ensure that the targets are outcome focused, challenging and measurable.
4. The plan goes on to explain our strategic planning and performance management framework. A summary of the key elements of the Medium Term Financial Plan (MTFP) will be included following approval by Council, and the MTFP itself will form an annex to the plan. A separate Annual Report will be produced in June, which will provide a review of the previous year, highlighting achievements and challenges faced and commenting on our performance.

Financial and Staff Implications

5. The implications arising from the content of the plan are addressed within the Medium Term Financial Plan.

RECOMMENDATION

6. **The Cabinet is RECOMMENDED, subject to consideration of any advice from the Strategy & Partnerships Scrutiny Committee and to the inclusion of consequential and editorial changes in the text as agreed by the Chief Executive in consultation with the Leader of the Council, to RECOMMEND the Council to approve the Medium Term Corporate Plan 2010/11-14/15.**

STEPHEN CAPALDI
Assistant Chief Executive (Strategy)

Background papers: Nil

Contact Officer: Ben Threadgold, Senior Policy Officer,
Tel: 01865 328219)

January 2010

Corporate Plan

2010/11 – 2014/15

Foreword from Keith / Joanna

About Oxfordshire

Oxfordshire is the most rural part of the South East but has grown rapidly in recent years. The population is currently 635,000 and will continue to increase in the next 15 years, with the growth distributed largely in and around Oxford City, Bicester and Didcot.

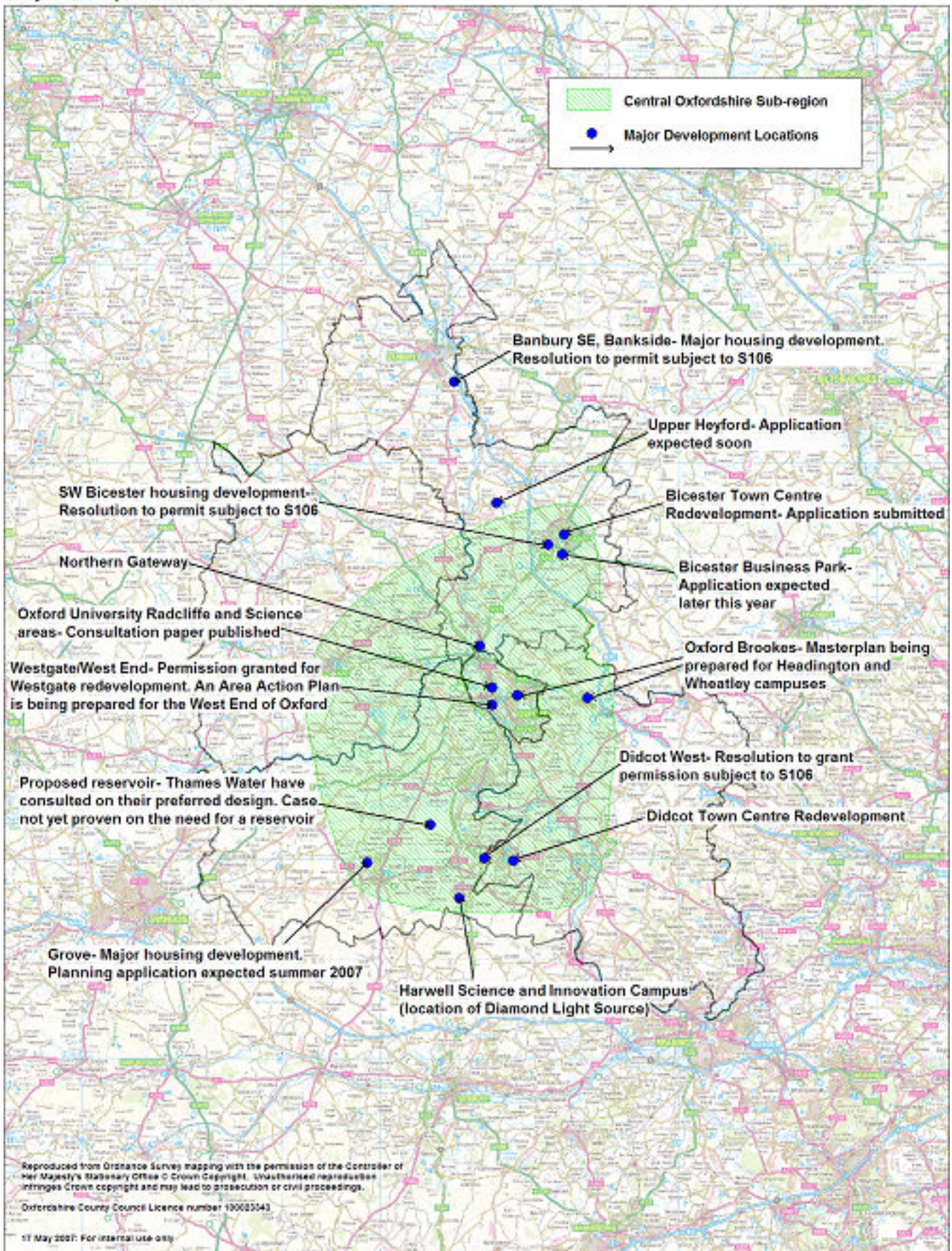
The county has tremendous assets: people like living and working here because the environment is attractive; there are good links to other parts of the country; we have a very successful economy built around the universities and related high tech industries and businesses; we enjoy good public services and the population is more healthy and prosperous than virtually any other county in the UK. Of course there are downsides:

- The recession continues to challenge local businesses, put jobs at risk and reduce resources for public services
- Traffic congestion and pollution is growing
- Housing availability and affordability remain a problem despite the recent dip in house prices
- There are pockets of disadvantage and a cycle of deprivation, which need to be broken.
- There are skills shortages and particular concerns about young people 16-25 years who are not in education, training or employment.

We are working with national regional and local partners to address the problems but overall Oxfordshire is a success story.

More information is available in 'This is Oxfordshire 2009', the key facts about Oxfordshire document produced by R&I / the Oxfordshire Data Observatory and available at XXXXX

Major Development Locations



Our Strategic Objectives

World Class Economy	Healthy and Thriving Communities	Environment and Climate Change	Better Public Services
Breaking the Cycle of Deprivation (cross-cutting theme)			

This Corporate Plan is in two parts:

Part 1 – summarises our broad strategic direction

Part 2 - sets out examples of our short and medium term delivery commitments.

More detail about specific services can be found in directorate plans and service business plans at www.oxfordshire.gov.uk

Our strategic objectives are also consistent with Oxfordshire 2030, the county's long term plan which has been agreed with partners following extensive public and stakeholder engagement. Details of Oxfordshire 2030 can be found at: www.oxfordshirepartnership.org.uk

Our Principles

We are committed to:

- **Low tax** - reducing year-on-year the annual increase in council tax.
- **Real choice** - providing services to meet the requirements of residents, not making residents' needs fit our services. This supports our commitment to providing services in ways that best suit the differing circumstances of the various parts of our diverse county.
- **Value for money** - streamlining service delivery and improving cost effectiveness year on year.

Our Values

In delivering services we will be guided by these six underpinning values:

- **Customer focus** –putting the needs of our customers first, and improving opportunities for local people to have their say and get involved with council decision-making.
- **Honesty** – being 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 county council and valuing and developing our staff to perform to the best of their abilities and deliver excellent services.
- **Involvement** – providing opportunities for our communities, our stakeholders and our staff to help shape our services, and feeding back so that people know how local views influence decision-making.
- **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 resources, skills and experience to deliver services to the community, learning from our successes and constantly challenging ourselves to do better.

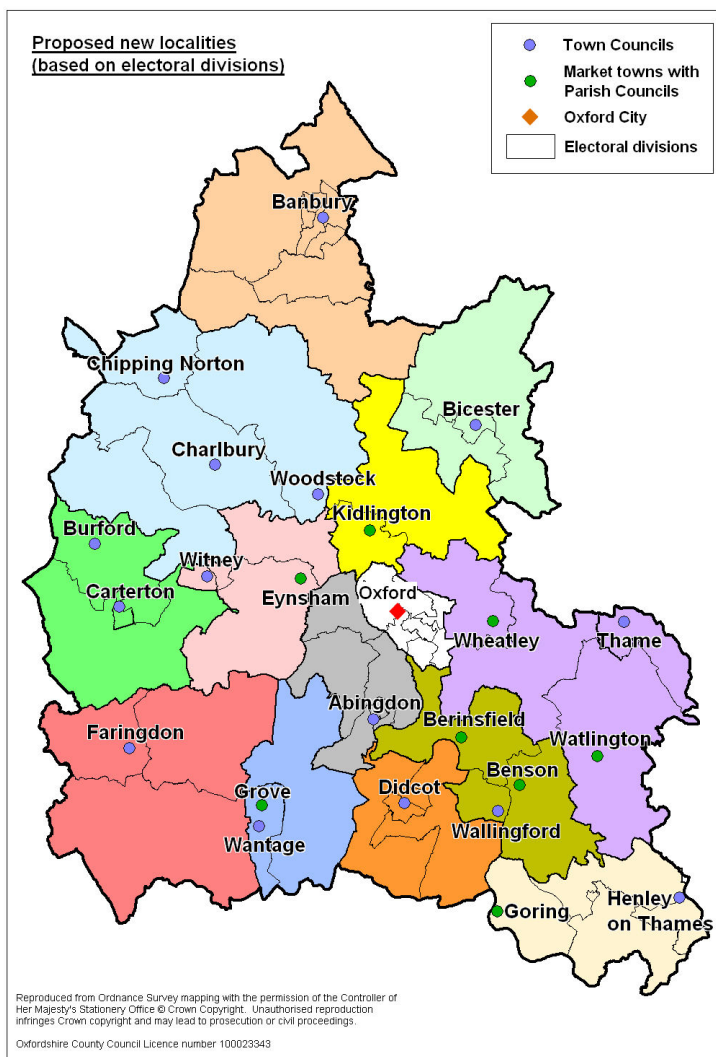
Focus on Communities

Oxfordshire is a diverse county and the challenge for the County Council and its partners is to deliver its strategic objectives in a way that fits with the needs of local people and local communities. We are determined that a 'one size fits all' approach should be avoided wherever possible, as our 'real choice' commitment implies.

To facilitate this we have identified 14 localities across Oxfordshire, (see map below) which are centred on the city and our market towns. We will work with partners to join up services in each of these areas and to connect and engage with local people.

However we recognise that some areas face more significant challenges in terms of development, regeneration and inequalities than others. In consequence we will place particular emphasis in six localities – Oxford City, Banbury, Bicester, Didcot, Abingdon and Carterton - where there will be significant development and/or a need to address inequalities.

In our Delivery Plan you will see examples of how our strategic objectives are reflected in action in particular localities, although this does not provide comprehensive coverage of all our work.



World Class Economy

Despite the recession, Oxfordshire has one of the strongest economies in the South East, which is itself the powerhouse of the national economy. It also has the greatest concentration of research and development in Western Europe. Oxfordshire is globally competitive in areas such as high performance engineering, bioscience, medical instruments and publishing. Maintaining this competitiveness is central to the long-term prosperity of the county. At the same time, it is an attractive county, much of it rural, with an outstanding built environment.

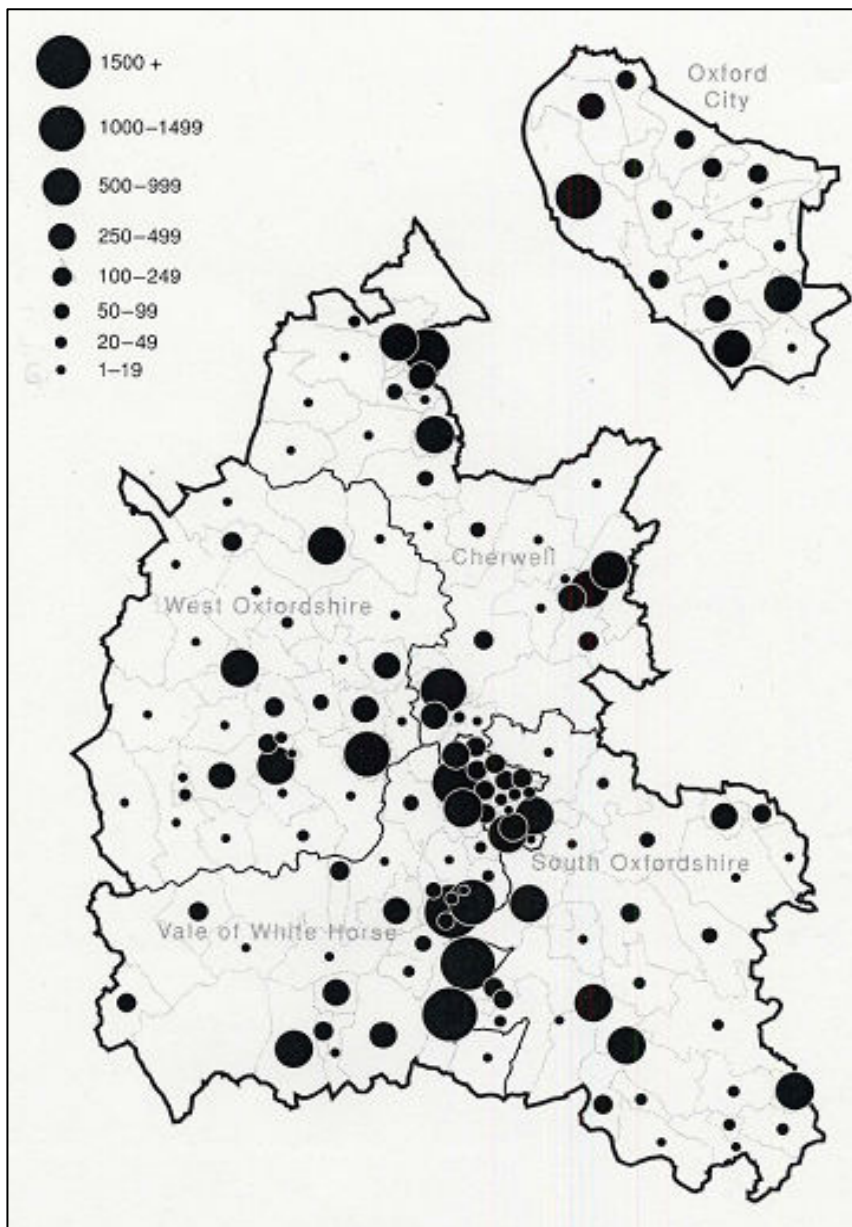
The combination of a good environment and a thriving economy should not be a surprise: many employers cite the quality of Oxfordshire's environment as a key factor in the success of their businesses. This also suggests that maintaining a very high quality environment will be key to Oxfordshire's future success and our aspiration is achieve this whilst fostering further economic growth. More broadly we want to see the South East region amongst the top 10 high performing regions in the world, with Oxfordshire contributing significantly to achieving this ambition.



