



# **County Council**

**19 February 2013**

## **Agenda**

## Declarations of Interest

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

Under the Localism Act 2011 it is a criminal offence to

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

### Whose Interests must be included?

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

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

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

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

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

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

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

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

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

### List of Disclosable Pecuniary Interests:

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

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members’ conduct guidelines. <http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Rachel Dunn on (01865) 815279 or [Rachel.dunn@oxfordshire.gov.uk](mailto:Rachel.dunn@oxfordshire.gov.uk) for a hard copy of the document.

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

To: Members of the County Council

## ***Notice of a Meeting of the County Council***

**Tuesday, 19 February 2013 at 10.00 am**

**County Hall, Oxford OX1 1ND**



Joanna Simons  
Chief Executive

February 2013

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

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

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

***A buffet luncheon will be provided***

## **AGENDA**

### **1. Minutes (Pages 1 - 30)**

To approve the minutes of the meeting held on 11 December 2012 (**CC1**) and to receive information arising from them.

### **2. Apologies for Absence**

### **3. Declarations of Interest - see guidance note**

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

#### 4. Official Communications

#### 5. Appointments

- (a) The Leader of the Council, Councillor Hudspeth, has given formal notice of the following additions and clarifications (shown in bold below) to the Cabinet Member portfolios to take effect from Tuesday 18<sup>th</sup> December 2012;

**Deputy Leader of the Council:  
Councillor Rodney Rose**

Transport; internal management;

**Cabinet Member for Police & Policies:  
Councillor Kieron Mallon**

Police issues; equalities and Community safety; **property and facilities management;**

- (b) to make any changes to the membership of the Cabinet, scrutiny and other committees on the nomination of political groups.

#### 6. Petitions and Public Address

#### 7. Report of the Remuneration Committee to Oxfordshire County Council on the Council's Pay Policy Statement (Pages 31 - 56)

Report by the Assistant Chief Executive & Chief Finance Officer (**CC7**)

The Remuneration Committee are required to report annually to Council on the Pay Policy Statement. This report updates the pay policy statement and indicates the future proposals of the Remuneration Committee, including consideration of introducing the Living Wage and opening negotiations on introducing local bargaining on pay and terms and conditions.

***The Council is RECOMMENDED to:***

- (a) ***receive the report of the Remuneration Committee and to note the proposals to consider the introduction of the Living Wage and to open negotiations with trade unions with a view to introducing local pay;***  
(b) ***approve the revised Pay Policy Statement at Annex 2 to this report.***

## **8. Oxfordshire County Council Corporate Plan 2013/14 - 2017/18 (Pages 57 - 94)**

This report and Annex (**CC8**) provides Council with the proposed Corporate Plan for 2013/14-2017/18. This is one of the Plans and strategies that forms the policy framework and requires full Council approval.

The Strategy & Partnerships Scrutiny Committee submitted comments to the Cabinet, who approved the draft on 29 January 2013.

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

***The Cabinet RECOMMENDS Council to approve the Corporate Plan 2013/14-2017/18 subject to the inclusion of consequential and editorial changes in the text as agreed by the Chief Executive after consultation with the Leader of the Council.***

## **9. Service & Resource Planning 2013/14 - 2016/17 (Pages 95 - 286)**

Report of the Cabinet by the Leader of the Council (**CC9(a)**) and Report by the Assistant Chief Executive & Chief Finance Officer (**CC9(b)**). The recommendations set out below (and in the report) are made subject to the Commentary on the Budget Proposals by the Assistant Chief Executive and Chief Finance Officer, as the Council's Section 151 Officer, to be circulated separately.

The Liberal Democrat, Labour and Green Groups propose to submit amendments to the budget proposals (**CC9 Liberal Democrat**), (**CC9 Labour**) and (**CC9 Green**) respectively and these will be circulated separately.

- a) ***(in respect of revenue) RECOMMEND Council to approve:***
- (1) ***a medium term plan for 2013/14 to 2016/17 as set out in Annex 1 (which incorporates changes the existing medium term financial plan as set out in Annex 3);***
  - (2) ***a budget for 2013/14 as set out in Annex 2***
  - (3) ***the Council Tax and Precept calculations for 2013/14 set out in Annex 4 and in particular:***
    - (i) ***a precept of £268,449,208;***
    - (ii) ***a Council Tax for band D equivalent properties of £1,184.83;***
  - (4) ***the updated financial strategy at Annex 5.***
  - (5) ***the planned level of balances and reserves for 2013/14 to 2016/17 as set out in Annex 6;***
  - (6) ***virement arrangements to operate within the approved budget for 2013/14 as set out in Annex 8;***
  - (7) ***the use of Dedicated Schools Grant (provisional allocation) for 2013/14 as set out in Annex 9;***

- b) *(in respect of treasury management) RECOMMEND Council to approve:*
  - (1) *the Treasury Management Strategy Statement for 2013/14 as set out in Annex 7; and*
  - (2) *that any further changes required to the 2013/14 strategy be delegated to the Chief Finance Officer in consultation with the Leader of the Council.;*
  - (3) *the continued delegation of authority to withdraw or advance additional funds to/from external fund managers to the Treasury Management Strategy Team;*
  - (4) *the Draft Treasury Management Policy Statement as set out at Appendix E of Annex 7;*
  
- c) *RECOMMEND Council to approve the Prudential Indicators as set out in Appendix A of Annex 7.*
  
- d) *RECOMMEND Council to approve the Minimum Revenue Provision Methodology Statement as set out in Appendix B of Annex 7.*
  
- e) *(in respect of capital) RECOMMEND Council to approve:*
  - (1) *the Corporate Asset Management Plan at Annex 10, the Transport Asset Management Plan at Annex 11 and the updated Capital Strategy at Annex 12;*
  - (2) *a Capital Programme for 2012/13 to 2016/17 as set out in Annex 13;*
  
- f) *to delegate authority to the Leader of the Council, following consultation with the Chief Finance Officer, to make appropriate changes to the proposed budget.*

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## **Pre-Meeting Briefing**

There will be a pre-meeting briefing at County Hall on **Monday 18 February 2013 at 11.00 am** for the Chairman, Vice-Chairman, Group Leaders and Deputy Group Leaders

# Agenda Item 1

## OXFORDSHIRE COUNTY COUNCIL

**MINUTES** of the meeting held on Tuesday, 11 December 2012 commencing at 10.00 am and finishing at 3.30 pm

**Present:**

Councillor **Tim Hallchurch**– in the Chair

Councillors:

Tim Hallchurch MBE	Janet Godden	David Robertson
Alyas Ahmed	Patrick Greene	Rodney Rose
Alan Armitage	Pete Handley	Gillian Sanders
Lynda Atkins	Jenny Hannaby	John Sanders
Marilyn Badcock	Tony Harbour	Bill Service
Mike Badcock	David Harvey	Dave Sexon
Maurice Billington	Mrs J. Heathcoat	Chip Sherwood
Norman Bolster	Hilary Hibbert-Biles	Dr Peter Skolar
Ann Bonner	Ian Hudspeth	Roz Smith
Liz Brighthouse OBE	Stewart Lilly	Val Smith
Iain Brown	Lorraine Lindsay-Gale	Richard Stevens
Jim Couchman	A.M. Lovatt	Keith Strangwood
Tony Crabbe	Kieron Mallon	Lawrie Stratford
Roy Darke	Charles Mathew	John Tanner
Arash Fatemian	Keith R. Mitchell CBE	Alan Thompson
Anda Fitzgerald-O'Connor	Caroline Newton	Melinda Tilley
Jean Fooks	David Nimmo-Smith	David Turner
Mrs C. Fulljames	Neil Owen	Michael Waine
Anthony Gearing	Zoé Patrick	David Wilmshurst
Michael Gibbard	Susanna Pressel	
John Goddard	Anne Purse	

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

### **213/12 MINUTES**

(Agenda Item 1)

The Minutes of the Meeting held on 11 September 2012 were approved and signed.

## **214/12 APOLOGIES FOR ABSENCE**

(Agenda Item 2)

Apologies for absence were received from Councillors Altaf-Khan, Carter, Chapman, Hayward, Jelf, Jones, Malik, Reynolds, L. Sanders, Seale Shouler, N. Turner and Viney.

## **215/12 DECLARATIONS OF INTEREST**

(Agenda Item 3)

Councillor Kieron Mallon declared a Disclosable Pecuniary Interest in Agenda Item 11 (Report of the Independent Remuneration Panel on Member's allowances) by virtue of his position as the Council's representative on the Thames Valley Police & Crime Panel.

Councillor Ian Hudspeth declared a Disclosable Pecuniary Interest in Agenda Item 21 (Item of Urgent Business – Terms and Conditions of Service – 2013/14 by virtue of his partner's position as Teacher Assistant at Bladon School.

## **216/12 OFFICIAL COMMUNICATIONS**

(Agenda Item 4)

The Chairman reported as follows:

- The Council congratulated Conservative Anthony Stansfeld who had been elected as Thames Valley's first police and crime commissioner. Mr Stansfeld took up the job from 22 November and would oversee the largest non-metropolitan police force in England;
- The Council congratulated the Music Service who had been presented an Award by the National Music Council in recognition of the work of music services and the support given by the local authorities across the country. The trophy was awarded to the Authority that demonstrated the most substantial overall commitment to music during the year in question April 2011 to March 2012;
- The Council congratulated Environment & Economy for receiving the Gold' Green Apple Environment Award for best practice in treating the county's food waste at a state-of-the-art facility.
- The Chairman sought Council's agreement to vary the Order of Business to take Agenda Item 21 (Item of Urgent business) directly after Agenda Item 11.

**RESOLVED:** (nem con) to take Agenda Item 21 after Agenda Item 11.

## **217/12 APPOINTMENTS**

(Agenda Item 5)

Councillor Hudspeth proposed and Councillor Rose seconded that Councillor Kieron Mallon be appointed as the Council's representative on the Police and Crime Panel.



Councillor Armitage proposed and Councillor Goddard seconded that Councillor Zoe Patrick be appointed as the Council's representative on the Police and Crime Panel.

Forty-one members voting in favour of Councillor Mallon and 8 members voting in favour of Councillor Patrick, Councillor Mallon was declared the Council's duly appointed representative on the Police and Crime Panel for the current Council Year.

## **218/12 PETITIONS AND PUBLIC ADDRESS**

(Agenda Item 6)

Petitions:

Mr Jim Smith: 'A request to allow motorcycles the use of bus lanes and access to roads within Oxford that were prohibited under the Oxford Transport Strategy';

Ms Bethanny Ray on behalf of Didcot Girls School: 'A request to put speed camera on Hadden Hill and reduce the speed limits in the local area to 30 mph'.

Public Address:

Mr Jonathan Goddard addressed the Council on behalf of the Oxford Living Wage Campaign in support of the motion by Councillor Alan Armitage (Agenda Item 17) requesting further investigation into the County Council adopting a Living Wage Policy.

Mr Toby Willows and Mantas Juodzbalis from Cherwell School addressed the Council in support of the Motion by Councillor Zoe Patrick (Agenda Item 14) requesting that the Council asks the Chief Executive/Cabinet to examine the feasibility of extending the concessionary travel scheme to include 18 – 24 year olds in receipt of Job Seekers Allowance or undertaking apprenticeships.

## **219/12 QUESTIONS WITH NOTICE FROM MEMBERS OF THE PUBLIC**

(Agenda Item 7)

The following question by Mr John Christie was put to the Leader of the Council, Councillor Ian Hudspeth:

In February 2011 the Council agreed a proposal that the budget for the Mill Arts Centre be reduced by £90,000 from April 2013.

There has been no indication since then how this significant reduction is to be achieved and how the future of the Mill and Arts and Culture in the Banbury area is to be secured.

We are only three months away from the implementation of the cut and there have been no proposals put forward for public consultation in line with the Council's policy on public consultation before decisions are made.

Would the Leader please confirm whether there are any proposals, consequent on the £90,000 cut, which would affect the management, staffing, and operational arrangements of the Mill and the Arts Culture and Educational offer for the Banbury area. If there are proposals would the Leader please state when public consultation on the proposals will take place, and following that consultation, when decisions are scheduled to be taken by the Cabinet and Council.

Councillor Hudspeth answered in the following terms:

We recognise the importance of the Mill Art Centre for cultural and community life of Banbury, it is therefore our aspiration that we move to an arrangement which give the Mill Management Committee direct control of the centres funding and activities. The reduction in funding of £90,000 will soon mean that we will be providing a direct grant of over £80,000 per annum. We will also be continuing to provide and maintain the building itself. We are currently consulting with OCC employed staff on the proposal to achieve the reduction of funding which would result, if agreed, in a new staffing structure under direct management of the Mill Management Committee being put in place. This will let us and the Committee to ensure that all Mill's resources are managed to the best effect. We have worked closely with both the Mill Management Committee and Cherwell District Council in relation to these proposed changes.

All consultation of any reorganisation involving County Council staff has been undertaken internally it is not a public consultation exercise, it is regretful that this means a period of change and uncertainty for them but it is essential to undertake this properly.

With no change plans in the level and types of services provide by the Mill no public consultation will be required. The decision to reduce the level of funding was taken as part of the budget setting process at full Council on 15 February 2011. It is now a matter for the operational managers of the service to implement that decision. No further action is therefore required on the part of the Cabinet or the Council, although I can confirm that both myself, my deputy as well as Council services portfolio holder – Councillor Heathcoat have been fully engaged with the process with officer and support the action that is being taken. It will lead to greater sustainability for The Mill and enable them to play a full part of any regeneration of the canal side in Banbury. The Centre can look forward to a more secure financial future, knowing that the County Council's grant will be in place.

Mr Christie then put the following supplementary question to Mr Hudspeth:

Would the Leader agree from his reply that there is to be a fundamental change in the culture between the County Council and The Mill Management

Centre and would he also agree that the Mill Management Centre and the County Council agreed to consult with the public in their document on any change. And would he further please consider my view that this proposal is a key decision for the Cabinet in the Council today as it affects a fundamental change in the relationship between the Management and the County Council's role and will be reconsider that there should be proper public consultation in line with the agreement.

Councillor Hudspeth replied in the following terms:

I am not sure whether that was one or five questions, I shall do my best to pick up all the points.

I think if you listen to my first statement which I will provide you a copy of, it is quite clear that this is an internal reorganisation. Therefore no public consultation is taking place. We are working with the Mill Management Committee to find the best solution to maintain this building and move forward Arts in Banbury generally, so I think my first answer covered all your questions.