Oxfordshire's economy has been one of the fastest growing in the country, particularly in terms of gross value added. Employment structure has changed significantly, notably in the dramatic decline in the numbers employed in the motor industry over the last 25 years. However the number of cars produced by BMW at the Cowley plant is greater than was achieved by British Leyland in the past, when employment was much higher.

Tourism is a major sector of the local economy, but remains under exploited. While Oxford is understandably the main magnet for visitors, many tourists are also drawn to the more rural parts of the county and notably to the Cotswolds. Our aim is to increase the length of time visitors stay in the county, and to encourage them to spend on goods and services provided by local businesses.

The growth of hi-tech companies and employment has been one of the most marked features of the Oxfordshire economy. Their distribution is shown in the **figure below** [source: 'Enterprising Oxford', Oxfordshire Economic Observatory]



Challenges facing the County Council

- **Infrastructure** – improvements are needed to the county's arterial roads, schools and other public buildings. We will work with partners to secure investment in priority schemes over the longer term
- **Traffic congestion** - impacts adversely on Oxfordshire businesses as well as its residents. It is a priority to make it easier to get around the county, by car, rail and other forms of public transport.
- **Educational achievement** – performance in Oxfordshire schools reflects the national average and is continuing to increase each year. However we think our schools should do better and our aim is to be in the top 25% of areas nationally.
- **Young people** - the recession has impacted adversely on our efforts to make sure all 18-25 year olds are in education, employment or training. With our partners we will work even harder ensure that every young person gets the help they need to gain and maintain employment.
- **Skill levels** - need to continue to improve, both for the benefit of individuals and Oxfordshire's businesses which need high quality, skilled employees

Healthy and Thriving Communities

87% of residents think Oxfordshire is a good place to live (based on responses to the recent Place Survey), and levels of crime are low. However, people lead more and more pressured lives and making time to enjoy and participate in community life is a challenge for many. Yet without local people joining in community affairs and supporting local projects our city, towns, villages and neighbourhoods will become less attractive places in which to live and the vulnerable (the old, the sick, those living on limited incomes) will feel increasingly isolated.

This will be especially true in rural areas, where there are already communities suffering 'dormitory town syndrome'. These are not the kind of communities Oxfordshire people want to live in and we will work to provide community leadership, encourage volunteering and support the voluntary, community and faith sector in our communities. We will also seek to reflect the diverse needs of these communities in our planning and in our service delivery.

We have an increasingly diverse population which has major implications for education, the economy and social cohesion and we will be tackling inequalities through our partnership projects aimed at breaking the cycle of deprivation. We also have an ageing population – an advantage and a disadvantage. There are likely to be increased pressures on public services particularly health, social care and transport services but an increasing older population may also produce economic benefits and help sustain and enhance community life.

We will support and protect the vulnerable, including older people and those with disabilities. However we want to help people maintain their independence, and give them choice in the way they lead their lives and secure the services they need to support them.

Crime and anti-social behaviour are at relatively low levels but still give cause for concern for local people. As well as working with the police and other partners to tackle crime we want to focus on providing activities to help young people enjoy their leisure time in positive ways.

The County's population is generally healthier than elsewhere with longer than average life expectancy, although there are variations in life expectancy across the county. Work to break the cycle of deprivation will address these inequalities. We will also promote healthy lifestyles for young people and older people.

Challenges Facing the County Council

- **Health inequality** - there are pockets in Oxfordshire where life expectancy and general health is lower than elsewhere. For example mortality rates reveal a variation in life expectancy of over 15 years between the best and worst areas and the prevalence of mental illness in some parts of the county is double the county average. Work to promote healthy lifestyles, to support the vulnerable and tackle the cycle of deprivation is designed to address these health inequalities.
- **Demographic change** - significant growth in older people (particularly the over 85s) and people with learning disabilities will put pressure on public services in the medium term. The Council is providing additional resources to meet these challenges. It will also be important to encourage more community self help.
- **Crime and Anti social behaviour** – crime is generally low in Oxfordshire but fear of crime is disproportionately high. This is of particular concern to older people and is often associated with anti social behaviour. We are working to provide positive activities for young people, notably through the youth service. We also recognise that activity generated in local communities can help to bring people together and reduce anti social behaviour
- **Community Self Help** – expectations of public services grow ever higher whilst resources are increasingly rationed. Community self help can help the council to maximise the use of our resources. Many communities have good neighbour arrangements, community transport and other similar schemes, and we will support and promote this activity across the county. In particular we would like to mobilise the resource of retired, fit and skilled older people in our communities.
- **Closer to Communities** – we have defined 14 ‘localities’ across the county based on our market towns and the city of Oxford (see map on page 6). Six of these 14 areas (Abingdon, Banbury, Bicester, Carterton, Didcot and Oxford) will be given priority attention because of the development and/or regeneration pressures they face.
- **Independent living** – the population is ageing and there are an increasing number of older people and people with disabilities to be cared for and supported. Our aim is to help people to maintain their independence and to have control over their lives. We will increase the availability of Extra Care Housing and Supported Living arrangements as an alternative to residential or institutional care.

Environment and Climate Change

Oxfordshire has an attractive environment with beautiful countryside, including many nature reserves, sites of scientific interest and conservation. The county also has outstanding architecture, including the Blenheim Palace world heritage site near Woodstock and over 1,000 listed buildings. Despite our ambitions to develop a world class economy, we will protect Oxfordshire's natural environment and its built environment.

The world's climate will probably change as much in the next 20 years as in the last 100. Whilst this is a global issue, it is also very much one for Oxfordshire. The county's carbon emissions are equivalent to those of a sizeable country in the developing world. In common with the rest of the South East region we will need to adapt in the face of significant and unavoidable local impacts, such as flooding and higher temperatures.

The council, our partners and local businesses need to achieve considerable reductions in carbon use under the new carbon taxation system. We can also expect changes in travel and lifestyle patterns as individuals adjust their behaviour. Precise impacts will be unpredictable, but our programmes and policies need to respond to and facilitate these changes.

Challenges Facing the County Council

- **Carbon management** - there is national and international pressure to respond to climate change. The council has already committed to reduce its carbon footprint and the introduction of carbon tax will further incentivise action to reduce energy use.
- **Flooding** – the risk of flooding is a particular concern, and a range of mitigation measures have been put in place since the summer floods in 2007. Latest estimates from the Environment Agency indicate that there are approximately 21,000 existing properties at risk of flooding in Oxfordshire, with around 8,500 at significant risk.
- **Waste management** - waste is a contributor to global warming and needs to be reduced. We are working with partners to increase recycling and composting as well as investing in new waste disposal facilities which will convert waste to energy.
- **Transform Oxford** – Oxford is one of the most beautiful cities in the world and we need to protect and enhance its environment. The Transform Oxford project is one example of the County Council's commitment to the improvement of the visitor experience in Oxford.

Better Public Services

People rightly expect accessible, high quality and responsive public services. To achieve this we need to join up effectively with other public service providers. The public also expect us to spend their money wisely and they will judge value for money not simply by the level of council tax, but by whether our services are visibly efficient and effective.

The Council has a proven track record for delivering value for money, achieving efficiency savings and meeting our pledge to keep council tax low. Since 2007 the council has delivered over £50 million in year-on-year efficiency savings but more will be needed in the medium term.

The council also has a strong commitment to partnership working to ensure that the customer receives a seamless service. Our partnership with NHS Oxfordshire is amongst the best in the country in terms of pooled budgets to achieve shared goals. We are also involved in innovative partnerships such as the Science Vale UK

Our increasing focus on locality working means we communicate and engage actively with local residents and communities. The Audit Commission praised us in the recent Comprehensive Area Assessment for the effectiveness of this engagement, particularly in setting the budget and consulting with young people.

In the medium term local government funding will tighten and over the next 5 years the Council will need to make efficiency savings of over £100m. To achieve this we will need to:

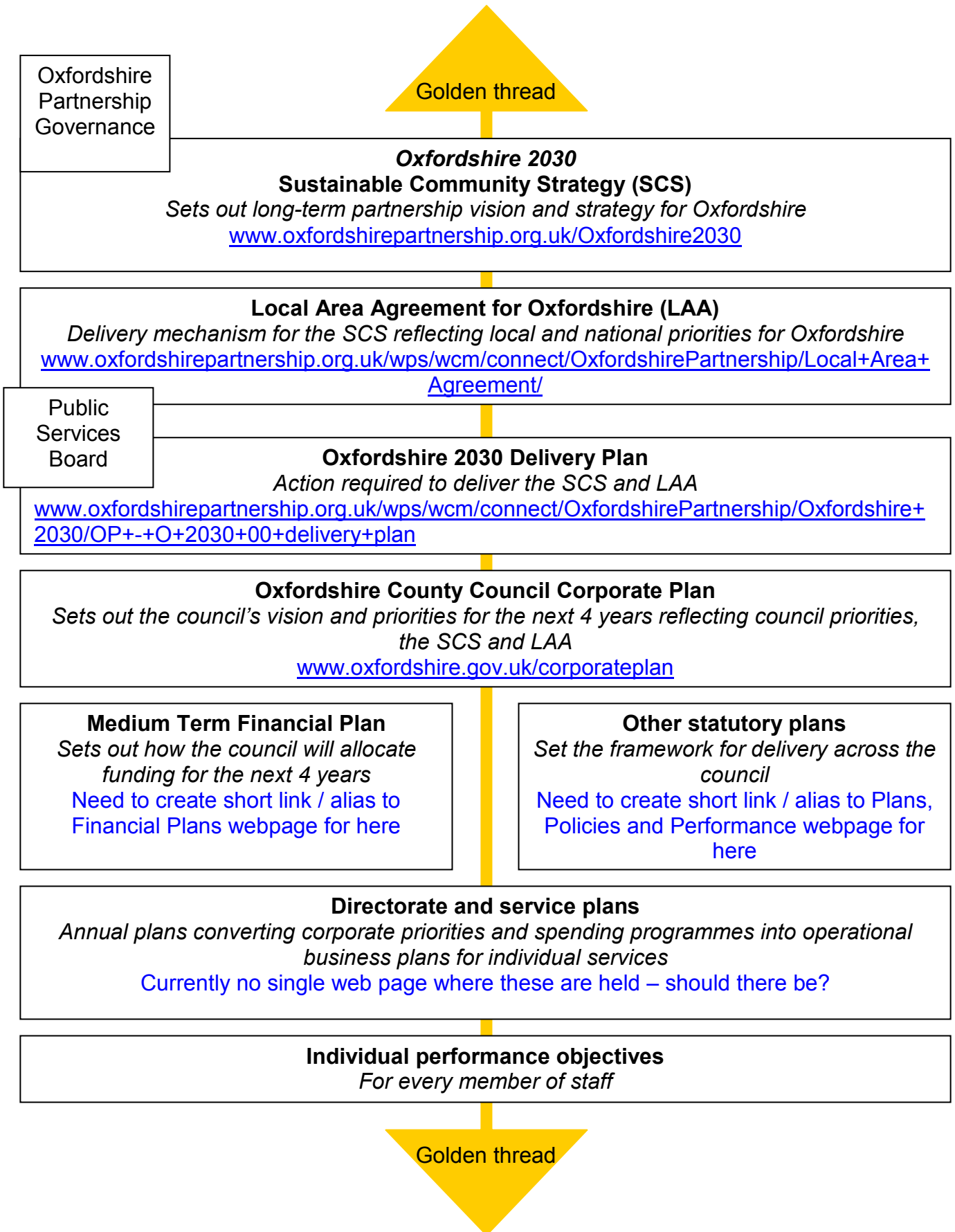
- Protect key public services
- Innovate to improve customer responsiveness
- Streamline service delivery to further improve value for money

Challenges Facing the County Council

- **Improve customer service** – we will further enhance online services and develop a contact centre so that more enquiries can be dealt with at the first point of contact.
- **Keeping council tax low** – our business efficiency strategy commits the Council to ‘lean working’, reducing management costs, joining up with partners, reducing bureaucracy and rationalising our assets. This strategy will enable the Council to reduce spending and keep council tax increases low.
- **Total place** – There is increasing recognition that in every community huge resources are deployed by central government, local government and other public sector organisations. The Council is keen to work with others to develop the ‘Total Place’ approach, which could lead to better solutions and improved use of resources by reducing the risk of inefficiency and duplication.