## **220/12 2012/13 REQUESTS FOR VIREMENTS**

(Agenda Item 8)

The Council had before them a report (CC8) which sought approval to a temporary virement to amend the Council contributions to the pools with the effect of moving funding from the Learning Disabilities Pool, where there was a forecast underspend, to offset pressures in the Physical Disabilities Pool.

**RESOLVED:** (on a motion by Councillor Hudspeth, seconded by Councillor Rose and carried nem con) to approve a temporary virement in 2012/13 to amend the Council contributions to the Pools with the effect of moving £1.842m funding from the Learning Disabilities Pool to the Physical Disabilities Pool.

## **221/12 TREASURY MANAGEMENT MID TERM REVIEW (2012/13)**

(Agenda Item 9)

The Council had before them a report (CC9) which set out the Treasury Management Activity undertaken in the first half of the financial year 2012/13, including Debt and Investment activity, Prudential Indicator monitoring, changes in Strategy and forecast interest receivable and payable for the financial year.

**RESOLVED:** (on a motion by councillor Hudspeth, seconded by Councillor Rose and carried nem con) to:

- (a) note the Council's Mid Term Treasury Management Review 2012/13; and
- (b) congratulate the Assistant Chief Executive & Chief Finance Officer and her team for an excellent report.

## **222/12 QUESTIONS WITH NOTICE FROM MEMBERS OF THE COUNCIL**

(Agenda Item 10)

16 questions with notice were asked. Details of the questions and answers and the supplementary questions and answers, where asked and given, are set out in Annex 1 to the signed copy of the Minutes.

In relation to Question 1 (Question from Councillor John Sanders), Councillor Rose stated that the situation was being monitored and undertook to provide local members with an update if and when anything further needed to be reported.

In relation to Question 3 (Question from Councillor Roy Darke), Councillor Heathcoat undertook to meet with representatives from Old Marston Library for further discussions;

In relation to Question 11 (Question from Councillor Gill Sanders), Councillor Rose undertook to look into the matter further and report back should he find anything to report on;

In relation to Question 15 (Question from Councillor Anne Purse), Councillor Hibbert-Biles undertook to provide Councillor Purse with further information once the Carillion Audit had been carried out.

## **223/12 REPORT OF THE INDEPENDENT REMUNERATION PANEL ON MEMBERS' ALLOWANCES**

(Agenda Item 11)

*Councillor Mallon left the Council Chamber until the debate and vote were concluded (please see Minute 215/12).*

Council had before them a report (CC11) which set out the findings of the Independent Remuneration Panel into whether Special Responsibility Allowance should be payable to the County Council's representative on the Thames Valley Police & Crime Panel.

Councillor Hudspeth moved and Councillor Rose seconded the following motion as amended with Council's agreement by Councillor Hudspeth in strikethrough and bold italics:

**The Council is RECOMMENDED that:**

- (a) ***Subject to (c) below*** a special responsibility allowance of £1,500 be paid to the Council's representative on the Thames Valley Police & Crime Panel,
- (b) ***Subject to (c) below*** a Special Responsibility Allowance of £3,000 be paid to the Council's representative as the Vice Chairman of the Thames Valley Police & Crime Panel;

- (c) ***The allowances in (a) and (b) above will not be payable if the representative is a Cabinet Member;***
- ~~(c)~~ (d) the Independent Remuneration Panel review these arrangements within six months.

The motion, as amended in bold italics and strikethrough was put to the vote and was carried by 48 votes to 7

**RESOLVED:** (by 48 votes to 7) that:

- (a) Subject to (c) below a special responsibility allowance of £1,500 be paid to the Council's representative on the Thames Valley Police & Crime Panel;
- (b) Subject to (c) below a Special Responsibility Allowance of £3,000 be paid to the Council's representative as the Vice Chairman of the Thames Valley Police & Crime Panel;
- (c) The allowances in (a) and (b) above will not be payable if the representative is a Cabinet Member;
- (d) the Independent Remuneration Panel review these arrangements within six months.

## **224/12 ITEM OF URGENT BUSINESS - TERMS AND CONDITIONS OF SERVICE - 2013-14**

(Agenda Item 21)

*Councillor Hudspeth left the Council Chamber until the debate and vote were concluded (please see minute 215/12).*

The Council had before them a report (CC21) which sought approval to a number of recommendations made in relation to the current local agreement on terms and conditions of employment.

Under the provisions set out in Section 100B(4) of the Local Government Act 1972 (as amended) the Chairman of the Council was of the opinion that the following report could be taken as urgent business by reason of the need to negotiate changes to terms and conditions and give notice of changes by end of 2012.

**RESOLVED:** (on a motion by Councillor Wilmshurst, seconded by Councillor Parick and carried nem con) to ask Officers to seek agreement with relevant trade unions to the following:

- (a) reintroduce the payment of annual incremental rises for employees earning over £22,000 per annum where applicable with effect from 1 April 2013. The existing Green Book contractual provision for the withholding of increments where performance has been unsatisfactory will continue to apply;

- (b) reintroduce the payment of the Inland Revenue All Car mileage rates for business travel, currently 45 pence per mile. Costs over and above the old rate of 40 pence per mile to be absorbed in service budgets;
- (c) continue to calculate redundancy compensation at the rate of one and a half times the statutory number of weeks' pay on actual pay; and
- (d) negotiate the transfer of Green Book terms and conditions and pay from the current system of national negotiations to a system of local negotiations and to report back to the Remuneration Committee.

## **225/12 REPORT OF THE CABINET**

(Agenda Item 12)

The Council noted the report of the Cabinet Meetings held on 18 September, 16 October and 27 November 2012.

In relation to Paragraph 6 of the report (Question from Councillor Armitage on the Corporate Plan), Councillor Rose undertook to provide a written answer.

In relation to Paragraph 7 of the report (Question from Councillor Brighouse on Level 7 of the John Radcliffe), Councillor Fatemian undertook to raise the issue with the 'Adult Health & Social Care Board' to see what options could be explored.

In relation to Paragraph 10 of the report (Question by Councillor Waine on the overseeing of sponsors), Councillor Tilley undertook to go to the next meeting of the Scrutiny Committee to discuss the matter.

In relation to Paragraph 13 of the report (Question from Councillor Roz Smith on the expansion of Windmill School), Councillor Tilley undertook to get back to Councillor Smith once the issue had been discussed.

In relation to Paragraph 13 of the report (Question from Councillor Brighouse on a Traffic Regulation Order for Red Lines outside of Windmill), Councillor Tilley undertook to ask Councillor Rose to provide her with an answer.

## **226/12 MOTION FROM COUNCILLOR ARASH FATEMIAN**

(Agenda Item 13)

Councillor Skolar moved and Councillor Couchman seconded the following motion as amended with Council's agreement by Councillor Liz Brighouse in strikethrough and bold italics:

"Council welcomes a recent report to Adult Services scrutiny which sets out the ~~rigorous independent~~ contract monitoring and procedures that the directorate has had ***put*** in place for some time to ***help*** ensure the wellbeing of those using services throughout Oxfordshire. ~~Council is further reassured that this is an evolving process that develops over time.~~

However, this Council is concerned to learn that the Care Quality Commission in this region is currently operating under resource and asks the Leader to write to CQC expressing Oxfordshire County Council's wishes that this situation be immediately addressed, ***such that resources are provided*** to the correct levels to further ~~complement~~ ***complement*** the Council's own work.”

Councillor Hudspeth then moved and Councillor Rose seconded the following amendment with Council's agreement set out below in strikethrough and bold italics:

“Council welcomes a recent report to Adult Services scrutiny which sets out the contract monitoring and procedures that the directorate has put in place to help ensure the wellbeing of those using services throughout Oxfordshire.

However, this Council is concerned to learn that the Care Quality Commission in this region is currently operating under resource and asks the Leader to ~~write to~~ ***meet with*** CQC ***to*** expressing Oxfordshire County Council's wishes that this situation be immediately addressed, such that resources are provided to the correct levels to further complement the Council's own work.”

The motion, as amended in bold italics and strikethrough was carried nem con

**RESOLVED:** (nem con)

“Council welcomes a recent report to Adult Services scrutiny which sets out the contract monitoring and procedures that the directorate has put in place to help ensure the wellbeing of those using services throughout Oxfordshire.

However, this Council is concerned to learn that the Care Quality Commission in this region is currently operating under resource and asks the Leader to meet with CQC to express Oxfordshire County Council's wishes that this situation be immediately addressed, such that resources are provided to the correct levels to further complement the Council's own work.”

## **227/12 MOTION FROM COUNCILLOR ZOE PATRICK**

(Agenda Item 14)

Councillor Zoe Patrick moved and Councillor Janet Godden seconded the following motion:

“Council recognises that young unemployed people are particularly disadvantaged by the current economic situation and that they deserve extra support to move onto the first steps to permanent employment.

Council notes and supports the £1 billion Youth Contract scheme – launched by the Coalition Government as a result of Lib Dem intervention – that opens up various opportunities for young people.

Council further acknowledges that the cost of transport to Job Centres, job interviews, work experience and apprenticeships can be a real barrier to young people.

Council therefore, requests the Chief Executive/Cabinet to examine the feasibility of extending the concessionary travel scheme to include 18 – 24 year olds in receipt of Job Seekers Allowance or undertaking apprenticeships and to report back to Council within 3 months.”

Following debate, the motion was put to the vote and was lost by 41 votes to 16.

## **228/12 MOTION FROM COUNCILLOR JOHN SANDERS**

(Agenda Item 15)

Councillor John Sanders moved and Councillor Roy Darke seconded the following motion:

“This Council is concerned that two bus companies, running vital transport services for the Council, have gone into liquidation within a few days of each other. It calls into question whether the procurement policies of the Council are fit for the job.

At the moment, the Council looks for the "cheapest overall package" in choosing to subsidise bus services.

European procurement regulations admit either of two tendering criteria - (a) the lowest price or (b) the most economically advantageous tender (MEAT). The regulations state that suppliers can be assessed and excluded on the basis of their economic and financial capacity.

The Council now resolves to ask Cabinet to adopt the MEAT alternative for all bus service contracts and for all other Council services where failure would be likely to result in serious disadvantage to people who use the services or increased cost to the Council. This process will include a rigorous assessment of the commercial viability of tenderers as part of the Council’s due diligence in assessing contracts.”

Following debate, the motion as amended was put to the vote and was lost by 37 votes to 8, with 9 abstentions.

## **229/12 MOTION FROM COUNCILLOR JENNY HANNABY**

(Agenda Item 16)

Councillor Hannaby moved and Councillor Patrick seconded the following motion as amended with Council’s agreement by Councillor Arash Fatemian in strikethrough and bold italics:

“This Council notes that the report of the Commission on Funding of Care and Support chaired by Andrew Dilnot was sent to the Chancellor of the



Exchequer and the then Secretary of State for Health on 4th July 2010. The report recommended, inter alia:

- a) that a cap should be set on an individual's contributions; and
- b) that the upper threshold for means-testing should be raised

***Council congratulates the Coalition Government for having the courage to tackle this difficult challenge, which too many Governments have consistently delayed, and for embracing the proposals which would make social care a much fairer proposition for everyone.***

***Council recognises the difficult financial situation facing Local and Central Government, as a result of the reckless spending of the last Labour government, however, having taken this first step, Council calls upon Her Majesty's Government to:***

- (i) bring forward legislation to implement these two proposals without any further delay; and
- (ii) ensure that the necessary funding provided to all local authorities is based upon the demographics of the eligible population rather than an arbitrary formula.

The Council calls on the Chief Executive to write to the Secretary of State for Health outlining these concerns."

Following debate, The motion, as amended was put to the vote and was carried by 44 to 7.

**RESOLVED:**

"This Council notes that the report of the Commission on Funding of Care and Support chaired by Andrew Dilnot was sent to the Chancellor of the Exchequer and the then Secretary of State for Health on 4th July 2010. The report recommended, inter alia:

- a) that a cap should be set on an individual's contributions; and
- b) that the upper threshold for means-testing should be raised

Council congratulates the Coalition Government for having the courage to tackle this difficult challenge, which too many Governments have consistently delayed, and for embracing the proposals which would make social care a much fairer proposition for everyone.

Council recognises the difficult financial situation facing Local and Central Government, as a result of the reckless spending of the last Labour government, however, having taken this first step, Council calls upon Her Majesty's Government to:

- (i) bring forward legislation to implement these two proposals without any further delay; and

(ii) ensure that the necessary funding provided to all local authorities is based upon the demographics of the eligible population rather than an arbitrary formula.

The Council calls on the Chief Executive to write to the Secretary of State for Health outlining these concerns.”

**230/12 MOTION FROM COUNCILLOR ALAN ARMITAGE**

(Agenda Item 17)

In line with paragraph 14.1 of the Constitution and with Council’s consent, Councillor Armitage Withdrew his Motion.

**231/12 MOTION FROM COUNCILLOR LARRY SANDERS**

(Agenda Item 18)

There being no mover or seconder this Motion was considered dropped in accordance with Council Procedure Rule 15.1.

**232/12 MOTION FROM COUNCILLOR ARASH FATEMIAN**

(Agenda Item 19)

In line with paragraph 14.1 of the Constitution and with Council’s consent, Councillor Armitage Withdrew his Motion.

**233/12 MOTION FROM COUNCILLOR ARASH FATEMIAN**

(Agenda Item 20)

Councillor Fatemian moved and Councillor Harvey seconded the following motion as amended with Council’s agreement by Councillor Fatemian in strikethrough and bold italics:

“This Council is surprised to learn that Oxford City Council is spending £450,000 on upgrading public conveniences throughout the City (Oxford Mail, 25th October 2012). Oxfordshire County Council recognises the importance of public conveniences for all but especially for older people, those with a disability, pregnant women, and families with young children.

However, Council asks the Leader to write to the City Council to express concern about spending priorities, especially given the attitude that the City Councillors & County Councillors from Oxford City have adopted to issues such as the funding of the Dial-A-Ride service and to consider if all the spending is really necessary such as decorating the walls with comments.

***The Council asks Cabinet to work with the City Council on spending priorities including Dial-A-Ride.***”

The motion, as amended in bold italics and strikethrough was put to the vote and was carried by 31 votes to 16.

**RESOLVED:** by 31 votes to 16

“This Council is surprised to learn that Oxford City Council is spending £450,000 on upgrading public conveniences throughout the City (Oxford Mail, 25th October 2012). Oxfordshire County Council recognises the importance of public conveniences for all but especially for older people, those with a disability, pregnant women, and families with young children.