Further information

This Corporate Plan can only provide a high level summary of the strategic issues facing the council and the organisational responses planned for the medium term. It does not provide details of the ongoing service commitment across more than 100 activities for which the county council is responsible. For more information see the Delivery Plan and the following documents which complement this Corporate Plan.



Targets and Monitoring

- a. Performance management / balanced scorecard**

- b. LAA targets**

Finance / Budget

To insert relevant links to Medium Term Financial Plan here – to include capital spending (map etc)?

Annexes

- a. Delivery Plan**
- b. Data / Evidence / profile – ‘This is Oxfordshire’**
- c. Supporting Strategies – ‘Policy framework’**
- d. Structure of Council? Cabinet?**
- e. Partnership governance diagram?**

This page is intentionally left blank

Corporate Plan
2010/11 – 2014/15
Delivery Plan

World Class Economy

Priorities for action	What we will do countywide / at a strategic level	What we will do at a more local / targeted level	How we will know we have been successful
Improve infrastructure	Develop a Local Investment Plan in partnership with district councils, PCT, Police and housing providers to prioritise investment in infrastructure across the county	Redevelopment of Oxford and Didcot Parkway stations to improve facilities and access with Network Rail	
		Work with partners including the military, the district and town council to make sure infrastructure and schools are equipped for the expansion of RAF Brize Norton	
	Improve the learning environment for young people by remodelling and modernising schools, including planning and building new schools in response to growth	Ensure the Primary Capital Programme and Building Schools for the Future initiative transform the environment for learning for everyone and raise achievement	
	Continue to negotiate developer contributions that support infrastructure needed as the result of economic and housing growth	Work with local partnerships to identify and deliver local actions in response to challenges such as the proposed eco-extension at North West Bicester and the significant housing growth planned for Didcot.	
Reduce traffic congestion	Develop a new Local Transport Plan (LTP3) that sets out how road, rail, public and sustainable transport development in the county will be managed over the next 20 years	Continue to lobby relevant government agencies for improvements to Junctions 9 and 10 of the M40	
		Continue to develop proposals for East-West Rail, a new service from Oxford to Bedford via Bicester and Milton Keynes, including links to proposals by Chiltern Railways for improved Oxford to London via Bicester services if appropriate.	
Raise educational achievement	Continue to increase the number of young people achieving five A* - C grades (including English and Maths) at GCSE level	Target support at individual schools where achievement needs to improve significantly	

CA9

Priorities for action	What we will do countywide / at a strategic level	What we will do at a more local / targeted level	How we will know we have been successful
	Review the way schools are funded to narrow the gap between the best and worst and improve achievement for all	Ensure funding is provided to the schools with the greatest need	
Reduce the number of young people not in employment, education or training	Support those young people who are not in employment, education or training to get the skills and opportunities to re-engage	Develop local action plans where the number of young people not in employment, education or training is particularly high, including areas of Banbury, Oxford and Didcot.	
	Develop and apply the new 16-19 Commissioning Framework to develop innovative provision to closely match the needs of young people.	Work with the Oxford Learning and Skills Partnership to develop a range of skills and training targets and action plans	
Improve skills	Improve adult learning opportunities, particularly helping people develop the skills they need to find jobs and progress in their careers	Increase the number of people joining training schemes run or supported by the County Council and our partners, including apprenticeships and traineeships in social care	
		Work through the economic partnership to persuade employers to access formal training for their young employees.	
	Improve links to Oxford University and Oxford Brookes University and local colleges to match training opportunities with the needs of local businesses identified through our partners and the Economic Assessment	Use Oxfordshire Business Education Partnership to link with employers to develop work experience opportunities which are linked to programmes of study.	

Healthy and Thriving Communities

Priorities for action	What we will do countywide / at a strategic level	What we will do at a more local / targeted level	How we will know we have been successful
Reduce health inequalities	Focus on prevention rather than treatment, working with partners to take a proactive approach to public health advice and information	Reduce the level of health and other inequalities by targeting our resources more effectively on those who need them most, particularly in our areas of greatest deprivation – parts of Banbury, Oxford City, Abingdon, Berinsfield and Didcot and the small pockets of rural deprivation	
	Ensure delivery of inclusive, integrated, locally accessible services, in particular for the most vulnerable children.	Complete programme of 45 designated children’s centres across the county, including rural areas.	
	Work with school partnerships to ensure that children and young people have access to a wide range of high quality extended services in and around schools.	Ensure that our most disadvantaged and vulnerable children and young people receive focused support, tailored to meet their needs, including one to one provision when required	
Create a 27 th Schools Partnership to represent our most vulnerable learners from Meadowbrook, The Virtual School for Looked After Children and the Hospital School.			
Respond to demographic change	Work with partners to deliver a programme of exercise and falls prevention to promote independence and maintain physical and mental wellbeing among our older population	Opening Resource Centres in Abingdon, Banbury and Oxford to bring together existing services and increase choice, learning, independence and social interaction for vulnerable adults	
Reduce crime and anti-social behaviour	Work with partners to reduce the fear of crime and anti-social behaviour by improving public awareness and responding to communities concerns	Support the ongoing development of community policing and Neighbourhood Action Groups to identify and address issues at a local level	

Priorities for action	What we will do countywide / at a strategic level	What we will do at a more local / targeted level	How we will know we have been successful
Page 331	Increase access to positive activities for the most vulnerable young people through provision of targeted support , including tailored preventative programmes for children and young people at risk of offending.	Increase opening of Young People’s Centres on Friday and Saturday nights and ensure centres are open at times of peak need.	
	Ensure that children and young people have opportunities to make a positive contribution to their local community and become involved citizens, through enhanced provision of volunteering and community involvement	Implement a Targeted Youth Support Strategy supporting vulnerable groups and piloting services in hot spot areas in Cutteslowe, Witney and Wantage.	
		Increase awareness of the volunteering opportunities through VInvolved and support young people to take up the offer.	
	Ensure the Targeted Youth Support pilots focusing on anti-social behaviour include local volunteering as a way to sustain the project for the benefit of young people and the local community.		
Encourage community self-help	Develop a coordinated approach to increasing and supporting volunteering and community self-help, empowering local communities to improve service delivery in their local areas and their own quality of life by engendering greater ‘pride in place’	Support community-led planning as a way to identify the needs of different towns and villages, and make links to appropriate services and partner organisations to help deliver the actions identified in the plans	
	Develop an effective relationship with the voluntary, community and faith sector that strengthens the role of the sector as a partner for the council in the delivery of services, local representation, engagement and involvement and in reaching diverse groups and communities.	Improve our links to the local military to identify and address specific issues that military personnel, their families and service veterans face	

Priorities for action	What we will do countywide / at a strategic level	What we will do at a more local / targeted level	How we will know we have been successful
Get closer to our communities	Implement our Closer to Communities Strategy to engage at a local level and support solutions to specific local issues	Target resources to addressing the needs in six priority localities (Abingdon, Banbury, Bicester, Carterton, Didcot and Oxford) where social, health or economic issues are greater than elsewhere in the county and/or significant growth is planned	
		Ensure that key service managers in each locality are working effectively with elected members and across services and directorates to improve the safeguarding of all vulnerable people and tackle local issues.	
Promote independent living	Maximise independence and promote choice and control in the way care is delivered	Give people who need long term social care support a personalised budget	
	Make sure the provision of adult social care meets the needs of current and future users	Provide more support to families and carers by increasing the number of carers having their needs assessed and met	
	Increase the availability of Extra Care Housing and Supported Living as alternatives to residential care, supporting older people and people with disabilities to remain in or move into their own homes for as long as possible	Work with partners to identify people suffering from or at risk of fuel poverty and develop interventions to address their needs	
	Ensure museums, libraries, day centres and other community facilities are attractive, well-maintained, easy to use and accessible to all, and lobbying against the closure of local services such as post offices	Open a new library in Thame	

Environment and Climate Change

Priorities for action	What we will do countywide / at a strategic level	What we will do at a more local / targeted level	How we will know we have been successful
Improve carbon management	Reduce the council's carbon footprint to meet targets and position the council to perform well with the introduction of the Carbon Reduction Commitment	Turn off streetlights for part of the night to save energy and reduce costs	
		Reduce emissions from council's fleet, including the use of electric vehicles	
		Reduce the need for council officers and members to travel to meetings through better use of telephone and video conferencing	
Reduce the risk and impact of flooding	Work with partners to implement the findings of the Pitt review on mitigating the risks and effects of flooding, including increasing the number of drainage schemes delivered	Identify areas most at risk of flooding and prioritise these for investment in drainage and prevention schemes, such as villages surrounding Carterton	
	Continue to lobby for appropriate allocation of resources to allow improvements to local flood defences	Support local communities undertaking local action to mitigate the effects of flooding such as drainage schemes and dredging rivers	
Improve waste management	Work with partners through the Oxfordshire Waste Partnership to reduce the amount of waste sent to landfill, improve levels of recycling and support businesses to reduce commercial waste	Deliver new waste contracts that support the Joint Waste Strategy agreed by all Oxfordshire local authorities	
	Improve the quality and awareness of recycling centres across the county to further encourage their use	Develop a new recycling centre north of Kidlington, and refurbish the site at Redbridge to the south of Oxford.	

Priorities for action	What we will do countywide / at a strategic level	What we will do at a more local / targeted level	How we will know we have been successful
Deliver the Transform Oxford project	Continue to implement our ambitious plans to Transform Oxford, working to provide excellent access for all, great shopping, exciting public spaces, a safe environment and cleaner air	Redesign Frideswide Square to improve access to the city centre from the west, including improvements to Oxford station.	
		Make George Street and Magdalen Street pedestrian only, and extend this to New Inn Hall Street and St Michael's Street	
		Establish a Quality Bus Partnership to encourage more people to use public transport and improve air quality by creating a low emissions zone and limiting the number of buses in the area	

Better Public Services

Priorities for action	What we will do countywide / at a strategic level	What we will do at a more local / targeted level	How we will know we have been successful	
Improve customer service	Develop and implement a new Customer Contact Centre to make it easier to contact the council and access the information needed as quickly as possible			
	Ensure that services are accessible and designed to meet the needs of those who require them by assessing the potential impact of our decisions on a diverse range of people and communities	Implement our Ask Oxfordshire Strategy to improve opportunities for local people to have their say and get involved with council decision-making by holding a wide range of accessible and inclusive community engagement activities throughout the year		
Keep council tax low	Deliver our plans for efficiency savings of £106m by 2014/15	Protect frontline services and minimise support service costs, but not to an extent that adversely affects service delivery		
	Develop a longer term approach to asset management, including plans to rationalise our asset base by using less office space in fewer, more energy-efficient offices	Explore opportunities and prepare plans for making better use of our assets at a locality level which will include co-location of services, including partners. Work in conjunction with the Single Conversation and using the principles of Total Place.		
	Exploit available funding opportunities to increase inward investment into the county, including towards transport infrastructure, schools, community facilities and skills development or training			
Develop the 'Total Place' approach	Adopt the principles of Total Place in seeking to identify duplication in service delivery, reduce overlaps and gaps in the way services are provided and ensure more efficient use of public funding.			

This page is intentionally left blank

Division(s): All

CABINET – 19 JANUARY 2010

ANNUAL REPORT BY THE CARE QUALITY COMMISSION ON ADULT SOCIAL CARE

Report by Director for Social & Community Services

Introduction

1. The Care Quality Commission (CQC) began work on April 1 2009, bringing together independent regulation of health, mental health and adult social care. Before this date, this work was carried out by the Healthcare Commission, the Mental Health Act Commission and the Commission for Social Care Inspection. These organisations no longer exist.
2. CQC provide an annual performance assessment of all authorities in England with responsibility for adult social care. The report for Oxfordshire County Council is attached as annex 1. It provides an overall judgement on how well the authority is performing. CQC can award a rating of 'performing poorly', 'performing adequately', 'performing well' or 'performing excellently'. Oxfordshire is described as 'performing well'.
3. The report includes evidence from the June 2009 CQC Inspection, reported to Cabinet in October 2009. CQC conduct a rolling programme of inspections. Not all authorities are inspected each year, but all authorities receive an annual performance report. CQC note that inspection and assessments can provide different results. Therefore direct comparison with both other authorities, and previous years is limited.

Current Ratings

4. Oxfordshire is rated as performing well. Of the 148 authorities nationally with social care responsibility, none are described as performing poorly, 8 are performing adequately, 108 are performing well and 32 are performing excellently. In the South East, 1 authority is performing adequately and 18 are performing well. Of the 33 shire authorities, 2 are performing adequately, 28 are performing well and 3 are performing excellently (Lancashire, North Yorkshire and Nottinghamshire).
5. Oxfordshire's rating is the same overall rating awarded by the Commission for Social Care Inspection (CSCI) last year. However there were changes in the individual outcomes. These are shown in table 1 below. (Please note CQC now use different wording with 'well' replacing 'good').