However, Council asks the Leader to write to the City Council to express concern about spending priorities, especially given the attitude that the City Councillors & County Councillors from Oxford City have adopted to issues such as the funding of the Dial-A-Ride service and to consider if all the spending is really necessary such as decorating the walls with comments.

The Council asks Cabinet to work with the City Council on spending priorities including Dial-A-Ride.”

..... in the Chair

Date of signing .....

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## **QUESTIONS WITH NOTICE FROM MEMBERS OF THE COUNCIL**

Questions are listed in the order in which they were received. The time allowed for this agenda item will not exceed 30 minutes. Should any questioner not have received an answer in that time, a written answer will be provided.

<b>Questions</b>	<b>Answers</b>
<p><b>1. COUNCILLOR JOHN SANDERS</b></p> <p>Now that the Council has increased parking charges at Thornhill Park &amp; Ride, what measures does the Council now intend to take to deter drivers from avoiding these modest charges and instead parking inappropriately in the neighbouring Sandhills area?</p>	<p><b>COUNCILLOR RODNEY ROSE, DEPUTY LEADER</b></p> <p>There are already some parking restrictions in place in the Sandhills area and we have made sure that these are fully enforceable and have instructed the enforcement team to pay extra attention to this area once charging for long-stay started at Thornhill. We will be carrying out parking surveys to see what effect the charges have had on local residential streets.</p> <p>Any extension to the current restrictions would of course need to be the subject of detailed consultation with residents and others. The Councillor will know that at the Council meeting in September I gave an undertaking to Cllr Smith that I will consider using the E&amp;E budget for such measures rather than making local councillors have to take it from any local member's budget.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Chairman, I am delighted to see Councillor Rose's answer there. What I wanted to ask was will Councillor Rose come back to us with an update on this because it's a kind of question that unfortunately is often kicked into the long grass.</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>Yes Chairman I will obviously be watching developments in that area of the City and as soon as anything does need to be reported back to local members then that will be done.</p>

Questions	Answers
<p><b>2. COUNCILLOR JANET GODDEN</b></p> <p>A small local business has estimated £40 for killing weeds on a large, wide traffic island in West Way, Botley. The estimate obtained by Oxfordshire Highways is that the work may cost 'as much as £500 because of traffic management issues'. This discrepancy seems to exceed normal considerations of higher overheads from a larger contractor. Is Oxfordshire Highways confident that it is getting value for money?</p>	<p><b>COUNCILLOR RODNEY ROSE, DEPUTY LEADER</b></p> <p>As Portfolio holder for Highways I am aware that working in a live highways environment is one of the more dangerous activities that our staff do. With this in mind I insist that full consideration is given to Health and Safety and all Department for Transport guidelines in relation to traffic management. Clearly, you could undertake this work through the parish council but I would encourage them to ensure they are recognising their Health and Safety responsibilities.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Weed killing as you know is paid for from our stewardship budget. If you were to go back to one of your parish councils recommending that they accepted the recommended sum from this authority of £500 for weed killing on a small traffic island on a long main road against the £40 that they had obtained themselves – what sort of answer do you think that you would get?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>Through you Chairman, I am quite lucky that I don't have the Botley Road running through my parish So I don't need the level of Health &amp; Safety regime in place when workmen are out on our main roads. I do think it is necessary on the Botley Road and I am sure that tender was done with Health &amp; Safety in mind.</p>
<p><b>3. COUNCILLOR ROY DARKE</b></p> <p>I am concerned at the lack of progress towards resolving the position of "level 3" libraries which includes Old Marston Library in my division. After a recent contact with the County Council the OML support group was told that because it had not been in touch for a while the officers</p>	<p><b>COUNCILLOR JUDITH HEATHCOAT, CABINET MEMBER FOR SAFER &amp; STRONGER COMMUNITIES</b></p> <p>Can I thank Cllr Darke for his question.</p> <p>As was always the intention, the three year process to develop our community library model began in earnest from April this year, once the budget had been approved. Conversations have been taking place between local groups, local members and the Library Service across the piece. It is important to stress that it was never the</p>

Questions	Answers
<p>assumed that there was no longer local interest in retaining the library service. Can the Cabinet Member assure all of us who believe that the Council has a duty to support and maintain libraries that there are still active processes in place to ensure “level 3” libraries are given every help to sustain this service crucial to education, health and well-being of individuals and local communities.”</p>	<p>intention that the shift in the balance of staffing in community libraries would be implemented by now.</p> <p>The speed at which this work will progress is governed by local factors and the Library Service Manager is meeting with Friends Groups, local members and community stakeholders and working with them and her team to develop and deliver sustainable solutions by April 2015. Solutions will be different in each case and worked on a library by library basis, reflecting local need and local circumstances and is very much by negotiation and in partnership.</p> <p>As a designated community library, Old Marston Library will receive the same level of support and resource from the Library Service as other similarly placed libraries as we now move towards the community library model.</p> <p>Possibly the "recent contact with the County Council" cited in Cllr Darke's question may have been a telephone conversation with Monika Brown and the Library Services Manager on Saturday November 3rd. Responding proactively to the need to establish proper contact with the local community of Old Marston in order to progress the development of sustainable library services there, This call was because Ms Brown was someone who had expressed an interest in supporting the library and had been active in the recent initiatives around library services locally. Following on from this telephone conversation with Ms Brown on 3<sup>rd</sup> November and email correspondence, I would advise that The Chair of Old Marston Library Group has been given the Library Service Manager's contact details in order that we can work together to deliver a future library service for the community of Old Marston.</p> <p>Many councillors have been extremely proactive within their community speaking with me, and the Library Services Manager and meetings are taking place to ensure that the community library model is not only delivered but that the service maintains its high reputation for excellent service delivery. As the meetings take place, I have emailed both Safer and Stronger Communities Scrutiny members and local members so that everyone is up to date.</p>

<b>Questions</b>	<b>Answers</b>
	<p>Old Marston Library recently celebrated its 50<sup>th</sup> Anniversary which gave staff, both past and present together with customers a chance to celebrate in style. There was huge support from the local community some 100-200 people attended. There was music, an illustration workshop, rhymetimes for under-fives and also the presentation of gold medals for those who had completed the StoryLab challenge. A competition is being run for children to think about what the library might look like in a further 50 years. Hardly the vision of a library where there is a lack of interest on the part of either the Oxfordshire Library Service or the local community.</p> <p>The Leader, Cllr. Hudspeth has also visited Old Marston which again confirms our support for Old Marston.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Thanks for a very full reply, Councillor Heathcoat. My question really is the issue which still worries Old Marston Library Support Group is the whole question of lone working of volunteers in a library and the question is would it not be a sensible idea to use volunteers in larger libraries where there is not a lone working issue and to think about redeploying staff into those smaller libraries where one person is in charge?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>Thank you Chairman, I wonder if Councillor Darke is aware that we already have our own Library Service staff who are lone workers in some of our libraries. With regard to the appointment of a member of staff, that appointment has been made so there will be someone there to look after and assist with the work, but I am surprised that Councillor Darke actually wrote to Julia Southwold only yesterday with the same question, with the question coming up to Council today and I believe that my reply was really far from unambiguous as to how the work was going, how the project was developing but I am surprised he has a supplementary. Can I also say that I was perturbed by the tone of the question, Chairman, because I would like to repeat something that I actually put on the order paper with these questions, it says that many Councillors have been extremely proactive, could I ask Councillor Darke to be proactive with me, with officers and we will make meetings with people from Old Marston to make sure that they are fully informed as to how the project is going.</p>
<p><b>4. COUNCILLOR SUSANNA PRESSEL</b></p> <p>Some of the road surfaces in the City Centre that are very heavily used by buses are in an extremely poor state. This is unpleasant for all</p>	<p><b>COUNCILLOR RODNEY ROSE, DEPUTY LEADER</b></p> <p>Management of the city network is split between the City Council, who manage local roads under Section 42 of the Highways Act and the County Council who manage the Strategic Network. For both Authorities regular safety inspections are undertaken in</p>



<b>Questions</b>	<b>Answers</b>
road users, but actually dangerous for cyclists, who sometimes swerve to avoid broken tarmac and sometimes risk hitting a pothole concealed by standing water. Please can you tell us what you are going to do about this?	the City centre, any safety defects identified are rectified, in addition any issues reported by members of the public are investigated and repairs are instigated if required .It would be very useful if Cllr Pressel could identify specific locations rather than a general statement regarding location in order to investigate her concerns in more detail.
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Does Councillor Rose really think that I would come along here with a list of defects in my division – that would be absurd the point I am trying to make here is a general one. The question is when are you going to do something about the appalling state of some of the roads in the City, especially on the bus routes. I put forward lots of lists of complaints and I forward lost of complaints from people in my division, but the Council staff are not keeping up with the volume of problems, there are potholes, there are stretches with corrugated surfaces, they are just dreadful and they are not being dealt with, so please give them more attention and spend more money – when are you going to do that?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>Chairman, this is something we do on a daily bases we inspect all the roads, we repair any defects that are notified to us, so I am very surprised that the Councillor will not advise me of what defects she is talking about.</p>
<p><b>5. COUNCILLOR LARRY SANDERS</b></p> <p>You were quoted in an Oxford Mail article as saying you knew where the areas were which posed the greatest risks for road safety but could not deal with them because of a lack of finance.</p> <p>What are the five most dangerous locations?</p>	<p><b>COUNCILLOR RODNEY ROSE, DEPUTY LEADER</b></p> <p>The most dangerous locations’ is a very imprecise definition, open to various interpretation of the data and I would be happy to ask the Director’s staff to provide you with a fuller briefing if that is what you require.</p> <p>What we can say is that the 5 sites with the most reported injury accidents in the 5 years to the end of 2011 are:-</p>

Questions	Answers
<p>What would it cost in each instance to significantly reduce the risks?</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> A40 Headington (Green Road) roundabout - Oxford</li> <li><input type="checkbox"/> A420 The Plain Roundabout - Oxford</li> <li><input type="checkbox"/> A423 Heyford Hill roundabout - Sandford</li> <li><input type="checkbox"/> A40 Cutteslowe roundabout - Oxford</li> <li><input type="checkbox"/> A44 Peartree interchange roundabout – Gosford</li> </ul> <p>Looking at lengths of road (rather than specific sites), the 5 routes with the highest rate of reported injury accidents per billion vehicle kilometres travelled in that length in the 5 years to the end of 2011 are as follows (the lengths are not standard) :-</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> A420 Oxford High Street</li> <li><input type="checkbox"/> A420 Oxford St Aldates</li> <li><input type="checkbox"/> B430 Ardley to M40</li> <li><input type="checkbox"/> B480 (Cowley Road) Divinity Rd to The Plain</li> <li><input type="checkbox"/> B4495 (Between Towns Road) B480 to Rymers Lane</li> </ul> <p>That very much depends on what treatment is done at each site. For example introducing traffic signals at a roundabout might cost around £1m to £2m depending on the site but that still not remove all the accidents. Likewise a 'length treatment' could be between £0.5m and £1m again very much depending upon the site and potential schemes.</p>
<p><b>6. COUNCILLOR LARRY SANDERS</b></p> <p>There seem to have been some problems in commissioning for Independent Living for people with Learning Disabilities. What were the plans and what is the latest position?</p>	<p><b>COUNCILLOR ARASH FATEMIAN, CABINET MEMBER FOR ADULT SERVICES</b></p> <p>I believe that Councillor Sanders has heard about the recent decision about the outsourcing of day services for adults with a learning disability. I have provided a full briefing to members explaining this decision in the interests of service users and carers and to make sure that we are making the best use of public money.</p>

Questions	Answers
<p><b>7. COUNCILLOR LARRY SANDERS</b></p> <p>What are the latest figures for the number of people receiving fully-funded NHS Continuing Care from Oxfordshire NHS and what position does Oxfordshire hold among other areas with regard to the ratio of people receiving such funding in comparison with the population?</p>	<p><b>COUNCILLOR ARASH FATEMIAN, CABINET MEMBER FOR ADULT SERVICES</b></p> <p>261 people received Continuing Healthcare payments from Oxfordshire PCT in the first quarter of 2012/13 or 4.3 people per 10,000 population. This compares with a figure of 6.9 for the South Central Health Authority and 11.1 for the country as a whole. The rate in Oxfordshire PCT is the 5th lowest in the country out of 157 PCTs.</p> <p>In the last three years the number of people receiving payments in Oxfordshire has dropped by 54%. In the SCHA there was a corresponding drop of 31%, but nationally the figure rose by 26%.</p>
<p><b>8. COUNCILLOR LARRY SANDERS</b></p> <p>My understanding is that an efficient Commissioning Body, which it appears Oxfordshire County Council is striving to become assesses in each area the best way to organise the delivery of services. These methods can include outsourcing, in-house delivery, wholly owned companies, etc. It appears that Oxfordshire County Council has a bias to outsourcing. Can you tell me what efforts have been made to use other methods and what the results have been?</p>	<p><b>COUCILLOR IAN HUDSPETH, LEADER OF THE COUNCIL</b></p> <p>The Council has been moving towards becoming principally a commissioning organisation for a number of years and this continues as a direction of travel.</p> <p>The level of outsourcing varies across council services. In adult social care approximately 90% of services are provided externally. In children, education and families it is around 10%. There is no automatic assumption that all services will be outsourced.</p> <p>As part of its service and resource planning process each directorate will consider outsourcing as one option. In some cases a decision to outsource a service has been reversed following market testing, for example adult day care services.</p> <p>There is no bias towards the private sector or any particular model of provision, depending on the requirements there can be a number of options open to the council, including:</p> <ul style="list-style-type: none"> <li>• In house delivery including insourcing</li> <li>• Outsourcing to a 3rd party provider</li> <li>• Joint venture</li> <li>• Re-tender in current form</li> </ul>