Areas for judgment	Grade 07/8	Grade 08/9
Improved health and emotional well-being	Adequate	Well
Improved quality of life	Good	Well
Making a positive contribution	Good	Well
Increased choice and control	Excellent	Well
Freedom from discrimination and harassment	Good	Well
Economic well-being	Good	Well
Maintaining personal dignity and respect	Good	Adequate
Performance Rating	Good	Well

6. The three outcomes where judgements changed were the three specific areas reviewed in the recent CQC inspection. CQC have advised the council that inspections and performance assessment processes are different and 'It is therefore not unusual for a service inspection to come to a different view of council performance than the annual performance assessment'. Therefore these results do not mean that performance has dropped. Specifically CQC stated 'The report acknowledges an improving picture of performance in safeguarding adults in Oxfordshire, with some areas of positive performance and a clear commitment to further raising of standards.'
7. With reference to choice and control, in 2007/8 CSCI highlighted the need to improve the time it took to complete assessments for older people. This was the only area for improvement. The letter highlighted two specific issues where they wished to see improvement. In 2007/8 63% of assessments were completed within two weeks and 73% of assessments completed within 4 weeks. These figures increased to 82% and 89% respectively for 2008/9. This year's report notes 'There was commendable improvement in the timeliness of completing care management assessments. Oxfordshire was performing better than the average of similar councils. The council's performance indicates an effective and responsive beginning of the care management process for local people. In turn, that also increases the chances that people will be satisfied with what the outcomes are for them'.
8. Improved health and emotional well-being improved from adequate to well. Last years report identified three areas for improvement for the council. These were to
- Increase the proportion of clients reviewed
 - reduce delayed transfers of care
 - Improve performance related to drug misusers sustained in treatment drug programmes (though this was challenged by the council last year).

9. This year's report notes:
- 'The percentage of service users who received a care management review had increased markedly and the council's performance was now above the average of similar councils.'
 - 'The council had made some important improvements to address problems with people having delays in their discharge from hospital'
 - 'More people who use drugs are benefiting from being in effective treatment programmes as a result of increased engagement.'
10. The council has drawn up an action plan to address the areas for improvement from both the June inspection and the annual performance assessment for 2008/9t. This is being monitored monthly by the directorate leadership team. It is also being monitored by CQC through their routine meetings with the council. Any outstanding issues not completed in the 2009/10 year will be added to the directorate balanced scorecard for 2010/11

RECOMMENDATION

11. **The Cabinet is RECOMMENDED to**
- (a) receive the report;**
 - (b) review progress on the areas for development through the quarterly monitoring of the directorate balanced scorecard.**

JOHN JACKSON
Director for Social & Community Services

Background papers: Nil

Contact Officer: Steve Thomas, Performance Information Manager, Social & Community Services Tel: (01865) 323609

January 2010

This page is intentionally left blank

Division(s): N/A

CABINET – 19 JANUARY 2010

REVISED DISABILITY EQUALITY SCHEME

Report by the Assistant Chief Executive (Strategy)

Introduction

1. Oxfordshire County Council is committed to ensuring 'real choice'; recognition that residents have a right to expect services that are shaped to meet their needs and are fair, timely and accessible. We aim to achieve this by recognising the differing circumstances of the local population, by listening to their views and by developing appropriate and innovative solutions.
2. On 21 November 2006, Cabinet agreed the first Disability Equality Scheme, with progress reported through and with the involvement of the Council's Social Inclusion Reference Group.
3. Public authorities subject to the specific duty to prepare and publish a Disability Equality Scheme are required to review and publish a revised scheme every three years. This should set out the disability equality priorities for the next three years, taking into account information gathered and relevant changes to the business.
4. Ensuring that the Council's statutory equality schemes are in place and delivered is a key requirement of the Equality Standard for Local Government, against which the Council was formally assessed by the IDeA at the end of October 2009. The agreement of revised disability priorities at this stage will also help to ensure that the Council is prepared to address the requirements of the government's Equality Bill and single equality duty, which is likely to come into force during 2011.

Disability Discrimination Act 2005

5. The Disability Discrimination Act 2005 amended the Disability Discrimination Act 1995 to place a statutory general duty on public authorities to promote disability equality. This builds on the duties within the 1995 Act, including the requirement to make reasonable adjustments to ensure that disabled people can access employment, goods, facilities, services, functions and premises. This means that public authorities must, in carrying out their functions, have due regard to the need to:
 - promote equality of opportunity between disabled persons and other persons;
 - eliminate discrimination which is unlawful under the Act;

- eliminate harassment of disabled persons that is related to their disabilities;
 - promote positive attitudes towards disabled persons;
 - encourage participation by disabled persons in public life; and
 - take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons.
6. The Act also imposes a number of statutory specific duties on the Council. These duties are intended to assist public authorities in meeting the general duty, in particular by setting out what public authorities should do to plan, deliver and evaluate action to eliminate discrimination and promote equality and to report on activities undertaken. The core requirements of the specific duties are:
- the preparation, review and publication of a revised Disability Equality Scheme;
 - implementation of the Disability Equality Scheme; and
 - the publication of progress reports.

Key Elements of the Revised Disability Equality Scheme

7. The key elements of the draft revised Disability Equality Scheme are:
- Revised priorities based on evidence gathered;
 - Priorities based on what disabled people see as the most important areas to address, through continuing involvement;
 - Continuing to use our statutory equality impact assessments to show consideration of the effect of decisions on disabled people; and
 - An action plan to deliver the prioritised outcomes so that they can be reported on.

Disability Equality Priorities

8. The priorities developed through the continuing involvement of disabled people are:
- Improving our understanding of disabled people and demonstrating positive attitudes towards them to ensure that we deliver excellent customer service;
 - Ensuring that our communications and engagement activities are accessible to disabled people and that disabled people feel that their views are being listened to and taken into account when decisions are made;
 - Making our buildings and sites more accessible to disabled people, improving highways, public transport and services to address their needs and promoting independent living; and
 - Improving the skills, qualifications and employment opportunities for disabled people and improving the representation of disabled people at

all levels in our workforce, ensuring that appropriate reasonable adjustments are made.

Risk Management

9. Not adopting a revised Disability Equality Scheme risks investigation and enforcement action by the Equality and Human Rights Commission, actions by individual complainants, adverse publicity and failure to improve corporate performance.

Financial and Staffing Implications

10. There are no financial or staffing implications arising directly from this report as the requirements are included within existing service and financial plans (e.g. building improvements include accessibility requirements; and the learning and development plan includes equality & diversity training.).

RECOMMENDATIONS

11. **The Cabinet is RECOMMENDED to:**
 - (a) **agree the revised Disability Equality Scheme (Annex 1 of this report); and**
 - (b) **agree the revised 3-Year rolling schedule of statutory Equality Impact Assessments (Annex 2 of this report).**

PAUL JAMES
Head of Partnership Working

ADRIAN HARPER-SMITH
Partnership Working Unit, Corporate Core (Strategy)

Background papers: Nil

Contact Officer: Adrian Harper-Smith,
Partnership Working Unit, Corporate Core (Strategy)
Tel: (01865) 323960

December 2009

This page is intentionally left blank

Oxfordshire County Council



DRAFT DISABILITY EQUALITY SCHEME 2010-2013



**OXFORDSHIRE
COUNTY COUNCIL**

www.oxfordshire.gov.uk

Oxfordshire County Council

Draft Disability Equality Scheme 2010-2013

For Cabinet 19 January 2010

CONTENTS

Foreword

Part One: Why we want a Disability Equality Scheme & Information about Oxfordshire

- 1.1 The Council's Commitment**
- 1.2 Disability Discrimination Act**
- 1.3 Disability Equality Scheme**
- 1.4 Oxfordshire in Context**
- 1.5 About Oxfordshire County Council**
- 1.6 The Council's Objectives and Values**
- 1.7 Leadership**

Part Two: Our Disability Equality Priorities

- 2.1 Our Approach to Disability Equality**
- 2.2 Involving Disabled People**
- 2.3 Prioritisation**
- 2.4 How we are Achieving these Outcomes**
- 2.5 Chart of Outcomes and Priorities**
- 2.6 Disability Equality Scheme Action Plan**
- 2.7 Statutory Equality Impact Assessments**
- 2.8 Comments, Suggestions and Complaints**

Foreword...

Part 1: Why we want a Disability Equality Scheme & Information about Oxfordshire

1.1 The Council's Commitment

The council's obligation to disability equality extends beyond the requirements of statute. It is part of our commitment to fairness and is consistent with our ambitions for strong, cohesive and well-integrated communities across the county.

This is the County Council's second disability equality scheme and is intended to act as both a clear signpost to our commitment to disability equality and as a blueprint for its delivery. It makes disability equality central to the way the council works both in its service delivery and employment practices.

This scheme builds on the achievements of the first scheme and demonstrates an ongoing commitment to focus on improving outcomes for customers, employees and partners.

Oxfordshire County Council is committed to ensuring 'real choice'; recognition that residents have a right to expect services that are shaped to meet their needs

1.2 Disability Discrimination Act

The Disability Discrimination Act 2005 places a statutory **general duty** on public authorities to actively promote disability equality. This means that in carrying out our functions we must have due regard to the need to:

- promote equality of opportunity between disabled persons and other persons;
- eliminate discrimination which is unlawful under the Act;
- eliminate harassment of disabled persons that is related to their disabilities;
- promote positive attitudes towards disabled persons;
- encourage participation by disabled persons in public life; and
- take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons.

The general duty builds upon the duties of the Disability Discrimination Act 1995, including the requirement to make reasonable adjustments so that disabled people can access employment; goods, facilities, services and functions; and premises.

We also have statutory **specific duties**, which include the preparation and publication of a Disability Equality Scheme setting out the actions that will be taken to meet these requirements; the implementation of the scheme; and the publications of annual progress reports.

1.3 Disability Equality Scheme

The purpose of the Disability Equality Scheme is to:

- Ensure that we meet our statutory duties.
- Show how we have involved disabled people.

DRAFT

- Identify and take steps to remove barriers faced by disabled people.
- Show how we are making things fairer for disabled people in relation to employment and in planning and delivering our services.
- Provide information about our equality impact assessment process.
- Show how the scheme links to other equality work.
- Monitor progress and report annually.

Oxfordshire County Council has adopted the social model of disability. This means that we recognise that primarily it is the loss or limitation of opportunities, due to environmental and social barriers, that prevent disabled people from participating in society on an equal level with other people.

1.4 Oxfordshire in Context

Oxfordshire has a population of over 635,000 people but it is the most rural county in the South East. Half of the population live in small market towns or villages with fewer than 10000 residents.

Oxfordshire scores highly as a good place to live and diversity is seen as integral to the county's attraction. The reputation of Oxfordshire's universities and a thriving high-tech sector attracts an unusually international population and workforce. However, affluence can mask areas of deprivation and high levels of mobility can also lead to a lack of community cohesion and isolation.

1.5 About Oxfordshire County Council

Oxfordshire County Council is responsible for the provision of a wide range of essential local services. These include schools, social services, libraries and museums, adult learning, waste management, trading standards, registration services, fire and rescue, roads, transport planning and land use planning. The County Council accounts for over 70% of expenditure on local government services in Oxfordshire with annual spending of almost £1bn. We employ around 20,000 people across more than 800 sites, including schools, libraries and fire stations. Around 60% of our employees work in schools and 80% are women.

Oxfordshire County Council has 74 elected councillors and is Conservative controlled.

The Audit Commission, which judges local authority performance, has assessed the Council as grade 'three out of four', which is defined as exceeding minimum requirements' and 'performing well'.

1.6 The Council's Objectives and Values

Our Four Strategic Objectives are:

- World Class Economy
- Healthy and Thriving Communities
- Environment and Climate Change
- Better Public Services in Oxfordshire.

DRAFT

There is also a cross-cutting theme to reduce inequality and 'Break the Cycle of Deprivation'. This influences the way that we deliver services across the Council.

Our Principles

We are committed to:

- **Low tax** – we aim to reduce year-on-year the annual increase in council tax.
- **Real choice** – we will seek to provide services to meet the requirements of residents rather than fitting residents' needs to our services.
- **Value for money** for our council tax payers and service users. We will achieve this by finding new ways of delivering services, by tackling waste and inefficiency and by ensuring we provide cost-effective support services to reduce expenditure and maximise the resources available for front-line service delivery.

Our Values

Our work is guided by six underpinning values:

- **Customer Focus**
- **Honesty**
- **One Team**
- **Involvement**
- **Can-do**
- **Efficient and Effective**

1.7 Leadership

Within the council there is strong leadership on equality and inclusion issues. Political leadership is provided by the Cabinet Member for Safer and Stronger Communities in whose portfolio this lies.

The Council also has an established network of directorate equality groups, which contribute to the effective management and delivery of the council's equality and inclusion activities by:

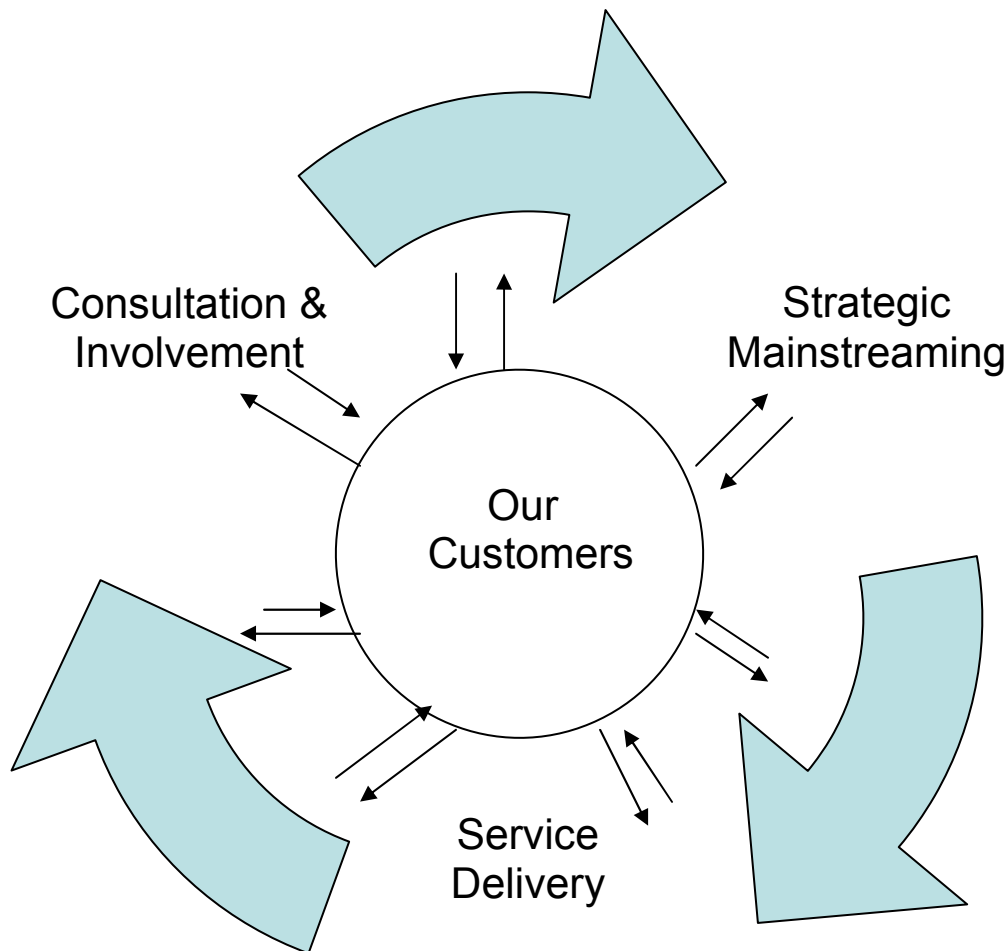
- applying strategic thinking to the promotion of equality and inclusion by the council;
- ensuring implementation of the Equality Standard and Equality Framework for Local Government and the council's equality schemes;
- overseeing operational implementation at service level of equality and inclusion activities within directorates; and
- supporting business management processes to ensure that directorates have appropriate implementation, monitoring and evaluation mechanisms to support the effective delivery of the council's requirements in this area.

The Social Inclusion Reference Group, which consists of local voluntary organisations operating in this field, together with county councillors and council officers, provides essential advice to the council.

Part 2: Our Disability Equality Priorities

2.1 Our Approach to Disability Equality

Disability Equality Scheme January 2010 - 2013



Oxfordshire County Council's approach to disability equality follows clear principles:

- A focus on achieving real benefits and ensuring real choice for our customers and employees.
- Customer involvement in the design and the review of services.
- The mainstreaming of disability equality practices in all of our activities.
- Effective, high quality and value for money services that meet our disability equality priorities.

Our approach is centred on customers and their experience. In 2008 we achieved our target of becoming the first Charter Mark county council in the country, the government's benchmark test of excellence in customer service.

2.2 Involving Disabled People

From the outset in developing, implementing, reviewing and then revising our Disability Equality Scheme, we have endeavoured to actively engage with local disabled people, using a range of methods and activities. These included running a one-day event targeted at organisations of and for disabled people; holding three involvement sessions for our disabled staff, including staff with learning disabilities; and employing a consultancy with a particular expertise in disability issues to organise participatory workshop events with local disabled residents. We held a stakeholder event for local disabled people's organisations, entitled "Disability Equality - What does it mean to you?" We also took the opportunity of listening and talking to people with learning disabilities. Drop-in coffee morning sessions provided opportunities to identify and define our priorities and we have maintained continued engagement with disability, access and user-led groups.

2.3 Prioritisation

The following chart (next pages) sets out the specific outcomes and disability equality priorities we are aiming to achieve during the next three years, taking into account all the information we have gathered, relevant changes our business and organisation and what has been achieved so far.

Based on our engagement with disabled people, we have identified four specific priorities, which are key to delivering our desired outcomes. The priorities are well-related to the outcomes; clear; ensure disability equality; have a direct relevance to the lives of disabled people; are capable of leading individual action plans across the council and its partners; and are measurable.

2.4 How we are Achieving these Outcomes

- The framework set by the Equality Standard for Local Government / Equality Framework for Local Government provides an independent measure of our overall performance. External assessment/audit in October 2009 confirmed our position at Level 3.
- The council recognises the difficulty of multiple-discrimination, i.e. where an individual falls within more than one excluded group. To help avoid this we operate a Comprehensive Equality Policy, first adopted in March 2004, covering all aspects of the council's business. This commits the council to operate on the basis that it will eliminate unlawful discrimination, promote equality of opportunity and promote good relations, with respect to race, disability, gender, religion or belief, sexual orientation, transgender status or gender reassignment, age, marital status and the responsibility for dependants.
- As one of the major purchasers of goods and services in the county, the council recognises the role it can play by ensuring that those with whom it does business also implement strong equality policies. Contractors are required to enter into contractual provisions that include the need to eliminate unlawful discrimination and to promote equality of opportunity.

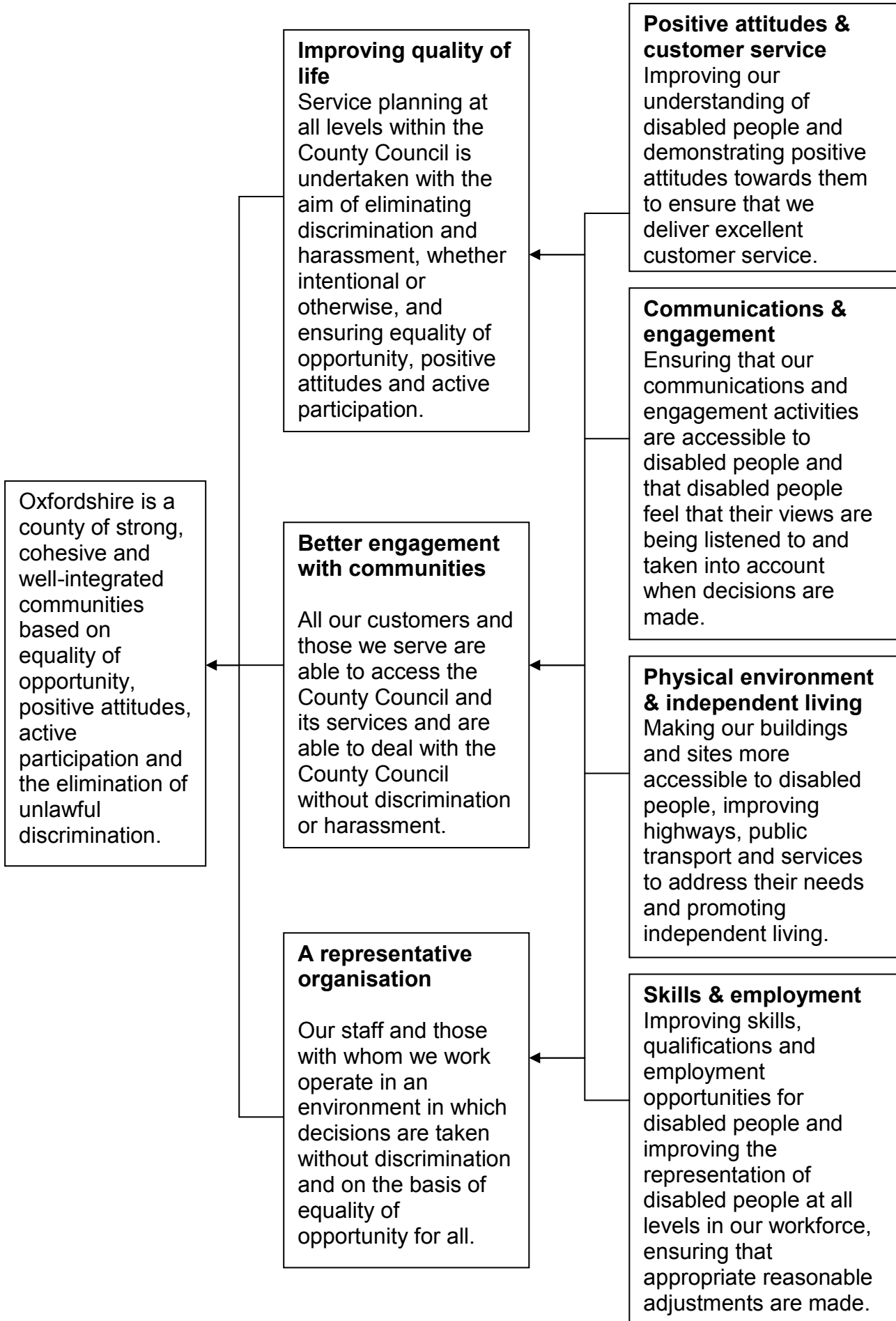
DRAFT

- The council will not tolerate harassment at work or in service provision and will investigate and act on complaints and allegations. The Dignity at Work Policy is being reviewed to ensure that it continues to reflect best practice and that all employees are aware of the support and advice available if they experience any harassment.
- Training on equality and diversity issues is included within the council's training plan to provide managers and all employees with the skills and knowledge they need to ensure that equality remains part of our day-to-day activities.
- To ensure that services meet the general duty and can demonstrate continual improvement, the council has an established programme of statutory impact assessments (EQIAs), which include detailed consideration of disability and other equality issues.
- For some time, the county council has sought advice on disability and other equality issues from our Social Inclusion Reference Group. This group is comprised of representatives of voluntary organisations active in this area. The group's meetings are structured to ensure that it can make an active contribution through workshops to defining the outcomes and outputs of highest priority to equality groups.
- This scheme, however, also recognises that in achieving our overarching outcome the council needs to work with partners across the county in a way which is itself integrated and cohesive.

2.5 Chart:

DESIRED OUTCOMES

OUR PRIORITIES



2.6 Disability Equality Scheme Action Plan

This action plan provides specific examples of how we will be delivering against our four specific priorities in order to achieve our desired outcomes. During the life of this scheme there will also be additional actions and improvement projects arising from the completion of our statutory equality impact assessments.

Priority 1: Positive Attitudes & Customer Service

Improving our understanding of disabled people and demonstrating positive attitudes towards them to ensure that we deliver excellent customer service.

Actions	Outputs	Target date	Responsibility	Outcomes
Ensure that staff have disability equality & diversity training	% new staff who receive equality & diversity induction training	Review Dec. 2010 / 11 / 12	Strategic HR / Shared Services	Improving quality of life. Better engagement with communities. A representative organisation.
	% staff who complete e-learning and offline 'Respect for People' training	Review Dec. 2010 / 11 / 12	Strategic HR / Shared Services	
	No. of equality & diversity training programmes delivered for Councillors and staff	Review Dec. 2010 / 11 / 12	Strategic HR / Shared Services	
Ensure the mainstreaming of disability principles and practice in all our activities to deliver excellent customer service.	No. of meetings of directorate equality groups & % of targets in directorate equality actions plans delivered	Review Dec. 2010 / 11 / 12	Directorate equality groups	
	Customer Relationship Management system will monitor disabled person comments & complaints	Review Dec. 2010 / 11 / 12	Strategic HR	

DRAFT

	Staff polls results demonstrate staff confidence in locating disability guidance, advice, information	Review Dec. 2010 / 11 / 12	Strategic HR
	No. of activities of staff groups, e.g. Working Careers' Group, that promote equality & diversity issues	Review Dec. 2010 / 11 / 12	Strategic HR
	Degree of compliance with the council's customer service standards in promoting disability equality	Review Dec. 2010 / 11 / 12	Directorate equality groups
Ensure that disability related bullying and hate crime is addressed and tackled.	Establishment and maintenance of MANTRA hate crime service.	Review Dec. 2010 / 11 / 12	Community Safety
	No. of disability related incidents reported, recorded and actioned.	Review Dec. 2010 / 11 / 12	Community Safety
	No. of disability related incidents of bullying in school reported and % of schools with targets for tackling disability related bullying in their school DES.	Review Dec. 2010 / 11 / 12	Children, Young People & Families

DRAFT

Priority 2: Communications & Engagement

Ensuring that our communications and engagement activities are accessible to disabled people and that disabled people feel that their views are being listened to and taken into account when decisions are made.

Actions	Outputs	Target date	Responsibility	Outcomes
Ensure that disabled peoples' satisfaction and perception of being treated fairly across key Council services continues to improve.	% of published publications peer reviewed as meeting required standards to promote disability equality, such as Clear Print Guidelines	Review Dec. 2010 / 11 / 12	Corporate Core – Media & Communications	Improving quality of life. Better engagement with communities. A representative organisation.
	Consultations peer reviewed as meeting the required standards to promote disability equality	Review Dec. 2010 / 11 / 12	Corporate Core – Policy Unit	
	No of people involved in consultation processes who identify as disabled	Review Dec. 2010 / 11 / 12	Corporate Core – Policy Unit	
	% of staff demonstrating confidence in using alternative formats from staff poll results.	Review Dec. 2010 / 11 / 12	Corporate Core – Partnership Working	
	Satisfaction levels of the main strategic disability led customer representative groups	Review Dec. 2010 / 11 / 12	Directorate equality groups	
Continue to make access improvements in ICT	No. of hits on the Readspeaker website facility	Review Dec. 2010 / 11 / 12	Corporate Core – Media & Communications	

DRAFT

Priority 3: Physical Environment & Independent Living

Making our buildings and sites more accessible to disabled people, improving highways, public transport and services to address their needs and promoting independent living.