Questions	Answers
	<p>Even within outsourcing there are a number of potential structures bidders could adopt, a social enterprise is one option for example that would be considered as part of an outsourcing exercise.</p> <p>Recent examples of the diversity involved in the council's commissioning include:</p> <ul style="list-style-type: none"> <li>• Following consultation with local stakeholders, the council delayed the procurement of Healthwatch in order to allow time for the development of a local consortia who may wish to bid.</li> <li>• This year the council also tendered the new Oxfordshire Dial-a-Ride and included an in-house bid. The in-house bid demonstrated benefits above the private sector submissions and the contract was awarded to the in-house bid. In winning this contract the council insourced employees from the incumbent contractor.</li> <li>• This year the council established a partnership arrangement with Hampshire County Council ICT Service to improve support for key ICT systems, reducing our operational costs and increasing our ability to flex and change.</li> </ul> <p>The main consideration in any outsourcing process is securing good quality and value for money for the tax payer.</p>
<p><b>9. COUNCILLOR JOHN TANNER</b></p> <p>Will the Deputy Leader tell me, Cllr Chip Sherwood and the residents of our Isis division, when a decision will be made about the much-needed pedestrian crossing of Weirs Lane in Oxford? If the decision is favourable when is the crossing likely to be in place?</p>	<p><b>COUNCILLOR RODNEY ROSE, DEPUTY LEADER</b></p> <p>The objection we have received to the proposed zebra crossing will be presented in a report to my Decisions Meeting on 3<sup>rd</sup> January.</p> <p>I am advised that if it is approved the crossing will be installed in March.</p>

Questions	Answers
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Thank you Mr Chairman, would the portfolio holder accept my thanks for holding a meeting in January to make sure that this was decided. Is he aware that the thanks to Councillor Chip Sherwood who is my fellow councillor in my division, putting his money in as well as mine, we have the money for this project. The design is there so all we need is his agreement. Will he guarantee that there will be no delay and it will be done in this financial year?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>There are two questions there Chairman, the first will I accept Councillor Tanner's thanks – yes I will. On the second one I couldn't possibly prejudge a delegated decision meeting in advance of it happening I'm afraid.</p>
<p><b>10. COUNCILLOR JOHN TANNER</b></p> <p>Will the Cabinet member explain why the County Council failed to meet its 18% target for reducing carbon emissions (and associated energy costs) between 2007 and 2012 and only managed 10%? But will she accept my congratulations on achieving a 15% reduction in carbon footprint last year?</p>	<p><b>COUNCILLOR HIBBERT-BILES, CABINET MEMBER FOR GROWTH &amp; INFRASTRUCTURE</b></p> <p>In adopting an 18% target for reducing carbon emissions in 2007 the County Council was continuing its tradition of setting challenging targets as a way of acting as a catalyst for change.</p> <p>As a result of the 2007-12 Carbon Management Programme emissions from waste-to-landfill have been reduced by over 50% through better recycling and transport emissions have been reduced by over 20%. And despite a nominal 3% year-on-year growth in street lighting, emissions have been held to a 2% increase over the five years. However, more needs to be done across the schools estate where investment in energy saving has been partially offset by much increased use of ICT.</p> <p>Financially, the total capital expenditure in energy saving measures in corporate buildings and schools during the five year programme was £2,380k.</p> <p>As a result of this and other initiatives the County Council has surpassed the Government's 28% target for the reduction in carbon emissions 5 years early.</p>

Questions	Answers
	<p>The new Property and Facilities contract incorporates lessons learnt from experience with the Carbon Management Programme. The new contract requires Carillion to realise a 25% energy saving in the corporate estate over the life of the contract.</p> <p>In this way the County Council will continue to provide leadership in seeking to reduce energy costs and realise savings in carbon emissions.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Yes Mr Chairman, and again I am offering thanks. Could Hilary Hibbert-Biles give us some indication of what the saving in carbon emissions and in energy is likely to be in the next financial year, if the Conservatives are still in control?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>Well off the top of my head, no I can't. All I can say is that we are working towards it, we have done extremely well. We met the government target five years early, we have done extremely well, as you have actually said, you have congratulated us on what I have done. I thank you for that because it is very good that we said that we would do that. All I can say is that we are continuing working hard, we have smart meters going in, the schools and now Carillion are doing an audit and hopefully in the next year our carbon emissions will be less.</p>
<p><b>11. COUNCILLOR GILL SANDERS</b></p> <p>I have received a complaint from a constituent that, having lost his bus pass, he had to pay £10 for a replacement that he had to wait for 6 weeks for a replacement card, only to discover that his new card could not be recognized by the equipment on the buses. My husband recently received a replacement card that also was not recognized on the buses. A bus driver has told us that the chip in the new cards was the problem. Can you tell me why it takes six weeks for a replacement card and what was the cause of the problem with the faulty chips?</p>	<p><b>COUNCILLOR RODNEY ROSE, DEPUTY LEADER</b></p> <p>There is no problem with faulty chips in cards issued by OCC. A new system called HOPS has been put in place which enables the Electronic Ticketing Machines (ETMs) on buses to talk to each other and to local authorities around the country. This fixes a flaw in the system which meant that cards that had been deactivated in one area could still be used in other parts of the country. The bus operators have only been able to apply one update a day to these ETMs, which has meant that some cards issued by OCC since 24<sup>th</sup> September 2012 have not been registering on some machines.</p> <p>This is not an issue with the OCC cards, as these have been extensively tested with the card provider. The Bus Services Team have been in constant dialogue with the bus operators and have repeatedly asked them to advise their drivers of this and that they should be accepting them as 'flash' passes and issuing a ticket to travel. There have been quite a few problems with bus drivers giving incorrect advice to</p>

Questions	Answers
	<p>concessionary bus pass holders, which has led to the misconception that it is a problem with the cards.</p> <p>It is envisaged that this will be resolved by the end of the year, and the volume of reports is decreasing as the updates are applied by the bus operators to the ETMs.</p> <p>Prior to 1<sup>st</sup> April when OCC took over the administration of the scheme, Oxford City Council were the only council in the county that issued passes on the day of application. When we took over the scheme, OCC brought Oxford City into line with the rest of the districts as this was the most cost effective way to administer the scheme for the whole of the county and also provides the most durable card available, which should last for the whole period it is issued for. Our turnaround target is 10-15 days due to all cards being issued through a third party card printing company. As far as I am aware no replacement card has taken 6 weeks to issue (as implicated by your constituent) unless there has been a problem with the information provided as part of the application process.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Yes, thank you Councillor Rose for your fairly detailed reply. Whilst I recognise that the introduction of the HOPS system will obviously be of great benefit, in view of the fact that introduced in September and even up to November at least, that I know of, there have been problems with people using the new cards. I think it might have been advisable to include some kind of note when the new cards were issued to actually inform people that they might encounter problems. Obviously the information has not got to the bus drivers because people have experienced difficulties when their bus passes have not been accepted. Understandably if the HOPS system is being</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>Chairman, I am not sure I do agree with the question, I'm sure people can get them sooner if they wish too. But I will take it further if and will send you a written answer.</p>

Questions	Answers
<p>introduced they may be wary that the cards are not are not the correct cards. I was very pleased to see that Oxford City Council were the only council in the county that issued passes on the day of application. Would Councillor Rose not think it would be better to issue passes earlier than 10-15 days, would he not agree that if you're a pensioner or someone who has a concessionary bus pass not to have that bus pass for at least 3 weeks is going to cost you a great deal of money and I would have thought that to introduce that would he not agree that to get these cards printed a lot quicker would be of benefit to the people who are using these cards?</p>	
<p><b>12. COUNCILLOR ZOE PATRICK</b></p> <p>Would the leader review the performance of those champions who are failing to report council?</p>	<p><b>COUCILLOR IAN HUDSPETH, LEADER OF THE COUNCIL</b></p> <p>I am considering a review of all the Champion positions, I would like to have a discussion with you as opposition leader and Cllr Brighthouse Leader of the Labour group to find the best way forward. I will arrange a meeting.</p>
<p><b>13. COUNCILLOR ZOE PATRICK</b></p> <p>In view of the transition from the Police Authority over to the new Police and Crime Commissioner, why did the Cabinet Member for Policing not attend important planning meetings of the Police Authority where the last meetings of the committees were taking place? These meetings included important briefings to ensure that the work of the authority would be given an efficient handover of business to the incoming</p>	<p><b>COUNCILLOR KIERON MALLON, CABINET MEMBER FOR POLICE &amp; POLICIES</b></p> <p>I can only assume that Councillor Patrick refers to the meeting of the Authority's Transition Panel.</p> <p>Councillor Patrick should know that I am not a member of this Panel, but attended some (2 out of 6) as an observer, an opportunity that was also available to all Authority members including Councillor Patrick.</p> <p>As a member and Vice Chairman of the new Police and Crime Panel, I was fully aware and involved in the handover to the incoming PCC. The numerous informal, formal and appointment meetings I have attended across three counties on</p>



<b>Questions</b>	<b>Answers</b>
PCC.	Oxfordshire's behalf in recent months have meant I have been involved more than most of the former Police Authority members in the handover. As I informed the last Full Council following an oral question from the Leader of the Opposition the Panel has been running for some months in both shadow and formal format.
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>I wasn't actually referring to the transition panel I was actually referring to the Police Authority Committee, the Partnership Committee and in fact other police authority meetings where your absence was noted.</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>As ever, I welcome the opportunity to rise in this chamber and answer questions. I have attended meetings of this Council since 1997 and attach such importance to these meetings that I never once missed a full council meeting in 15 years. The meetings of the Police Authority the minutes and the attendance thereof of are well recorded. But the Police Authority, as I said, is dead during the same time and in the run up to the elections the Police and Crime Panel met both in shadow and in real times. During that time there are a list of attendances by me representing this authority on 20 March, 19 April, 19 July, 14 September, 6 December, 7 September, 25 September, 11 October and 30 November. I represented this Council both locally and strategically on that Panel. I refer to an answer I gave through you earlier Chairman that the Police Authority is dead and the Police &amp; Crime Panel is taking over. The lead role that I took on that Panel meant that I was fully aware of all of the meetings of the Policy Authority the meetings open up and for the Leader of the Opposition, I have also attended briefing meetings with members of the Police Authority, with the Chief Constable, with the incoming Panel members and my peers on that panel have seen fit for whatever reason, I am only assume that they have the confidence in me to give me a strategic roll now across three counties as well as representing this authority. One of the meetings that Councillor Patrick alludes to was through illness. The serious note is that because of this answer I have not I have never claimed mileage allowance in years on this Council, I have never claimed mileage allowance on another council. I have now for the first time put a claim in so that Members can fully see where I am, what I am doing at each meeting that I attend or don't attend, I think the question, through Chairman, is an impertinence.</p>

Questions	Answers
<p><b>14. COUNCILLOR ROZ SMITH</b></p> <p>Would the deputy leader agree that the new Carillion contract with schools does not always offer value for money? For example, last year under the contract with Mouchel, our nursery school was invoiced £50.00 plus VAT for a horticultural job; under the new contract with Carillion the estimate for a similar job was £267.13 plus VAT.</p>	<p><b>COUNCILLOR RODNEY ROSE, DEPUTY LEADER</b></p> <p>I know officers have been seeking more detail from you so that I can give you a more complete answer and once they have that information I can respond to you.</p>
<p><b>15. COUNCILLOR ANNE PURSE</b></p> <p>Following the welcome news to the recent Growth and Infrastructure Scrutiny Committee that our rates of energy saving are on target, it seemed right to probe a little deeper in some aspects in order to avoid the myth ( we hope) of the Council that was applauded for saving energy which it had achieved by closing libraries.</p> <p>Can figures be made available to distinguish between what energy has been saved by positive action by the County – e.g. the programmes available to schools to monitor energy use, and which are occurring due to fewer staff working for the Council, and whether or not the energy used by contract workers is included in our figures, and the impact that has on our statistics.</p>	<p><b>COUNCILLOR HIBBERT-BILES, CABINET MEMBER FOR GROWTH &amp; INFRASTRUCTURE</b></p> <p>The carbon emission figures, which we reported to the Growth and Infrastructure Scrutiny Committee at its last meeting, were overall figures. As such, they do include the energy used by contract workers who are based in our offices and/or depots. In fact, they capture:</p> <ul style="list-style-type: none"> <li>• the impact of changes in energy behaviour;</li> <li>• the savings from investing in energy measures ( part-year savings on investments made last year and the first full-year savings of investments made in the previous year);</li> <li>• any changes in building numbers and sizes (and for travel, staff numbers);</li> <li>• the impact of changes in opening hours and IT equipment;</li> <li>• and the impact of the weather.</li> </ul> <p>Unfortunately, our monitoring systems are unable to separate out these different factors as the Councillor requests.</p> <p>As part of the new contract with Carillion, we are agreeing a Monitoring and Verification Strategy which will go some way to enabling us to answer this sort of question in the future. It will lead to a starting baseline, which includes information on</p>

<b>Questions</b>	<b>Answers</b>
	the weather, opening hours and IT equipment as well as building numbers and sizes, as well as energy consumption. Using a standard methodology, we will then be able to calculate the energy savings due to each investment, making allowance for the other factors.
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Thank you for your reply, it stills seems to me even given, and I am a great admirer of the work that the team have been doing for example in schools and in other things, that there does seem to be a problem in not knowing why we are not saving more electricity when we have fewer people working for the County Council and when there is more outsourcing – which is not coming off our figures. I note what you are saying, but I think that we really do need something urgently. I know we have asked questions for years about the impact on energy loss because of the work down near the front door of the main entrance of the County Council. So could you give me some idea of the timescale when these changes you are talking about should take place because I think there is an urgent need for more clarity?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>Thank you Chairman, as I have said previously in my response to Councillor Tanner, there is an audit taking place over all our properties at the minute by Carillion and as on as we have the responses to that I am sure will be able to let you know some more detail.</p>
<p><b>16. COUNCILLOR ANNE PURSE</b></p> <p>Given that LTP3 is already being drawn up, and could contain issues with wide reaching effect across the County, it seem desirable that the LTP Working Group drawn from members of the Growth and Infrastructure Scrutiny Committee</p>	<p><b>COUNCILLOR RODNEY ROSE, DEPUTY LEADER</b></p> <p>The LTP Working Group was helpful in preparing the content of the LTP3. As I confirmed at the meeting of Growth and Infrastructure Committee held on 17 September, it would indeed be helpful to reconvene the working group in order to assist with future updates. A date for a meeting of the working group will be identified as the programme of work to review the LTP3 is developed.</p>

<b>Questions</b>	<b>Answers</b>
<p>(of which I am one) should meet again if still in place, or be re-convened if not. With that in mind, please can the Deputy Leader please inform us of when the next meeting of the LTP working group will take place?</p>	
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Thank you for your answer, I would like to know however, when this meeting is going to reconvene because my recollection of LTP2 was that there was involvement from quite an early part of LTP2 and it was regularly carried on that the group that the scrutiny group met. We are hearing all sorts of rumours about LTP3 I think it would be very good to have scrutiny involvement sooner rather than later. Have you any idea of timescale, please?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>Chairman, first LTP3 is already in place so it would only be a matter of amendments in future which in the very short term the Deputy Director and myself are empowered to do although that would be reviewed by Full Council at the moment. The rest of this question really should be addressed to the Chairman of the Scrutiny Committee – the Growth and Infrastructure Scrutiny Committee which is in fact the working party. How they choose to do that work and whether they use the whole committee or set up a separate working party is in the gift of the Chairman of the Growth &amp; Infrastructure Scrutiny Committee and he is the only one that can answer when and how it will meet.</p>

## COUNCIL – 19 FEBRUARY 2013

### REPORT OF THE REMUNERATION COMMITTEE TO OXFORDSHIRE COUNTY COUNCIL ON THE COUNCIL'S PAY POLICY STATEMENT

**Report by the Assistant Chief Executive & Chief Finance Officer**

#### **Introduction**

1. In 2012 a stand-alone Remuneration Committee was set up to report directly to full Council and make recommendations regarding the Council's Pay Policy Statement. This is the updated report of the Remuneration Committee.

#### **Context**

2. The Localism Act 2011 required all councils to agree and publish a pay policy statement every financial year. The Act lays down requirements on the content of the statement. This requirement is supplemented by detailed guidance from the Department for Communities and Local Government entitled 'Openness and Accountability in Local Pay: Guidance under Section 40 of the Localism Act'.
3. In addition, the Code of Recommended Practice for Local Authorities on Data Transparency requires that Councils publish prescribed information on senior pay, jobs and organisational structures. The definition of senior pay under the Code is wider than the top management team and includes senior managers earning more than £58,200 per annum. Some of this information is already published each year in the Council's Statement of Accounts. Full details of the pay of individual managers, as required by the Act, will also be published in accordance with requirements.
4. The Council has for many years managed its pay by adopting balanced terms and conditions of employment and by exercising a range of effective managerial rules and processes which have allowed services to operate efficiently within the budgetary constraints which apply. Bench-marking information is available at Annex 1. The Council welcomes this opportunity to be open and accountable about the management of pay and seeks to publish a Pay Policy Statement which embraces the spirit and the letter of the legislation and guidance.
5. In summary the pay policy statement must as a minimum include details of the Council's policy on:
  - The remuneration of its Chief Officers;
  - The remuneration of its lowest paid employees ;

- The relationship between the remuneration of its Chief Officers and other officers;

## **Revised Pay Policy Statement**

6. The Pay Policy Statement at Annex 2 brings together current Oxfordshire County Council arrangements and policies into one document. It fulfils the requirements set down by the relevant legislation, codes etc. This Pay Policy Statement will be reviewed by the Council annually.
7. The Chief Executive and Directors are currently paid on spot point salaries under a two-yearly review of pay related to average pay in the south east and neighbouring County Councils. Other senior managers are paid on four point grades using appropriate job evaluation systems. Cost of living reviews are negotiated annually by the relevant national joint councils. Bonuses and performance related pay are not paid. Changes to grades of senior officers are currently approved by Democracy and Organisation Committee Gratings Sub-Committee. A consolidated Pay Spine has been developed and is shown in Appendix 1 of the Pay Statement for information. This will enable pay relativities to be evident at a glance.
8. The Chief Executive and Director's pay was last increased in 2007. Pay was reviewed locally in accordance with the policy in 2009 but a decision was taken by Senior Officers not to accept any increase due to the budgetary situation. Pay was not reviewed in 2011 as the council had adopted a freeze for other staff. The current pay policy requires that a review of senior officers' pay should take place in 2013. The last cost of living pay rise was made at 1 April 2008 so, in 2013-14 it will be five years since the Chief Executive, Directors and related officers have received a cost of living pay rise. Local Government (Green Book) staff has not received a cost of living pay rise for four years.
9. During the period April 2011 to April 2013 approximately £4.2 million was saved by introducing a local agreement which froze incremental rises for those earning over £21,000 p.a., introducing a reduced car allowance mileage rate of 35 pence per mile and reducing the redundancy calculator level to one and a half times the statutory rate on full pay. In accordance with the terms of this local agreement, and following further local discussions, negotiations and consultations with Trade Unions, Oxfordshire County Council has agreed, with effect from 1 April 2013, to lift the freeze on incremental rises, although tighter control relating the payment of increments to performance will be introduced. The Council also agreed to reintroduce the Inland Revenue 'All Car' mileage rate for business travel, currently 45 pence per mile. This latter will require managers to absorb costs of the increase over and above the previous All Car rate of 40 pence per mile within existing budgets, which will involve maintaining lower levels of travel. It has been agreed that the redundancy compensation rates will, however,

continue at the current reduced rate as over 700 employees have been made redundant on this rate during this period and it would seem unfair to reintroduce the higher rate. In addition, any increase in the calculator would go against the national trend towards reduced compensation rates.

10. In addition to the savings on terms and conditions, in order to meet its required financial constraints, the Council has reduced its overall staffing numbers since 1 April 2010 by over 31%. Senior manager numbers have been reduced by over 40% in the same period - these reductions involved removal of layers of management and increased spans of control in some areas.
11. Although Oxfordshire is subject to the difficult national economic situation it remains a relatively prosperous employment market and the Council must remain competitive in the levels of pay and terms and conditions of employment it offers in order to recruit and retain good quality staff.
12. Benchmarking data on pay and severance is attached at Annex 1. This shows that Oxfordshire's current levels of pay are below the benchmark level for the south east region. Oxfordshire's severance arrangements are shown to be in line with other Councils and relatively modest in terms of redundancy payment calculator.

### **Future Pay Policies**

13. The Remuneration Committee is currently exploring and discussing the implications of adopting the Living Wage for the Council. Further reports may be made to Council on this in due course.
14. The Remuneration Committee has asked Officers to seek agreement with relevant trade unions on the introduction of local pay for the Council. Negotiations on this are due to commence shortly. This will require careful and sensitive management.
15. The pay policy statement must be reviewed and re-published every year. Information published in accordance with the Data Transparency Code will be updated and improved regularly.
16. Relevant trade unions will be consulted fully on changes to the Pay Policy Statement.

### **RECOMMENDATIONS**

17. **The Council is RECOMMENDED to:**
  - (a) **receive the report of the Remuneration Committee and to note the proposals to consider the introduction of the Living**

- Wage and to open negotiations with trade unions with a view to introducing local pay;**
- (b) approve the revised Pay Policy Statement at Annex 2 to this report.**

**SUE SCANE**

Assistant Chief Executive & Chief Finance Officer

Contact Officer: Sue Corrigan (01865) 810280

Background Papers: Nil

January 2013



## Benchmark Information 2011-12

## Senior Pay

Post	Oxfordshire County Council Salary £	Median for County Councils £	Median for South East £
Chief Executive	182,431	189,158	210,000
Director for Children, Education & Families	137,500	134,000	161,555
Director for Environment & Economy	128,194	128,194	140,000
Director for Social & Community Services	128,194	131,608	150,858
Deputy Directors	88,037–97,180	118,000*	105,543*

**Source: Senior Executive Pay in Local Government 2011 published by IDS**

Note: Only figures where a representative number of authorities are included have been used.

\*Based on figures published for Deputy Directors in Social and Community Services.

**Early Retirement and Redundancy Compensation 2012-13****How redundancy pay is calculated**

Method of calculation	Oxfordshire County Council	% of authorities
Using actual salary	Yes	89%
Using statutory maximum figure	No	4%
Other	No	6%

### Lump sum compensation for redundancy

Method of calculation	Oxfordshire County Council	% of authorities
X 1.5	1.5	28%
X 2		24%
X 2.5		3%
X 3		1%
Using other formula		43%

### Augmented membership under the Local Government Pension Scheme for redundancy

Method of calculation	Oxfordshire County Council	% of authorities
No	No	91%
Yes in some cases		8%
Yes in all cases		2%

### Augmented membership under the Local Government Pension Scheme for efficiency of the service retirements

Method of calculation	Oxfordshire County Council	% of authorities
No	No	88%
Yes in some cases		10%
Yes in all cases		2%

Source: Local Government Group Report of the Early Retirement and Redundancy Compensation Survey 2012

Footnote: Figures are for non-schools staff

### Oxfordshire County Council Pay Policy Statement.

#### Preamble.

1. This Pay Policy Statement fulfils Oxfordshire County Council's legal obligations under The Localism Act 2011. It has been updated to incorporate current guidance. The Council will also publish details of its senior pay, salary and organisational structure information as required by the Code of Recommended Practice for Local Authorities on Data Transparency.
2. This Statement will be published on the Council's public website and will be available in other formats upon request.
3. Procedural and approval requirements set down in the Council's Constitution will be applied as required.
4. This Policy Statement does not cover school employees.

#### Reward Policy.

5. Oxfordshire County Council aims to develop and implement reward systems and structures which meet the following requirements:
  - Allow the Council to recruit and retain high calibre employees in order to provide high quality services.
  - Maintain levels of pay which are in line with the Council's financial policies and provide value for money.
  - Are open, transparent and accountable.
  - Are fair and consistent.
6. High levels of performance are expected from employees and where standards are not satisfactory prompt managerial action will be taken to improve performance. This may include with-holding incremental rises or disciplinary/capability action in accordance with agreed procedures.

#### Pay Design.

7. The Chief Executive, Chief Officers<sup>1</sup>, Deputy Chief Officers and related staff will be employed under the relevant Joint National Council terms and conditions. Where the Council varies these terms and conditions locally this will be subject to approval by the Remuneration Committee.
8. The pay of the Chief Executive, Chief Officers, Deputy Chief Officers and related staff will be subject to review every two years. Information relating to

<sup>1</sup> For the purposes of this Statement the Assistant Chief Executive and Chief Fire Officers are treated as Chief Officers.

the pay of similar posts in relevant other local authorities will be taken into account to ensure that pay is sufficient to recruit and retain key senior staff but is not excessive in comparison with other local authorities. Bonuses and performance related pay will not be paid.

9. Grading of Deputy Chief Officers and related staff, other than in Fire and Rescue, will be subject to an appropriate job evaluation process.
10. Where the Chief Executive or other officer receives election fees these will be shown separately to salary. These fees are set annually by the Council's Democracy & Organisation Committee. In addition, a comprehensive review of election fees is undertaken by the Democracy & Organisation Committee every four years in readiness for the County quadrennial elections.
11. Grading structures and changes to salaries and remuneration for the Chief Executive, Chief Officers and Deputy Chief Officers will be considered by the new Remuneration Committee. Salary packages for a new post in excess of £100,000 p.a. will be subject to formal approval by full Council.
12. In accordance with publication requirements, a table showing information on the current pay of the Chief Executive, Chief Officers, Deputy Chief Officers and other officers, individual contractors and interims earning over £58,200 pa, will be published on the web site by 31 March 2012. Chief Officer Pay is already available. All allowances and other payments will be shown. Bonuses and performance related pay are not currently paid. Expenses are based on nationally agreed levels except car mileage which is currently 35 pence per mile.
13. The schemes of terms and conditions of employment and grading structures which apply to all groups of employees other than the Chief Executive, Chief Officers and Deputy Chief Officers are identified in Appendix 1.
14. The highest paid officer in the Council currently receives £182,431p.a. including all elements of pay other than election fees. The current lowest full time salary paid by the Council is £12,312 per annum<sup>2</sup>. The Council's median annual salary is £27,849 per annum. This multiplies 6.55 times into the annual salary of the highest paid.
15. Changes to the grades of all groups of employees other than Chief Executive and Chief Officers will be subject to Job Evaluation Schemes in accordance with the Constitution and national terms and conditions as applicable. Market supplements may be paid in circumstances where they are required to attract or retain appropriate staff where a case has been agreed by the Grading Moderation Panel which is responsible for the local determination of job grades.

<sup>2</sup> The lowest paid salary is based on the bottom point of the 'Green Book' scales which is the lowest normal pay point – currently payable to some cleaning staff. It does not include apprentices due to their trainee status or staff who have transferred in to the Council under TUPE protected rates.

16. Grading structures for all groups of employees will be implemented in line with agreed published pay scales and agreed relevant national and local terms and conditions of employment listed in Appendix 1.
17. Annual pay awards will be implemented in line with national negotiations for all employee groups except adult tutors and apprentices, for whom local arrangements will apply.

### Severance Payments

18. Severance payments for all employees will comply with the Council's Retirement Policy in respect of pension. The Oxfordshire County Council Redundancy Scheme, which is currently one and a half times statutory entitlement based on actual pay, will apply where redundancy payments are due.
19. Where other severance payments are appropriate such payments will be approved by the Head of Human Resources, Solicitor to the Council and the Chief Financial Officer, and will be the subject of a Compromise Agreement for the purpose of compromising any compensation for which the council may otherwise be legally liable.
20. All employees who have received a redundancy payment in relation to the termination of their contracts of employment will be subject to the provisions of the Redundancy Modification Order and will be subject to Local Government Pension Scheme (LGPS) Regulations or other pension scheme regulations where applicable. Information on severance payments paid is available at Appendix 1.
21. The current employer's pension contribution rates are set down in Appendix 2.
22. Severance payments are published as required by 'The Code of Recommended Practice for Local Authorities on Data Transparency'.
23. The Council's Retirement Policy Statement sets down its policy on payment of pensions. This policy Statement is reproduced as Appendix 3 of the Pay Policy Statement.

### Review of the Policy.

24. This policy Statement will be reviewed by the Remuneration Committee who will make recommendations for the approval of full Council annually.