Page 378

Actions	Outputs	Target date	Responsibility	Outcomes
Ensure that buildings and sites are increasingly more accessible	% of buildings that are Fit for Purpose (target 90% by 2015)	Review Dec. 2010 / 11 / 12	Environment & Economy	Improving quality of life. Better engagement with communities. A representative organisation.
	No of cross-directorate information share meetings that improve the quality of access information obtained during access audits.	Review Dec. 2010 / 11 / 12	Environment & Economy	
	No. of Access Statements submitted and % of relevant building projects with an Access Statement	Review Dec. 2010 / 11 / 12	Environment & Economy	
Improve satisfaction with highways and public transport	No. of controlled and informal crossing points newly provided or improved.	Review Dec. 2010 / 11 / 12	Environment & Economy	
	% of disabled people surveyed as satisfied with disabled parking provision	Review Dec. 2010 / 11 / 12	Environment & Economy	
	% of bus stops with real time information displays	Review Dec. 2010 / 11 / 12	Environment & Economy	
	No. of bus driver who complete disability awareness training NT	Review Dec. 2010 / 11 / 12	Environment & Economy	
	% of accessible and low-floor buses which are used on subsidised and non- subsidised routes.	Review Dec. 2010 / 11 / 12	Environment & Economy	
	% of disabled people surveyed as satisfied with bus services.	Review Dec. 2010 / 11 / 12	Environment & Economy	
	% of young disabled people surveyed as satisfied with bus services. (Positive Activities Group).	Review Dec. 2010 / 11 / 12	Children, Young People & Families – Youth Service	

DRAFT

Increase the numbers of disabled people maintaining independent living	% of disabled people who feel they have more choice and control in self-directed support.	Review Dec. 2010 / 11 / 12	Social & Community Services	
	Yearly assessment/consultation of Adult Social Care with different equality groups.	Review Dec. 2010 / 11 / 12	Social & Community Services	

DRAFT

Priority 4: Skills & Employment

Improving skills, qualifications and employment opportunities for disabled people and improving the representation of disabled people at all levels in our workforce, ensuring that appropriate reasonable adjustments are made.

Page 380

Actions	Outputs	Target date	Responsibility	Outcomes
Ensure improvements related to disabled staff in the workforce	% of disabled staff as a proportion of the workforce	Review Dec. 2010 / 11 / 12	Strategic HR / Shared Services	Improving quality of life. Better engagement with communities. A representative organisation.
	% of disabled staff in the top 5% of earners	Review Dec. 2010 / 11 / 12	Strategic HR / Shared Services	
	Degree of improvement in annual employment equality duties report	Review Dec. 2010 / 11 / 12	Strategic HR / Shared Services	
	Degree of compliance with the Two Ticks Standard	Review Dec. 2010 / 11 / 12	Strategic HR / Shared Services	
	% of disabled staff in the Fire Service (Walk the Talk Strategy)	Review Dec. 2010 / 11 / 12	Community Safety – Fire & Rescue	
	% of vacancies directed to the Oxfordshire Employment Service and % of those vacancies filled by a disabled person.	Review Dec. 2010 / 11 / 12	Strategic HR / Shared Services	
	% of schools with disability employment targets in their school DES.	Review Dec. 2010 / 11 / 12	Children, Young People & Families	
Ensure improvements related to people with Learning Disabilities & Difficulties in Education, Employment or Training	Improvements delivered under the CYP&F Aiming High for Disabled Children and Children and Young People's Plan	Review Dec. 2010 / 11 / 12	Children, Young People & Families	
	No. of carved out posts and work experience opportunities designed to be appropriate for people with learning disabilities.	Review Dec. 2010 / 11 / 12	Strategic HR / Shared Services	

DRAFT

Improve the numbers of disabled young people with special educational needs with 5 A*-C GCSEs	Results of the Success Project	Review Dec. 2010 / 11 / 12	Children, Young People & Families	
	% schools with Disability Equality Schemes	Review Dec. 2010 / 11 / 12	Children, Young People & Families	
Ensure that reasonable adjustments are made	No. of new and existing staff in receipt of Access to Work funding.	Review Dec. 2010 / 11 / 12	Strategic HR / Shared Services	
	% of disabled staff surveyed as satisfied with response to requests for workplace adjustments	Review Dec. 2010 / 11 / 12	Strategic HR / Shared Services	

2.7 Statutory Equality Impact Assessments

Since April 2005, the council has operated a combined impact assessment process covering race, disability and gender equality; these now also include the remaining equality strands, and social deprivation and human rights where relevant. The impact assessment process involves collecting information on the extent to which services and functions take account of the needs of different customers, segmented by equality group, and then uses the information gathered to make any necessary changes or modifications. This allows systematic consideration of the impact of existing and proposed policies and practices against the general duty to promote disability equality, including consultation, gathering and then using data.

The council recognises that, where discrimination occurs, it is usually unintended and may be the result of a range of differing needs not having been fully considered. The purpose of the impact assessments is to ensure that the council's activities and policies do not disadvantage; identify how they could better improve services for all; and make any necessary modifications or changes.

A screened and prioritised 3-year rolling schedule of impact assessments (EQIAs) is published separately and updated annually. It is also a requirement that impact assessments are completed for all relevant new policies and functions.

Improvements and actions arising from the completion of EQIAs are then included in the business planning process, as appropriate, and the necessary developments implemented, including as a range of improvement projects supported by the council's Disability & Equality Advisers.

2.8 Comments, Suggestions and Complaints

The council positively encourage customer comments and suggestions regarding any of our services and activities. We will maintain clear, transparent, fair and sensitive procedures for dealing with complaints.

For more information please contact:

- Write to Complaints and Comments, Freepost (SCE 7709), Oxford OX1 1YA.
- Or telephone 01865 815906.
- Or email complaints@oxfordshire.gov.uk
- Or visit our website for further information at www.oxfordshire.gov.uk

DRAFT

اشكال بديلة لهذا المنشور موجودة حسب الطلب. هذه تشمل لغات مختلفة و الطبعة البارزة وطريقة بريل و اشربة كاست و اقراص الحاسوب او البريد الالكتروني.

Arabic

আপনি যদি অনুরোধ করেন তাহলে এই পুস্তিকাটি বিকল্প ছাঁদে, যেমন, অন্য কোনও ভাষায়, বড় হরফে, ব্রেইলে, অডিও-ক্যাসেটে, কমপিউটারের ডিস্কে বা ইমেলের মাধ্যমে পেতে পারেন।

Bengali

“本刊物備有其他的格式可供索取。這些包括有其他語言版，大字版，盲人用版，錄音帶版，電腦磁碟版或電子郵件版。”

Chinese

प्रार्थना करने पर यह प्रकाशन दूसरे रूपों में प्राप्त किया जा सकता है। जिस में सम्मिलित है, दूसरी भाषाओं में, बड़े छापे में, ब्रेअल, सुनने की टेप पर, कम्प्यूटर की डिस्क पर या ई-मेल द्वारा।

Hindi

“ਇਹ ਪੁਸਤਕ ਬੇਨਤੀ ਕਰਨ ਤੇ ਹੋਰ ਰੂਪਾਂ ਵਿਚ ਵੀ ਉਪਲਬਧ ਹੈ। ਜਿਵੇਂ ਕਿ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਛਾਪੇ ਤੇ, ਬ੍ਰੇਲ ਵਿਚ, ਸੁਣਨ ਵਾਲੀ ਟੇਪ ਤੇ, ਕੰਪਿਊਟਰ ਡਿਸਕ ਜਾਂ ਈ ਮੇਲ ਤੇ।”

Punjabi

“اس اشاعت کو متبادل اشکال میں درخواست کرنے پر حاصل کیا جاسکتا ہے۔ اس میں دوسری زبانیں، بڑا پرنٹ، بریل (جسے اندھے چھو کر پڑھ سکیں)، آڈیو کیسٹ، کمپیوٹر ڈسک یا ای میل شامل ہیں۔”

Urdu

Na życzenie publikacja jest dostępna w innych formatach. Do nich należą wersje w innych językach, drukowane dużą czcionką, alfabetem Braille'a, w wersji audio, na dysku komputerowym, lub jako email.

Polish

Alternative formats of this publication can be made available on request. These include other languages, large print, Braille, audiocassette, computer disk or email.

**Draft Disability Equality Scheme 2010-2013
For Cabinet 19 January 2010.**

This page is intentionally left blank

Oxfordshire County Council EQIA Schedule 2010-2013

3-Year Rolling Schedule of Equality Impact Assessments

Year 1: To be completed by 31.12.2010
--

Corporate Core

- | | |
|----------------|--|
| Strategy | <ul style="list-style-type: none"> • Policy • Equality & Diversity • Partnerships |
| Transformation | <ul style="list-style-type: none"> • Human Resources • Financial Services |

Community Safety & Shared Services

- | | |
|-----------------------|--|
| Trading Standards | <ul style="list-style-type: none"> • The provision of advice and assistance to consumers and businesses. • Public awareness campaigns and events and community engagement activities. • Partnership arrangements and activities |
| Shared Services | <ul style="list-style-type: none"> • Customer service & access |
| Fire & Rescue Service | <ul style="list-style-type: none"> • Revision of Integrated Risk Management Plan • Review of "Walk the Talk" Diversity strategy • Annual Service Support Plan • Annual Service Delivery Plan |
| Shared Services | <ul style="list-style-type: none"> • Financial Management (undertaken with Corporate Financial Services) • HR Services (undertaken with Corporate HR) |

Environment and Economy

- | | |
|-------------------|---|
| Transport Service | <ul style="list-style-type: none"> • Public Transport Development • Integrated Transport Strategy • Oxford Transport Strategy • Highway development control advice • Road safety • Local Transport Plan • Deliver schemes in the Transport Capital Programme • Asset Management • Road maintenance and repair Programme • Parking enforcement • Travel and Information Management inc. Traffic Signals • Streetworks Management • Network Co-ordination • Traffic Surveys |
| Business Support | <ul style="list-style-type: none"> • Library/Information Service |

DRAFT

Children Young People & Families

- Young People & Access to Education
 - Inclusion Access and Engagement
- Children & Families Raising Achievement
 - Protection and Prevention
 - School Improvement
 - Raising Achievement
- Commissioning, Strategy and Locality Development
 - Safeguarding
 - Primary and Secondary Strategies for Change, Admissions and Transport
 - CPQA Contact Point

Social & Community Services

- Adult Social Care
 - Adult Social Care Services (focus on Disability / Gender)
- Strategy & Transformation Services
 - Strategy & Performance
 - Workforce
- Major Programmes
 - Supporting People
 - Major Programmes
- Cultural, Adult Learning and Registration Service
 - Adult Learning, staff development, delivery of programmes, widening participation
 - Music services
 - Registration services

Year 2: To be completed by 31.12.2011

Corporate Core

- Strategy
 - Democratic Services
 - Communication & Public Affairs
- Transformation
 - ICT Services

Community Safety & Shared Services

- Fire & Rescue Service
 - Overarching Integrated Risk Management Plan (IRMP)
 - "Walk the Talk" Diversity strategy
 - Annual Service Support Plan
 - Annual Service Delivery Plan
- Trading Standards
 - Enforcement campaigns, projects, investigations and actions
 - Sampling and testing of products for compliance with compositional requirements and safety/ descriptions (including feeding stuffs).
- Emergency Planning Community Safety
 - Emergency Planning
 - Gypsies & Travellers, management of sites, unauthorised sites, Traveller & settled community relations
 - Crime and Disorder Reduction Partnerships

DRAFT

- Community Safety policies (e.g. Domestic Violence, Alcohol Related Disorder) & partnerships
- Learning & Development Services
- School HR (undertaken with Corporate HR & CYP&F)

Environment & Economy

- Economic Development & Regeneration
- Environment & Climate Change
- Sustainable transport (Better ways to School)

Children, Young People and Families

- Learning Difficulties and/or Disabilities
- Children's Centres and Childcare
- Extended Services
- Locality and Workforce Development
- Governor Services
- Business Improvement

Social & Community Services

- Adult Social Care Services (focus on Age / Religion & Belief)
- Access Team
- Comments & Complaints
- Heritage Services

Year 3: To be completed by 31.12.2012

Corporate Core

- Legal Services
- Business Support

Community Safety & Shared Services

- Implementation of Integrated Risk Management Plan
- "Walk the Talk" Diversity strategy implementation
- Annual Service Support Plan
- Annual Service Delivery Plan
- Inspection of livestock holdings, attendance at livestock markets and collection centres, monitoring the transportation of livestock and recording all enforcement activity and relevant animal movements on DEFRA databases.
- Enforcement of weight restrictions and HGV overloading.
- Enforcement and licensing arrangements in respect of petroleum and explosives responsibilities.
- Food for thought, QTS, QuEST (undertaken with CYP&F)

DRAFT

Environment & Economy

- | | |
|---------------------------|---|
| Sustainable Development | <ul style="list-style-type: none">• Spatial Planning (including infrastructure and affordable housing)• Mineral and Waste Policy• Developer Funding• Strategic Planning Consultations• County Archaeology• Development Control (Minerals & Waste, Council's own development)• Countryside Service• Waste management and disposal – waste recycling centre infrastructure |
| Transport Service | <ul style="list-style-type: none">• Waste public information – Master Composter scheme• Provision of subsidised bus services (including Transport for people with disabilities and Community Transport)• Public transport information |
| Business Support Property | <ul style="list-style-type: none">• Land & Highway Records• Office Services/Reception – Speedwell House• Operational asset management (maintenance, leases, link to facilities management)• Project Delivery• Strategic Asset Management (i.e. future needs)• Information & Support |

Children, Young People & Families

- | | |
|---|---|
| Children and Families
Young People and
Access to Education
Raising Achievement
Commissioning,
Strategy and Locality
Development | <ul style="list-style-type: none">• Integrated Youth Support Services• Early Learning• Children Looked After• 14-19• Performance• Commissioning• Participation and Play |
|---|---|

Social & Community Services

- | | |
|--|---|
| Social Care for Adults | <ul style="list-style-type: none">• Adult Social Care Services (focus on Race / Sexual Orientation) |
| Strategy &
Transformation
Services | <ul style="list-style-type: none">• Business Systems |
| Cultural and Adult
Learning | <ul style="list-style-type: none">• Libraries Services• Cultural Development |

[Final 2010-13]

Division(s): All

CABINET – 19 JANUARY 2010

CLOSER TO COMMUNITIES

ACTIONS TO FURTHER DEVELOP CORPORATE AND SERVICE ENGAGEMENT IN LOCALITIES.

Report by Assistant Chief Executive (Strategy)

Background

1. In 2007 we took our first steps towards a focus on localities when we agreed a Closer to Communities Strategy – an outline framework for locality working based around 25 “natural community areas”. We explored how to engage more actively with key local partnerships (for example in Bicester and Abingdon), communicate with the public about service provision in localities and promote the benefits of community led-planning (for example, parish plans).
2. It is now proposed that we reduce these 25 areas to **14 localities**, being a more manageable number in terms of officer support and communication. 13 localities are based around market towns and their hinterlands and the City of Oxford. These areas reflect administrative boundaries, except around Didcot, where it seems sensible to consider the town in relation to its surrounding parishes. See map, overleaf.
3. The proposed new localities boundaries do not always match the operational service areas of directorates, the police and the PCT. However, directors, the police and Primary Care Trust (PCT) support these proposals as a model they can work with.
4. By focusing our locality working within these 14 localities we aim to :
 - Enable more managers in localities to work across services on local issues identified through evidence, data and local engagement
 - Run “area summit” events for managers and elected members to consider the main issues in each locality and identify how we can work better together and avoid duplication.
 - Appoint lead officers for each of the localities who can participate in the relevant partnerships and support elected members. They will also provide a link to the county / district bi-lateral meetings and local strategic partnerships.
 - Help elected members to work with service managers on key local issues.
 - Help local partnerships to thrive in areas facing the challenges of development, regeneration and inequality.



Briefings and Consultation

5. During November the Closer to Communities report was circulated to all County Council elected members and discussed at Informal Cabinet and the Corporate Core opposition briefing. It was also circulated to all District Chief Executives, the Primary Care Trust and Police for comment.
6. The PCT and police are supportive and the majority of district responses are positive, welcoming the commitment to locality working and our continued support for local community led planning.

High priority places

7. Within the 14 localities Cabinet has already identified Didcot, Abingdon, Bicester, Carterton, Banbury and Oxford as being a high priority because of planned developments. For these priority areas we have used the following information to identify the key issues:
 - Research and intelligence profiles which include key statistics and Community-Led Planning evidence.
 - Meetings with the elected members identified by the Leader as leading in those areas.
 - Town and district council and partnerships priorities/plans.
 - Priorities/plans from other large organisations/groups in the area, including business groups.
 - An initial start in identifying county council priorities/plans.
8. We have summarised the key issues for each priority area which will help to guide the focus of our engagement and negotiate key actions with partners where required.

(a) **Didcot**

Summary of key issues:

- Large scale housing developments across parish and district boundaries planned.
- Population predicted to rise by 28,435 by 2016, an overall 24% increase from the 2001 census – infrastructure needs to keep pace with the housing development.
- Lack of leisure/sports and play facilities – which are likely to have to be provided outside of the town.
- Some deprivation issues (mainly) in All Saints and Northbourne wards: income, health issues, education, skills and training, crime; generally un-deprived in terms of barriers to housing, services and employment.

Recommendation:

- There is a great deal of work going on in Didcot and the County Council needs to engage more effectively with the networks that are already there. There may be a need for a town partnership similar to the Bicester and Abingdon town partnership examples.
- We propose to run a facilitated Area Summit for Didcot. We have canvassed dates and identified **Friday 26th March** as having the least clashes with other County and District meetings. The event is aimed at internal managers and elected members but it is important to ensure other key partners participate - for example: districts, PCT, parish/town councils - to contribute to the discussion. The aim of this event is to :
 - current data and information relating to the characteristics of the locality.
 - discuss key priorities for the future.
 - share service plans and proposals for the area.
 - identify possible gaps in evidence or plans.
 - look at existing networking, communications and governance arrangements in and around the area.

(b) Abingdon**Summary of key issues:**

- Because of out-commuting and lack of retail attractiveness, the town centre is declining in vitality.
- The volume of traffic leads to congestion and air pollution.
- Forms part of the Science Vale UK which is an important area of growth and development for enterprise and innovation.
- Unemployment is low but the recent recession has led to a rapid rise in the number of people claiming Job Seekers Allowance.
- A number of health issues in some wards: e.g. Caldecott and Ock Meadow wards have higher than average levels of smoking.
- Abingdon's deprivation issues relate mostly to education, skills and training – parts of Caldecott ward rank in the worst 6% nationally for this – and to barriers to housing and services, which could reflect poor housing affordability.

Recommendation:

- Continue to support the Choose Abingdon Partnership (the new town partnership) to develop a new vision for the town and make links with relevant working groups on particular issues as required.
- We propose to run a facilitated Area Summit for Abingdon in 2010. The event is aimed at internal managers and elected members but it is important to ensure other key partners participate - for example:

districts, PCT, parish/town councils - to contribute to the discussion.
The aim of this event is to :

- current data and information relating to the characteristics of the locality.
- discuss key priorities for the future.
- share service plans and proposals for the area.
- identify possible gaps in evidence or plans.
- look at existing networking, communications and governance arrangements in and around the area.

(c) Bicester

Summary of key issues:

- Development and infrastructure (the town is positive about this – although there are local pressure groups opposing the North West eco-town development).
- Out-commuting is high and there is a need for more employment opportunities in the town itself.
- Developing sufficient community facilities and infrastructure, especially around leisure/green spaces and encouraging community cohesion, as Bicester grows.

Recommendation:

- Continue to support Bicester Vision Group (town partnership) which has established itself as a strong local partnership. We also need to ensure that we are engaging effectively with Police Neighbourhood Action Groups and the Bicester Traffic Advisory Committee.
- We propose to run a facilitated Area Summit for Bicester in 2010. The event is aimed at internal managers and elected members but it is important to ensure other key partners participate - for example: districts, PCT, parish/town councils - to contribute to the discussion.
The aim of this event is to :
 - current data and information relating to the characteristics of the locality.
 - discuss key priorities for the future.
 - share service plans and proposals for the area.
 - identify possible gaps in evidence or plans.
 - look at existing networking, communications and governance arrangements in and around the area.

(d) Carterton

Summary of key issues:

- Development and infrastructure – issues include: access in, around and through Carterton (especially access to A40 for heavy military

vehicles and direct access to east-bound carriageway); Sainsbury's planned development.

- Areas prone to flooding are a big issue for the surrounding villages.
- Aspiration of town council to upgrade the town centre.
- Carterton have wanted a Fire station and post-16 education for a long time. The latter is being progressed.
- Shilton Park main area of development – ensuring this development becomes part of Carterton and not a separate community.
- Impact of the proposed expansion of RAF Brize Norton – Regular meetings between local government and RAF representatives are in the process of being set up.
- A perceived need for more employment and (higher) education opportunities in the town itself, targeted at local people including those leaving the armed forces.
- Carterton's aspiration for growth may not be shared by all in the surrounding area and there are concerns about the district council's Local Development Framework focusing development around Witney.

Recommendation:

- Appoint a senior manager to support elected members on the Carterton Fast Forward partnership and liaison with RAF Brize Norton and other local authorities.
- We propose to run a facilitated Area Summit for the Carterton area in 2010. The event is aimed at internal managers and elected members but it is important to ensure other key partners participate - for example: districts, PCT, parish/town councils - to contribute to the discussion. The aim of this event is to :
 - current data and information relating to the characteristics of the locality.
 - discuss key priorities for the future.
 - share service plans and proposals for the area.
 - identify possible gaps in evidence or plans.
 - look at existing networking, communications and governance arrangements in and around the area.

(e) Banbury

Summary of key issues:

- Banbury has some areas that are amongst the most deprived in the county (including high incidence of teenage pregnancy and low skills levels). Partners are already undertaking a range of work to help address this and one of the main challenges is to link these approaches up more closely.
- Two areas, both in Ruscote ward, rank in the bottom 20% nationally for deprivation; mostly due to education, skills and training issues.

- Overall unemployment in Banbury is 4.7% (May 2009) which is slightly higher than the national average and it rose significantly due to the recession.
- Large scale housing developments planned.
- Traffic and transport issues – Banbury is a town with high-levels of in-commuting, including from adjoining counties all going through the town centre; so one of the key issues that we can help with is to make links with adjoining counties with regards to transport links and educational attainment.
- Banbury has the highest concentration of minority ethnic groups and communities in the county after Oxford.

Recommendation:

- Engage effectively in the town centre partnership.
- County Council can
 - facilitate local partners to make links across county and regional borders.
 - commit to working with Banbury Town Council and Cherwell District Council on looking into the transport issues again – based on issues identified in previous reports.
 - Consider further work to be done with the Developer Funding Team to ensure we maximise the potential of contributions to infrastructure costs.
- The lead officer will need to ensure that the regeneration work does not operate in isolation from Banbury's own initiatives and county-wide work.
- We propose to run a facilitated Area Summit for Banbury in 2010. The event is aimed at internal managers and elected members but it is important to ensure other key partners participate - for example: districts, PCT, parish/town councils - to contribute to the discussion. The aim of this event is to :
 - current data and information relating to the characteristics of the locality.
 - discuss key priorities for the future.
 - share service plans and proposals for the area.
 - identify possible gaps in evidence or plans.
 - look at existing networking, communications and governance arrangements in and around the area.

(f) **Oxford City**

Summary of key issues:

- Oxford has some areas that are amongst the most deprived in the county and country (the Leys, Littlemore, Rose Hill and Barton areas) in terms of low skills, low incomes and higher levels of crime.

There has been a lot of regeneration work in the past with some positive legacies such as local partnerships/community organisations. Further work is now being planned, for example the work with the City Council, Health and the Police on breaking the cycle of deprivation and the City Council's Regeneration Framework.

- Further planned housing development in Barton and Rose Hill, South of Grenoble Road (in South Oxfordshire).
- City has a greater proportion of minority ethnic groups and communities than the rest of the county.
- There are many highly capable community organisations in the city with the potential to take on a greater local leadership, co-ordination and consultation role.
- Transport is a major issue both within and around Oxford.
- Housing is an issue especially affordability in relation to average incomes.
- The risk of flooding is a continual worry for householders in areas of flood risk.
- Carbon reduction is an issue for existing/new housing and transport.

Recommendation:

It is recognised that there are overlapping areas between arrangements for member engagement, locality working, and the work to break the cycle of deprivation in Oxford (which will be the subject of a further report) and major spatial planning and regeneration initiatives (which are picked up through other initiatives – such as the Homes and Communities Agency *single conversation* initiative / HCA <http://www.homesandcommunities.co.uk/singleconversation>)

However, the following approach is proposed :

- (1) **Localities:** create a network of key service managers across directorates with special responsibility for working in the City to co-ordinate activity and information sharing.
- (2) **Area Committees:** ensure that we have consistent member and officer representation. It is proposed that we consult with Oxford City Council's Area Committee Co-ordinators to develop a forward plan of agenda items so that cabinet members can attend when there is an item relevant to their portfolio.
- (3) **Deprivation:** identify lead officers in the areas of highest deprivation to link the strategic groups working on breaking the cycle of deprivation and regeneration initiatives.
- (4) **Spatial planning and infrastructure:** identify lead officers from the **Environment** and Economy for the areas where significant development and regeneration is planned.
- (5) **Ensure the flow of information** from the localities to the district Oxford Strategic Partnership and the County and City bi-lateral meetings.

- We propose to run a facilitated Area Summit for Oxford in 2010. The event is aimed at internal managers and elected members but it is important to ensure other key partners participate - for example: districts, PCT, parish/town councils - to contribute to the discussion. The aim of this event is to :
 - current data and information relating to the characteristics of the locality.
 - discuss key priorities for the future.
 - share service plans and proposals for the area.
 - identify possible gaps in evidence or plans.
 - look at existing networking, communications and governance arrangements in and around the area.

Next Steps

9. We propose that the following work starts with effect from January 2010.

(a) **Lead officers in the priority areas**

Senior officers will be identified for each of the priority places to support elected members.

(b) **Area Summits**

We propose to run Area Summits for each of the 14 localities - starting with the 6 priority areas. These will be one-off events and we will evaluate their effectiveness before proposing any further activity.

It is proposed that the first Summit will be held in Didcot. We have consulted with county colleagues and district council colleagues and identified 26th March as having the least clashes with other meetings.