Steve Munn  
Head of Human Resources  
Reviewed February 2013

## Appendix 1

### Terms and Conditions of Employment and Grading Structures.

#### Joint Negotiating Committee for Chief Executives

Effective from 1 April 2008

Pay Scale/Salary: £182,431 pa

#### Joint Negotiating Committee for Chief Officers

Effective from 1 April 2008

Grade	Pay Scale
Director Children, Education & Families	£137,500
Director	£128,194
Assistant Chief Executive	£106,282
Monitoring Officer	Grade A (see below)

#### HAY Grades

Effective from 1 April 2008

Grade	Pay Scale
Grade A	£88,037-£91,082-£94,131-£97,180
Grade B	£75,461-£78,890-£82,317-£85,750
Grade C	£62,881-£66,692-£70,500-£74,317
Grade D	£55,542-£56,439-£57,354-£58,286-£60,598

#### National Joint Council for Local Government Services (Green book)

Effective 1 April 2009

Grade	G1	G2	G3	G4
SCP - £	05 - £12,312 06 - £12,749	07 - £12,787 08 - £13,189	09 - £13,589 10 - £13,874 11 - £14,733	11 - £14,733 12 - £15,039 13 - £15,444
Grade	G5	G6	G7	G8
SCP - £	14 - £15,725 15 - £16,054 16 - £16,440 17 - £16,830	18 - £17,161 19 - £17,802 20 - £18,453 21 - £19,126	22 - £19,621 23 - £20,198 24 - £20,858 25 - £21,519	26 - £22,221 27 - £22,958 28 - £23,708 29 - £24,646
Grade	G9	G10	G11	G12
SCP - £	29 - £24,646 30 - £25,472 31 - £26,276 32 - £27,052	33 - £27,849 34 - £28,636 35 - £29,236 36 - £30,011	37 - £30,851 38 - £31,754 39 - £32,800 40 - £33,661	41 - £34,549 42 - £35,430 43 - £36,313 44 - £37,206

<b>Grade</b>	<b>G13</b>	<b>G14</b>	<b>G15</b>	<b>G16</b>
SCP - £	45 - £38,042 46 - £38,961 47 - £39,855 48 - £40,741	49 - £41,616 50 - £42,505 51 - £43,396 52 - £44,296	53 - £45,205 54 - £46,111 55 - £47,013 56 - £47,916	57 - £48,836 58 - £49,738 59 - £50,647 60 - £51,556
<b>Grade</b>	<b>G17</b>	<b>G18</b>		
SCP - £	61 - £52,462 62 - £53,374 63 - £54,280 64 - £55,189	65 - £56,097 66 - £57,003 67 - £57,928 68 - £58,869		

### Consolidated Pay Spine

<b>Spinal point</b>	<b>Salary £</b>	<b>Grade</b>
5	12,312	G1
6	12,749	G1
7	12,787	G2
8	13,189	G2
9	13,589	G3
10	13,874	G3
11	14,733	G3/G4
12	15,039	G4
13	15,444	G4
14	15,725	G5
15	16,054	G5
16	16,440	G5
17	16,830	G5
18	17,161	G6
19	17,802	G6
20	18,453	G6
21	19,126	G6
22	19,621	G7
23	20,198	G7
24	20,858	G7
25	21,519	G7
26	22,221	G8
27	22,958	G8
28	23,708	G8
29	24,646	G8/G9
30	25,472	G9
31	26,276	G9
32	27,052	G9
33	27,849	G10

<b>Spinal point</b>	<b>Salary £</b>	<b>Grade</b>
34	28,636	G10
35	29,236	G10
36	30,011	G10
37	30,851	G11
38	31,754	G11
39	32,800	G11
40	33,661	G11
41	34,549	G12
42	35,430	G12
43	36,313	G12
44	37,206	G12
45	38,042	G13
46	38,961	G13
47	39,855	G13
48	40,741	G13
49	41,616	G14
50	42,505	G14
51	43,396	G14
52	44,296	G14
53	45,205	G15
54	46,111	G15
55	47,013	G15
56	47,916	G15
57	48,836	G16
58	49,738	G16
59	50,647	G16
60	51,556	G16
61	52,462	G17
62	53,374	G17
63	54,280	G17
64	55,189	G17
64H	55,539	HAY D
65	56,097	G18
65H	56,273	HAY D
66	57,003	G18
66H	57,354	HAY D
67	57,928	G18
67H	58,286	HAY D
68	58,869	G18
69H	60,598	HAY D
70H	62,881	HAY C
71H	66,692	HAY C
72H	70,500	HAY C
73H	74,317	HAY C



<b>Spinal point</b>	<b>Salary £</b>	<b>Grade</b>
74H	75,461	HAY B
75H	78,890	HAY B
76H	82,317	HAY B
77H	85,750	HAY B
78H	88,037	HAY A
79H	91,082	HAY A
80H	94,131	HAY A
81H	97,180	HAY A
82	106,282	ACE
83	128,194	Director
84	137,500	Dir CEF
85	182,431	CH Exec
	120,645	CFO
	97,722	DCFO
	88,071	ACFO

**National Joint Council for Chief and Assistant Chief Fire Officers (Gold Book)**  
*Effective 1 January 2009*

<b>Grade</b>	<b>Pay Scale</b>
Chief Fire Officer	£120,645
Deputy Chief Fire Officer	£97,722
Assistant Chief Fire Officer	£88,071

**National Joint Council for Fire Brigades (Grey Book)**  
*Effective 1 July 2012*

**Firefighting Roles**

	<b>Basic annual £</b>	<b>Basic hourly rate £</b>	<b>Overtime rate £</b>
<b>Firefighter</b>			
Trainee	21,369	9.76	14.64
Development	22,258	10.16	15.24
Competent	28,481	13.00	19.50
<b>Crew Manager</b>			
Development	30,271	13.82	20.73
Competent	31,576	14.42	21.63
<b>Watch Manager</b>			
Development	32,259	14.73	22.10
Competent A	33,155	15.14	22.71
Competent B	35,311	16.12	24.18

<b>Station Manager</b>			
Development	36,729	16.77	25.16
Competent A	37,831	17.27	25.91
Competent B	40,510	18.50	27.75
<b>Group Manager</b>			
Development	42,300	19.32	Not applicable
Competent A	43,569	19.89	Not applicable
Competent B	46,892	21.41	Not applicable
<b>Area Manager</b>			
Development	49,659	22.68	Not applicable
Competent A	51,148	23.36	Not applicable
Competent B	54,473	24.87	Not applicable

### Retained Duty System

	(1) £ per annum	(2) £ per annum	(3) £ per annum	(4) £ per occasion
<b>Firefighter</b>				
Trainee	2,137	1,068	9.76	3.74
Development	2,226	1,113	10.16	3.74
Competent	2,848	1,424	13.00	3.74
<b>Crew Manager</b>				
Development	3,027	1,514	13.82	3.74
Competent	3,158	1,579	14.42	3.74
<b>Watch Manager</b>				
Development	3,226	1,613	14.73	3.74
Competent A	3,316	1,658	15.14	3.74
Competent B	3,531	1,766	16.12	3.74
<b>Station Manager</b>				
Development	3,673	1,836	16.77	3.74
Competent A	3,783	1,892	17.27	3.74
Competent B	4,051	2,026	18.50	3.74
<b>Group Manager</b>				
Development	4,230	2,115	19.32	3.74
Competent A	4,357	2,178	19.89	3.74
Competent B	4,689	2,345	21.41	3.74

<b>Area Manager</b>				
Development	4,966	2,483	22.68	3.74
Competent A	5,115	2,557	23.36	3.74
Competent B	5,447	2,724	24.87	3.74

Column 1 shows the full annual retainer  
Column 2 shows the retainer for employees on the day crewing duty system  
Column 3 shows the hourly rate for work undertaken  
Column 4 shows the disturbance payment per call-out

### Control Specific Roles

	<b>Basic annual £</b>	<b>Basic hourly rate £</b>	<b>Overtime rate £</b>
<b>Firefighter</b>			
Trainee	20,301	9.27	13.91
Development	21,145	9.66	14.49
Competent	27,057	12.35	18.53
<b>Crew Manager</b>			
Development	28,757	13.13	19.70
Competent	29,997	13.70	20.55
<b>Watch Manager</b>			
Development	30,646	13.99	20.99
Competent A	31,497	14.38	21.57
Competent B	33,545	15.32	22.98
<b>Station Manager</b>			
Development	34,893	15.93	23.90
Competent A	35,939	16.41	24.62
Competent B	38,485	17.57	26.36
<b>Group Manager</b>			
Development	40,185	18.35	Not applicable
Competent A	41,391	18.90	Not applicable
Competent B	44,547	20.34	Not applicable

### Non-operational staff

	<b>£ per annum</b>
<b>Fire Control Operator equivalent</b>	
During first six months	18,199
After six months and during 2 <sup>nd</sup> year	19,005
During 3 <sup>rd</sup> year	19,909
During 4 <sup>th</sup> year	20,888
During 5 <sup>th</sup> year	22,749

<b>Leading Fire Control Operator equivalent</b>	24,362
<b>Senior Fire Control Operator equivalent</b>	
During 1 <sup>st</sup> year in rank	24,988
During 2 <sup>nd</sup> year in rank	25,935

### **Junior Firefighters**

	<b>£ per annum</b>
Aged 16	9,885
Aged 17	10,623
Aged 18	21,369

### **Soulbury Committee (Blue Book)**

*Effective 1 September 2009*

#### Educational Psychologists – Scale A

Spine Point	Salary
1	£33,934
2	£35,656
3	£37,378
4	£39,100
5	£40,822
6	£42,544
7	£44,165
8	£45,786
9	£47,305*
10	£48,825*
11	£50,243*

Notes: Salary scales to consist of six consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit, retain and motivate staff.

\* Extension to scale to accommodate structured professional assessment points.

#### Senior & Principal Educational Psychologists – Scale B

Spine Point	Salary
1	£42,544
2	£44,165
3	£45,786*
4	£47,305
5	£48,825
6	£50,243
7	£50,825
8	£51,912
9	£52,989
10	£54,085

11	£55,159
12	£56,255
13	£57,370
14	£58,477**
15	£59,575**
16	£60,693**
17	£61,848**
18	£62,942**

Notes: Salary scales to consist of not more than four consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit, retain and motivate staff. \* Normal minimum point for the Principle Educational Psychologist undertaking the full range of duties at this level. \*\* Extension to range to accommodate discretionary scale points and structured professional assessments.

#### Trainee Educational Psychologists

Spine point	Salary
1	£21,801
2	£23,397
3	£24,991
4	£26,587
5	£28,182
6	£29,777

#### Assistant Educational Psychologists

Spine point	Salary
1	£26,799
2	£27,893
3	£28,988
4	£30,076

#### Adult Education

*Effective 1 September 2009*

Grade	Spinal Point	Salary)
ADGR1	20	19,663.00
ADGR2	21	20,616.33
ADGR2	22	21,579.33
ADGR3	23	22,542.00
ADGR3	25	23,753.00
ADGR3	27	25,002.00
ADGR3	29	26,269.33
ADGR4	30	27,992.33
ADGR4	31	29,048.67
ADGR4	32	30,089.67
ADGR4	33	31,134.00

## Teachers (Burgundy Book)

Effective 1 September 2010

Main Pay Scale	TPA Code	Per Annum	Per Day
TMS1	WOO	£21,588	£110.71
TMS2	WOO	£23,295	£119.46
TMS3	WOO	£25,168	£129.07
TMS4	WOO	£27,104	£138.99
TMS5	WOO	£29,240	£149.95
TMS6	WOO	£31,552	£161.81
Upper Pay Scale	TPA Code	Per Annum	Per Day
UPS1	POO	£34,181	£175.29
UPS2	POO	£35,447	£181.78
UPS3	POO	£36,756	£188.49
Instructors Pay Scale	TPA Code	Per Annum	Per Day
UNQ1	UQ04	£15,817	£81.11
UNQ2	UQ04	£17,657	£90.55
UNQ3	UQ04	£19,497	£99.98
UNQ4	UQ04	£21,336	£109.42
UNQ5	UQ04	£23,177	£118.86
UNQ6	UQ04	£25,016	£128.29

### Teaching and Learning Responsibility allowances

TLR2 minimum £2,535	TLR2 maximum £6,197
TLR1 minimum £7,323	TLR1 maximum £12,393

The School / Service sets the actual pay points within these ranges but there must be gaps between pay points of over £1500. Most schools use the standard OCC rates for allowances which are as follows: TLR2 (1) 2535, TLR2 (2) 4225, TLR2 (3a) 5914 or TLR2 (3b) 6197, TLR1 (1) 7323, TLR1 (2) 9012, TLR1 (3) 10702, TLR1 (4) 12393.

SEN Allowance 1 £2,001		SEN Allowance 2 £3,954	
Excellent Teacher Pay Scale		£39,697 to £52,090	
Leadership Pay Spine	Per Annum	Leadership Pay Spine	Per Annum
L1*	£37,461	L23	£64,367
L2*	£38,400	L24	£65,963
L3*	£39,358	L25	£67,602
L4*	£40,339	L26	£69,275
L5*	£41,343	L27	£70,991
L6*	£42,379	L28	£72,752
L7*	£43,521	L29	£74,554
L8*	£44,525	L30	£76,409
L9*	£45,637	L31	£78,298

L10*	£46,808	L32	£80,244
L11*	£48,024	L33	£82,238
L12*	£49,130	L34	£84,271
L13*	£50,359	L35	£86,365
L14*	£51,614	L36	£88,504
L15*	£52,900	L37	£90,704
L16*	£54,305	L38	£92,948
L17*	£55,553	L39	£95,213
L18*	£56,950	L40	£97,590
L19	£58,362	L41	£100,028
L20	£59,809	L42	£102,534
L21	£61,288	L43	£105,097
L22	£62,811	L43	£105,097
* Means that this is also the pay point for an advanced skills teacher			

**National Joint Council for Workshops for the Blind**  
*Effective 1 April 2009*

Probationary Grade: £12,312 pa  
 Substantive Grade: £12,410 pa

**Apprentices**  
*Effective 1 April 2012*

Age	Intermediate (GCCSE Grades D-G)			Advance Apprentice (GCCSE Grades A*-C)		
	16-18	19+	21+	Grade 1	Grade 2	Grade 3
Up to 6 months	£7,081	£7,081	£7,081	£12,312	£12,787	£13,589
6-12 months	£7,600	£7,600	£7,600	Progression through grade		
After 12 months	£9,582	£9,582	£11,698	Determined via job evaluation		

## Appendix 2

### Pension Contribution Rates

#### Local Government Pension Scheme

From 1st April 2011 contribution rates are calculated on the bands indicated below based on whole time equivalent salary and pensionable allowances in accordance with the following table:

<b>Band</b>	<b>Range (based on pensionable earnings)</b>	<b>Contribution Rate - Employee</b>	<b>Contribution Rate - Employer</b>
1	£0 - £13,499.99 pa	5.5%	19.3%
2	£13,500.00 - £15,799.99	5.8%	19.3%
3	£15,800.00 - £20,399.99	5.9%	19.3%
4	£20,400.00 - £34,000.99	6.5%	19.3%
5	£34,000.00 - £45,499.99	6.8%	19.3%
6	£45,500.00 - £85,299.99	7.2%	19.3%
7	£85,300.00 and above	7.5%	19.3%

#### Fire Brigades Pension Scheme

All Fire Brigade Pension Scheme members apart from retained in 1992 scheme		
<b>Band</b>	<b>Contribution Rate - Employee</b>	<b>Contribution Rate - Employer</b>
Up to £15,000	11.0%	21.3%
£15,000 - £30,000	11.6%	21.3%
£30,000 - £40,000	11.7%	21.3%
£40,000 - £50,000	11.8%	21.3%
£50,000 - £60,000	11.9%	21.3%
£60,000 - £100,000	12.2%	21.3%
£100,000 - £120,000	12.5%	21.3%
Over £120,000	13.0%	21.3%
Retained and whole-time after April 2006		
Up to £15,000	8.5%	11.0%
£15,000 - £30,000	8.8%	11.0%
£30,000 - £40,000	8.9%	11.0%
£40,000 - £50,000	9.0%	11.0%
£50,000 - £60,000	9.1%	11.0%
£60,000 - £100,000	9.3%	11.0%
£100,000 - £120,000	9.5%	11.0%
Over £120,000	9.7%	11.0%



## Teachers' Pension Scheme

<b>Band</b>	<b>Contribution Rate - Employee</b>	<b>Contribution Rate - Employer</b>
Up to £14,999	6.4%	14.1%
£15,000 - £25,999	7.0%	14.1%
£26,000-£31,999	7.3%	14.1%
£32,000 - £39,999	7.6%	14.1%
£40,000 - £74,999	8.0%	14.1%
£75,000 - £111,999	8.4%	14.1%
£112,000 and above	8.8%	14.1%

## Retirement Policy Statement

### Preamble

Employees are no longer subject to a general retirement date. Employment will therefore continue until it is ended by either the employee giving notice or action by the employer for a specified reason such as redundancy or dismissal for conduct or capability reasons.