Invitees will include :

- County Council division members for the Didcot area and key service managers who work in and around Didcot.
- Representatives of the town and parish councils.
- A small number of elected members and senior officers from the district councils
- Local representatives from the PCT and Police.

(c) **More local information on the intranet**

We propose that each Area Summit shall be supported by a new locality webpage on *InSite* (County Council intranet) to improve the flow of data and information for local members and staff. We aim to include:

- Contact details for elected members and key service managers by locality
- links to sources of evidence/data (including the Data Observatory, area profiles, community-led plans, Joint Strategic Needs Analysis, e-Consult etc.)
- links to external information (district and local councils – relevant plans, VCF umbrella groups, local media etc.)

(d) **Place reports to Cabinet**

Quarterly Place reports on issues and progress to be received by the Cabinet

(e) **Continuing our commitment to community led planning**

Community led planning offers opportunities for the county council to:

- gain a better understanding of local community needs and priorities (identified through wider consultation by local volunteers than public sector can often achieve)
- gauge potential for developing self-help solutions or other service innovation
- start a dialogue with communities, together with their elected representatives.

Members can take on a crucial leadership role in their division, working closely with both communities and agencies offering advice and support, including the county council. In particular, elected members can help officers with local intelligence to spot potential pitfalls and find ways forward.

Proposals

- continue offering opportunities to promote, discuss and improve county council engagement in community-led planning for elected members and staff.
- develop the most effective and efficient ways of liaising with community led planning groups, working closely with local elected members (at the 3 main development stages: developing local consultation, drafting an action plan and implementing action plans).
- identify relevant strategies/key policies that should take into account community led planning evidence.

Support arrangements

The Partnership Working Unit (Corporate Core) is responsible for leading on this work.

RECOMMENDATIONS

10. It is **RECOMMENDED** that Cabinet:
- (a) **approve the 14 proposed locality areas for further discussion with partner organisations; and**
 - (b) **approve the recommendations for making progress on locality arrangements in the 6 priority places.**

STEPHEN CAPALDI
Assistant Chief Executive (Strategy)

Background Papers: Nil

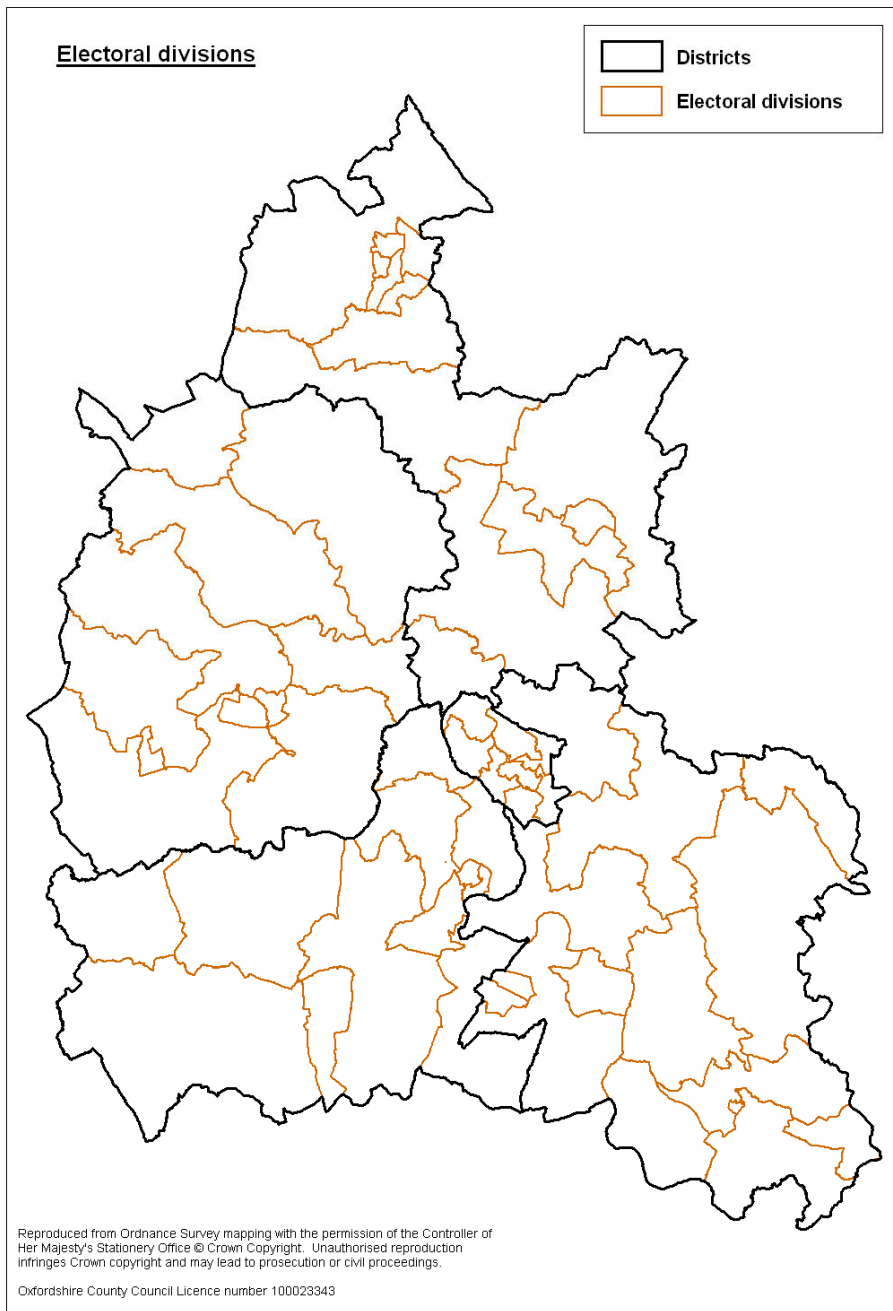
Contact Officers: Paul James, Head of Partnership Working
Tel: (01865) 323959

Claire Evans, Strategic Partnership Manager
Tel: (01865) 323966

January 2010



County and district electoral boundaries



This page is intentionally left blank

Division(s):

CABINET – 19 JANUARY 2010

MEMBER CHAMPION FOR LOCALITY WORKING

Report by Assistant Head of Legal and Democratic Services

Introduction

1. Under the Council's Constitution the Cabinet may designate member champions and appoint councillors to, and remove them from these roles. The current member champions are:

- Bus Champion	Councillor Stewart Lilly
- Cycling	Councillor Arash Fatemian (for Cabinet Member for Growth & Infrastructure)
- Design Champion	Councillor Mrs. Catherine Fulljames
Healthy Schools Champion:	Councillor Pete Handley
- Heritage Champion	Councillor Don Seale
- Older People's Champion:	Councillor David Sexon
-Olympics Champion	Councillor Bill Service
- Risk Management:	Councillor David Wilmshurst (as Chairman of the Audit Committee)
2. At the June meeting of Cabinet it was agreed that Member Champions provide quarterly reports of their activities to other Members. The first of these were posted on the 'Elected Members' part of the Council's intranet in September.
3. The Cabinet is now asked to consider creating a new Member Champion role for Locality Working and appointing to it. Annex 1 sets out the proposed role, the purpose of which is to help build the successful and productive engagement of elected representatives in locality working.

Financial and Staff Implications

4. Support for this role is provided by the partnerships and communities team.

Equality and Inclusion Implications

5. The member champion will promote inclusion by encouraging the role of members in representing the council in parish, market town and other community-led planning and checking that relevant evidence and proposals from locality working and community-led plans feeds into council strategic and business planning.

RECOMMENDATION

6. **The Cabinet is RECOMMENDED to appoint a Councillor as Member Champion for Locality Working.**

Tony Cloke
Assistant Head of Legal & Democratic Services

Annex : Role of Member Champion for Locality Working

Contact Officer: Kathrin Luddecke, Partnership Officer (Localities), tel:(01865) 323965/Sue Whitehead, Committee Services Manager tel: (01865) 810262

December 2009

Member Champion for Locality Working

The purpose of this role is to help build the successful and productive engagement of elected representatives in locality working. The main responsibilities are to:

- help represent and support all members to play a full role in locality working (as set out in the 'Closer to Communities' report to Cabinet in January 2010; e.g. work with relevant officers to ensure members' local intelligence about key issues in an area/division is fed into the council's locality working arrangements)
- encourage communication and exchange of experiences between members representing different localities. This may involve calling on relevant officers for support as and when required
- promote the role of members in representing the council in parish, market town and other community-led planning (as captured in the council's relevant 'protocol' that explains how we wish to work with groups developing local plans)
- check that relevant evidence and proposals from locality working and community-led plans feeds into council strategic and business planning
- provide quarterly reports to Democratic Services for the (internal) website in January, April, July and September each year, and an annual report to Cabinet (like other member champions).

This role is an opportunity to:

- give a voice to members who may have found it difficult to make themselves heard about issues that may not be county-wide, but have a real impact in their own division
- act as a crucial link between members and Cabinet as well as officers (both in localities, through new locality working arrangements, and strategically)
- focus on promoting and supporting the members' role in terms of driving forward the localities work (both to other members and where necessary to officers) – this is about mainstreaming the work rather than doing it all themselves.

Support available:

-quarterly briefings from the Head of Partnership Working and support from partnership and communities team as appropriate

This page is intentionally left blank

Division(s): N/A

CABINET – 19 JANUARY 2010

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision	Portfolio/Ref
Cabinet - 16 February 2010	
<ul style="list-style-type: none"> ▪ Building Schools for the Future To set out the Building Schools for the Future model and its implications for the Council ▪ Financial Monitoring - February 2010 Monthly financial report on revenue and capital spending against budget allocations, including virements between budget heads ▪ Oxford City Council West End Streamlined Contributions Supplementary Planning Guidance To provide a County view on this important consultation document which will provide the basis for securing developer contributions for infrastructure requirements in the West End. ▪ Oxford School To receive a report on progress with developments in relation to Oxford School and to take such decisions as necessary ▪ IRMP Action Plan - final To seek approval of the final IRMP action plan 2010/11 	<ul style="list-style-type: none"> Leader and Deputy Leader 2009/185 Leader 2009/181 Growth & Infrastructure 2009/010 Schools Improvement 2009/097 Safer & Stronger Communities 2009/151

Cabinet Member for Safer & Stronger Communities - 1 February 2010

<ul style="list-style-type: none"> ▪ Transfer of "New Dimensions" Vehicles from Central Government to the Oxfordshire Fire and Rescue Authority To formally endorse or reject the transfer of vehicles and associated assets to the OFRA ▪ Response to Consultation on Warwickshire Fire & Rescue Authority's Improvement Proposals To formally endorse the response to the consultation 	<ul style="list-style-type: none"> 2009/213 2009/248
--	--

Cabinet Member for Adult Services - 2 February 2010

<ul style="list-style-type: none"> ▪ Provision of Alarms, Daytime Support, Emergency Response and Telecare Services To consider contracts to recommended providers 	<ul style="list-style-type: none"> 2009/212
--	--

Cabinet Member for Children, Young People & Families - 2 February 2010

- **Chill Out Fund 2009/10**
To consider applications received (if any) from the Chill Out Fund 2009/059
- **Banbury New Futures Centre**
To consider a project appraisal for the construction of a new futures centre to replace the existing Youth Centre 2009/217

Cabinet Member for Schools Improvement - 2 February 2010

- **St Nicholas Infants and Fir Tree Junior (Wallingford)**
To seek permission to consult on the possibility of merging both schools to create an all through primary school. 2009/241

Cabinet Member for Growth & Infrastructure - 11 February 2010

- **Automatic Number Plate Recognition**
To seek approval to share ANPR data with Thames Valley Police to include data from OCC to TVP and vice-versa. 2009/220

Transport Decisions Committee - 11 February 2010

- **Witney - Downs Road - Change of Junction**
To consider proposals for a Grade Separated junction. 2009/225
- **Henley - Amendments to Waiting Restrictions**
To consider responses to a public consultation on the Road Traffic Regulations Order as advertised and authorisation for the necessary works. 2009/168(a)
- **Watlington - Amendments to Waiting Restrictions**
To consider responses to a public consultation on the Road Traffic Regulations Order as advertised and authorisation for the necessary works. 2009/168(b)
- **Thame - Alterations to discounted Fixed Penalty Charge**
To consider responses to a public consultation on the Road Traffic Regulations Order as advertised and authorisation for the necessary works. 2009/168(c)
- **Disabled Persons Parking Places - Oxford**
Introduction of new and removal of redundant parking places for holders of Disabled (blue) badges 2009/116
- **Grove - Main Street and Denchworth Road - Prohibition of Waiting**
To consider making a Road Traffic Regulation Order as advertised and if so to authorise the necessary works 2009/169

- **Bicester Residents Parking Scheme - Minor Amendments** 2009/209
 To consider minor amendments to the Bicester parking scheme
- **Wallingford Air Quality Management Area (AQMA)** 2009/215
 To consider results of consultation on measures put forward through air quality management work
- **Review of Funding for Body Representing People with Disabilities (Transport for All)** 2009/227
 Decision on future funding and role
- **Review of Funding for External Transport Posts** 2009/228
 To confirm funding for these posts for the financial year 2010/11 (agreed in principle by Cabinet Member for Transport 27 March 2008)
- **Bulwarks Lane, Oxford - Review of Previous Decision to Progress a Road Closure Following Consultation with Frontagers** 2009/246
 To decide whether to proceed to advertise a closure of Bulwarks Lane.

Democratic Services

January 2010

This page is intentionally left blank