The Council acknowledges the importance for employees who are planning to retire to achieve a balance between work and other interests. Managers are encouraged to seriously consider requests for flexible working arrangements which are desired as a variation to the existing contract of employment. However, managers reserve the right to refuse requests where there are sound business reasons which require that the job under consideration can only be carried out effectively on its present basis.

### Principles

1. This policy applies to all employees who are members of The Local Government Pension Scheme (LGPS) or are eligible to join. A separate version of this policy applies to teachers. Uniformed Fire-fighters are covered by a separate policy.
2. An employee who has chosen not to contribute to the Local Government Pension Scheme will receive no pension benefits from the Fund under this scheme upon retirement. Redundancy compensation will be paid where appropriate as set out in Paragraph 15 below.
3. An employee who is aged 60 or older may choose to retire by giving the appropriate notice. Those employees who have a sufficient period of membership in the pension scheme may choose to receive immediate payment of pension, in accordance with Pension regulations. Pension received may be reduced in some circumstances so employees are advised to contact Pension Services for information about any pension entitlement and the arrangements for payment options.
4. An employee who is aged between 55 and 75 may request “flexible retirement” under the LGPS Pension Regulations. This involves continuing to work and either reducing his/her hours of work or accepting a lower paid job within the Council while receiving an immediate payment of pension benefits. These benefits may be reduced or unreduced depending on entitlement. Requests for payment of part benefits will not be agreed. This flexible retirement arrangement will only be available where all of the following apply:
  - Agreement is obtained from Pensions Benefits Sub-Committee, see Paragraph 11 below. Each case will be considered on its merits, although an application is unlikely to succeed where there

are costs to the Council and the benefits to the service are not explicit.

- There is a mutual agreement between the employee and management that the change in hours or grade can be accommodated and the arrangement is expected to continue for a period on no less than one year.
  - The changes to employment result in a reduction in income of 25 per cent or more of the normal pay of the current contracted employment, either by a reduction in hours or a reduction in grade or a combination of both.
5. Retirement with an immediate payment of pension before the age of 65 years may also arise for the reasons set down in paragraphs 10 and 11 below and is subject to the conditions stated.
  6. An ex-employee who has retired and is receiving a Local Government Pension will not normally be re-employed by the County Council unless he/she has been selected by a full recruitment process. However, retired employees may register for short-term casual work without further process. All re-employed pensioners and employees who commence employment are required to advise the Authority who pays his/her pension of any new employment as his/her pension may be reduced in accordance with Pension Scheme Regulations and Compensation Regulations.
  7. The Council will not at any time augment the pension or membership of employees.
  8. Employees are advised to seek guidance about the financial implications of continuing to work and starting to draw a LGPS or personal pension.

### **Special Retirements**

9. In the case of the retirements referred to in paragraphs 10 and 11 below re-deployment to other appropriate employment will be considered and offered as an alternative to retirement where appropriate and available.

### **Ill Health Retirements**

10. An employee who has been certified by an independent Occupational Health Advisor as being permanently incapable of discharging his/her duties or other comparable duties due to ill health or infirmity of body or mind may retire at any age, with immediate payment of a pension in accordance with Pension regulations where sufficient pension contributions have been made.

Where the ill-health pension is for a limited period and is subsequently suspended, the ex-employee may request early payment of benefits before age 60 in accordance with paragraph 12 below.

## **Other Retirements requiring the Approval of the Democracy & Organisation Committee's Pensions Benefits Sub-Committee**

11. Early retirement may be granted for employees aged 55 years and over in the circumstances set out in a) and (c) below, taking into consideration the full cost of the retirement and the best interest of the Council.
  - (a) Redundancy, after the Council's Redundancy Procedure has been followed.

In this case employees will receive immediate payment of their pension entitlement and redundancy compensation will be paid where appropriate in accordance with the Oxfordshire County Council Redundancy Payments Scheme (effective 1 April 2011) which is one and a half times the statutory calculation based on actual pay.
  - (b) Where an employee has continuing health problems and it is in the interests of the efficiency of the Council's operations.

In this case immediate payment of pension will be granted to an employee who does not satisfy the Local Government Pension Scheme criteria for retirement on the grounds of ill health, but who is suffering from a substantial medical or psychiatric condition and whose retirement is recommended by the Council's Occupational Health physician because he/she is likely to be significantly less efficient for the foreseeable future due to health reasons.
  - (c) Where an employee has requested flexible retirement and satisfies the criteria in Paragraph 4 above.
12. The Council will not normally agree to early payment of benefits or early retirement on other grounds, including requests from current employees aged 55 to 59 or deferred benefits from ex-employees where there is a cost to the Council. This does not prevent an employee aged 55 to 59 years who wishes to, from leaving the employment of the authority and accessing their pension early or from making a written request to the Sub-Committee. However, such applications will not normally be supported by management and are unlikely to succeed due to the associated costs. Furthermore, benefits will be reduced in any cases which might be agreed unless compassionate grounds apply.
13. The Council reserves its power to agree early retirement in exceptional cases as part of a Compromise Agreement.

## **Redundancy with no Entitlement to Immediate Payment of Pension Benefits**

14. Where a redundant employee has contributed to the LGPS but has no

entitlement to immediate payment of pension, he/she will receive redundancy compensation, where appropriate, in accordance with the Oxfordshire County Council Redundancy Payments Scheme (effective from 1 April 2011) which is one and a half times the statutory calculation based on actual pay and is not subject to age restrictions.

### **Disputes Procedure**

15. Where a member of the LGPS has a dispute regarding his/her pension he/she may refer this as appropriate through the County's agreed Raising Concerns at Work Procedure or through the procedures Independent Resolving Disagreements Procedure (IRDP) laid down in the Pension Regulations to the Nominated Person.

### **Revision of this Policy**

16. This policy will be reviewed within three years of its implementation or earlier if deemed necessary.

Head of Human Resources

Revised February 2013

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Division(s): N/A
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## **COUNCIL – 19 FEBRUARY 2013**

### **OXFORDSHIRE COUNTY COUNCIL CORPORATE PLAN 2013/14-2017/18**

#### **Report by Assistant Chief Executive & Chief Finance Officer**

#### **Introduction**

1. The Council's proposed Corporate Plan for 2013/14-2017/18 is one of the plans and strategies that forms the Policy Framework and requires Full Council approval. The Strategy & Partnerships Scrutiny Committee submitted comments to the Cabinet, who approved the draft on 29 January 2013.
2. The report by the Leader of the Council on the Service & Resource Planning item on this agenda incorporates comments on the Plan, given the close linkage between the two items.

#### **Background**

3. The 2013/14 - 2017/18 Plan represents a factual update, a refreshed statement of the Leader and Council's priorities and good practice case studies showcasing recent successes.
4. Our overall ambition, as set out in the Plan, is to see a 'Thriving Oxfordshire', with key priorities of 'Championing a World Class Economy', 'Supporting Healthy and Thriving Communities', and 'Enhancing the Environment'. These priorities are underpinned by 'Delivering Efficient Public Services' and 'Providing Leadership and Enabling Partnership Working'.
5. A summary of the key elements of the Medium Term Financial Plan (MTFP) will also be included and the MTFP will form an Annex to the Plan.

#### **RECOMMENDATION**

6. **The Cabinet RECOMMENDS Council to approve the Corporate Plan 2013/14-2017/18 subject to the inclusion of consequential and editorial changes in the text as agreed by the Chief Executive after consultation with the Leader of the Council.**

**SUE SCANE**

Assistant Chief Executive & Chief Finance Officer

Background papers: Nil

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

February 2013



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

Oxfordshire is home to a diverse population of over 653,000 people<sup>1</sup>.

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

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

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

These benefits have helped contribute to Oxfordshire being recently rated the UK's top destination for economic success and well-being<sup>2</sup>. In total our economic success contributes £15.4 billion to the national economy.

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

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

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

From Bicester Village to Blenheim Palace, around 25 million<sup>3</sup> visitors come to Oxfordshire each year to enjoy the attractions, retail, museums, market towns and festivals.

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

More key facts about Oxfordshire are available on the Oxfordshire Insight website: [insight.oxfordshire.gov.uk/cms/](http://insight.oxfordshire.gov.uk/cms/)

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<sup>1</sup> Oxfordshire's population is 653,798, ONS estimates and projections, Census 2011

<sup>2</sup> PwC & Demos, good growth report 2012

<sup>3</sup> Economic Impact Report, Visit Oxfordshire, 2010

## 1. Leader's foreword

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

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

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

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

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

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

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

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

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

## 2. Executive Summary

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

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

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

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

Over the last year we have successfully:

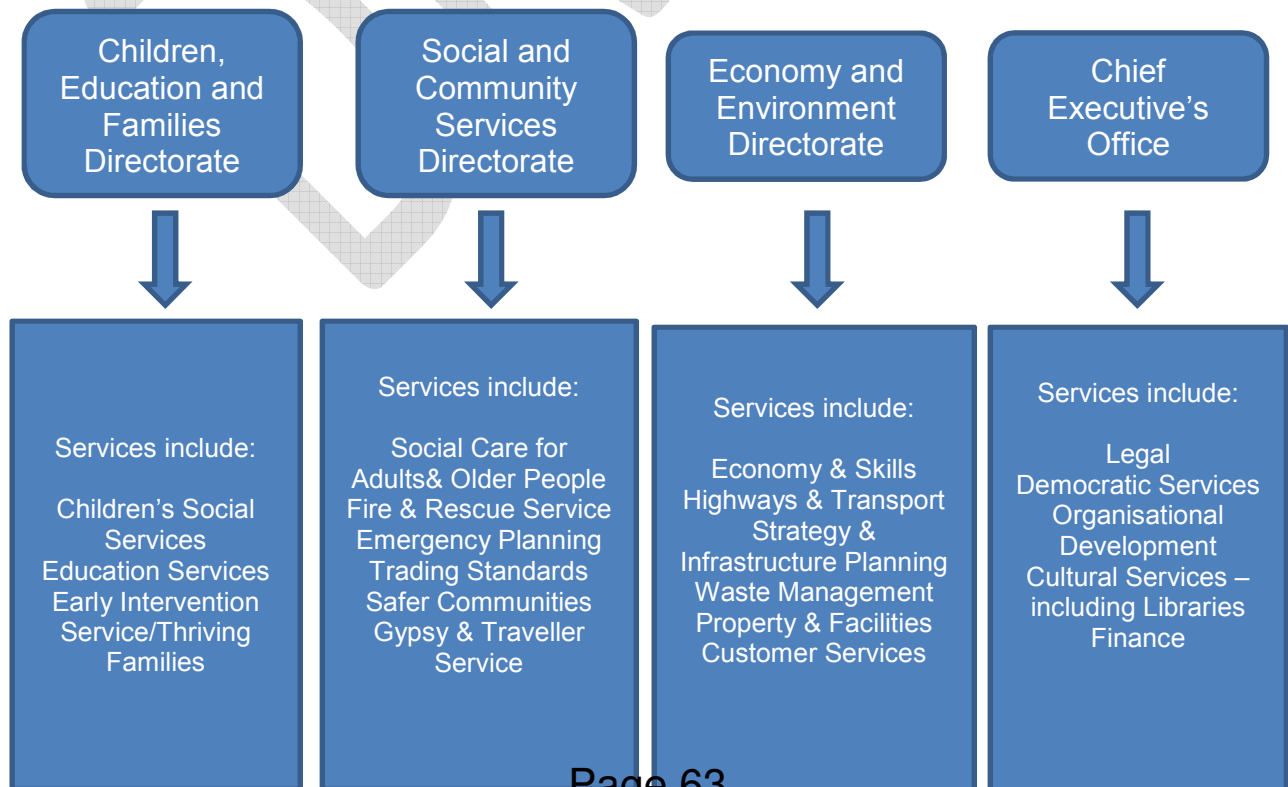
- Delivered further significant savings: in total, we have made savings of £127 million from 2010 to the end of 2012/13
- Reduced the number of staff we employ while integrating staff from partner organisations.
- Worked with the new Local Enterprise Partnership and other partners to support growth via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

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

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

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

### What we do



### 3. A Thriving Oxfordshire

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

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

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

We have identified these strategic objectives which make up what we want to deliver:

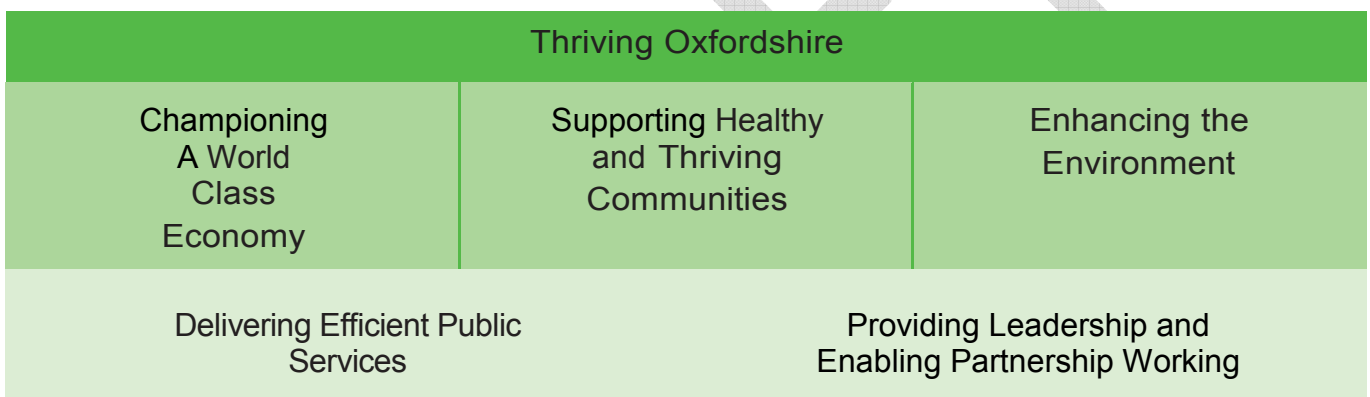


Figure 1 (the ‘Golden Thread’) shows how this Plan fits within the other documents which set out what we hope to deliver, and how we intend to deliver it. The long-term plan for the county is set out in Oxfordshire 2030, which was developed in 2008 with a range of partners including the NHS, police, district and local councils, the Universities, charities, local businesses and others [name if relevant, church groups, race equality council, RCC, MoD, environment agency, Oxford United].

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

Figure 1: The 'Golden Thread'



## **4. Championing a World Class Economy**

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

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

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

### **Economic Development**

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

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

### **Infrastructure**

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



28,550 new homes across Oxfordshire, including 11,500 affordable homes. It could also facilitate the delivery of up to 44,500 new jobs.

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

### **Place-Focused Growth**

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

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

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

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

### **Transport**

Enabling ease of transport movement remains a key objective. Oxford already has some of the highest use of public transport in the country and we will continue to work closely with local bus companies to build

upon this. Parking capacity at the Thornhill Park and Ride will be increased from spring 2013 to meet rising demand for access to Oxford by bus.

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

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

### **Broadband**

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

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

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

### **Skills and educational attainment**

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

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

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

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

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

### Our Priorities for Action

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

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

## Measuring Progress

### Future Indicators of Success

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

Road repairs made in accordance with set targets

Broadband rolled out to priority areas

More primary and secondary schools graded good or outstanding by Ofsted

Improved educational attainment at Key Stages 1, 2 & 4

More 'all age' Apprenticeship starts

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

## Success Story

### Keeping the buses running for Oxfordshire residents

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

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

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

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

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

### Oxfordshire Stats

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

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## **5. Supporting Healthy and Thriving Communities**

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

### **Health**

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

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

### **Breaking the cycle of deprivation**

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

### **Thriving families**

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

This work forms part of the government's three year 'Troubled Families' programme which aims to turn people's lives around through ensuring: children are in school, adults are in work and crime and anti-social behaviour



is reduced. At the county council we are also working with families where parental mental ill health and drugs and substance misuse are impacting their lives and adversely affecting the children.

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

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

### **Demographic change**

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

### **Supporting and safeguarding the vulnerable**

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

- **Children and young people**

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

partners such as Oxfordshire's district councils and its voluntary sector - to embed the team and continue to strengthen joint working is a key priority during 2013/14.

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

- **Adults**

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

### **Prevention**

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

- **Children and young people**

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

- **Adults**

Prevention is also key to our approach in adult services. We want to keep people well and help them to live at home and remain active in their local



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

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

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

### **Empowering Oxfordshire**

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

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

Our work recognizes the role that county councillors have as community leaders and social entrepreneurs. They will continue to work with support organisations and community groups to develop and promote community-led models of service delivery wherever they are viable.

## **Military community**

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

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

## **Our Priorities for Action**

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

health as well as preventing the need for more specialist services through the targeted early identification of problems and early intervention in adult and children’s services. We will also help reduce the number of fires, those killed and seriously injured on our roads and help prevent crime.

- Empowering Oxfordshire – we will work with elected members, local communities and voluntary organisations to empower communities to take more responsibility for the issues that matter to them.

## Measuring Progress

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

## Success Story

### Finding new ways to work with young people

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

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

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

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

### Oxfordshire Stats

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

## **6. Enhancing the Environment**

Oxfordshire is the most rural county in the South East of England - almost half of the county's population lives in one of 302 rural parishes. Oxfordshire's rural communities are very active, between them running nearly 300 village halls and around 70 community transport schemes. However pockets of rural deprivation also exist, with fuel poverty and access to services being key problems for many.

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

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

### **Historic and Natural Environment**

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

### **Countryside Access**

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

### **Flooding**

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

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

### **Energy**

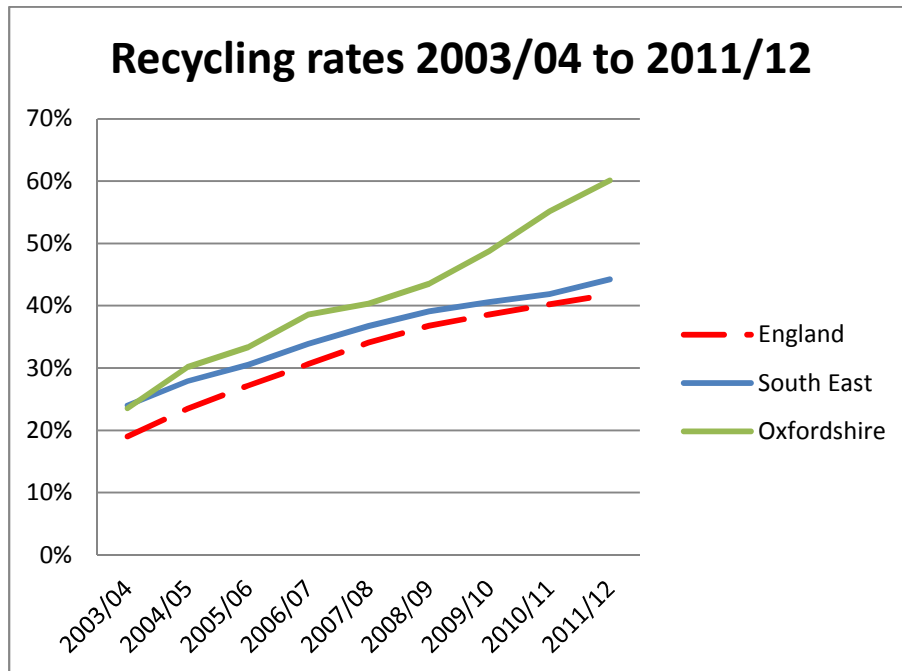
Energy costs are high and forecast to continue to rise rapidly. In order to achieve financial savings we will continue to invest in energy efficiency measures in our buildings, including schools, and reduce our demand for energy. Through the Oxfordshire Environment Partnership, we are working with all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

### **Waste Management**

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

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





## Our Priorities for Action

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

## Measuring Progress

### Future Indicators of Success

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

More household waste reused, recycled and composted

An increased quantity of renewable energy supply secured

Less energy consumed corporately, and by schools

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

### Oxfordshire Stats

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



## **7. Delivering Efficient Public Services**

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

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

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

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

### **Delivering our Business Strategy**

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

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

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

- Maximise the benefits of new technology – we are already using

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

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

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

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

### **Equalities**

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

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

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

## Public engagement

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

## Our Priorities for Action

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

## Measuring Progress

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

## Success Story

### Securing value for money for residents

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

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

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

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

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

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

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## **8. Providing Leadership and Enabling Partnership Working**

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

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

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

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

### **Championing a World Class Economy: Bicester Vision**

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

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

#### *Priorities*

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

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

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

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

#### *Priorities*

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

#### **Safeguarding Communities (1): The Oxfordshire Safeguarding Children Board**

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

#### *Priorities*

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

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

OSCP includes representatives from Oxfordshire's district councils, Thames Valley Police, Thames Valley Probation Service, the county's Safer Communities Unit, the Fire and Rescue Service, local Community Safety Partnerships (CSPs), service providers, and the voluntary sector. The

partnership provides proactive leadership, including the commissioning of services, in the drive to improve community safety across Oxfordshire.

#### *Priorities*

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

#### **Improving Health and Wellbeing: The Health and Wellbeing Board**

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

#### *Priorities*

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

#### **Enhancing the Environment: Oxfordshire Waste Partnership**

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

#### *Priorities*

- Improving on our current recycling and composting rates, looking for new material-types to recycle, and encouraging residents to recycle while 'on the go' as well as at home
- Increasing the reuse provision in the county, continuing our campaigns to help residents reduce the amount of waste that they produce



## 9. Delivering this Plan

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

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

### PRINCIPLES

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

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

### VALUES

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

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



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

### **MEASURING PROGRESS**

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

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

## 10. Finance [Figures to follow from the Medium Term Financial Plan (MTFP)]

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

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

### Our spending plans

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

Our financial planning reflects:

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

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

### *How we Spend your Money*

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

Environment & Economy £102.6

Social & Community Services £258.3

Chief Executive's Office £10.2

Costs of Financing Capital & Movements in Reserves £49.6

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

### *Our funding*

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

Funding from the Government totals 60%; other income from fees, charges and interest earned accounts for 10%. The amount to be raised through Council Tax in 2013/14 equates to 30% of our total funding. This means that a 1% increase in the

total budget would require a council tax increase of just over 3%, all else being equal.

### *Where the Money Comes From*

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

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

### **Capital**

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

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

The Capital Strategy can be found here: [www.oxfordshire.gov.uk/capitalstrategy](http://www.oxfordshire.gov.uk/capitalstrategy)

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

## 11. Further Information

This Corporate Plan provides a high level summary of the strategic issues facing the Council and the organisational responses planned for the medium term. It does not provide details of the ongoing service commitment across more than 100 activities for which the county council is responsible. For more information see the following documents and links that complement this Corporate Plan:

### 1. Information about Oxfordshire County Council

[www.oxfordshire.gov.uk/aboutyourcouncil](http://www.oxfordshire.gov.uk/aboutyourcouncil)

### 2. Summary of Supporting Strategies, including Directorate Business Strategies

[www.oxfordshire.gov.uk/improvingourperformance](http://www.oxfordshire.gov.uk/improvingourperformance)

### 3. Medium Term Financial Plan

[www.oxfordshire.gov.uk/financialplans](http://www.oxfordshire.gov.uk/financialplans)

### 4. Key facts about Oxfordshire – on 'Oxfordshire Insight'

<http://insight.oxfordshire.gov.uk/cms/>

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## COUNCIL – 19 FEBRUARY 2013

### CORPORATE PLAN AND BUSINESS STRATEGY AND SERVICE & RESOURCE PLANNING 2013/14 to 2016/17

#### Report by the Leader of the Council

#### Introduction

1. My report to Cabinet on 29 January 2013 (Appendix 1) set out the detailed proposals from the Cabinet which continue to deliver a financially sound budget, Medium Term Financial Plan (MTFP) and Capital Programme for the Authority.
2. The delivery of this budget is set within the framework of the Corporate Plan. The plan sets an overall priority of Thriving Oxfordshire, with three components of that – Championing a World Class Economy; Supporting Healthy and Thriving Communities; and Enhancing the Environment. We will achieve these priorities by working with others to deliver efficient public services, providing leadership and enabling partnership working.
3. The Plan links to the Business Strategies for each of the directorates which have been updated and are available on the Council's website (<http://www.oxfordshire.gov.uk/cms/content/business-strategies>). Later in this report, I have shown some of the links between the priority areas and the funding we have made available.
4. We have clearly demonstrated our ability to deliver our plans over the period of this administration. Whilst we will need to continue to refine those plans, I am confident that they can be delivered with minimal impact onto the front lines services the Council provides. In order to do this, we are recognising the need to make an increase to the Council tax to ensure that services are protected. We could have frozen Council tax, but that would have been short sighted and risk future services. We believe that by proposing this realistic budget we will be better placed to sustain the services of the future.

#### Updated Information

5. The report to Cabinet in January set out the majority of our proposals but we were awaiting confirmation of the final Local Government Settlement, returned amounts of centrally retained elements of government funding, Education service grant, Local business rates forecasts, surpluses/shortfalls on collection fund, and the Education capital grant. An addendum to that meeting reported the final Collection Fund position. The unallocated surplus of £2.7m has been added into the Efficiency Reserve.

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6. The Chief Finance Officer's supplementary report issued with this report sets out information on those elements received since the Cabinet meeting, namely the final Local Government Settlement and the final Local Share of Business Rates for 2013/14. The main settlement had minor changes as did the final position on our share of local business rates.
7. As there is still some information outstanding, I am proposing that all of the changes identified in the Supplementary Report from the Chief Finance Officer are incorporated into the Efficiency Reserve, so that any further adjustments can be managed during 2013/14.

### **Council Tax**

8. For the past two years, we have frozen the Council Tax. We have been able to take advantage of the Government grant as we had built in council tax increases at the level of the grant provided for the freeze. However, this year the level of freeze grant is lower and given the increasing pressure, which the real terms cut in our funding base causes, we feel that to protect services we need to include a below inflation increase this year.
9. We have seen significant changes this year to our funding, not only through the changes to the grant system, with the localisation of a part of the business rates, but the opportunity for the future to see some element of local growth fed back into our economy. In addition, there have been changes to the Council Tax Benefits system. This has had a direct impact on our taxbase. We are proud that all the Councils in Oxfordshire have worked together to preserve the existing benefits system for the coming year, protecting those who are most vulnerable.
10. In subsequent years we have again built in both the base levels of funding we are anticipating from the next spending review but also increases in tax which we think might be equivalent to inflation at that time. This position is indicative and will need to be reviewed when more information is available during the year.
11. This means that the average Band D rate will be £1,184.83 for 2013/14, an increase of £23.12 or a 44p increase per week.

### **Linkage of Spending to Priorities**

12. Having set out our proposals by Council directorate in my previous report, I wanted to show below some of the linkages to our corporate priorities. We have protected the services to Children's services and the Fire & Rescue service over the past few years, and I am pleased that we can not only do that again this year, but also invest in safeguarding our most vulnerable children.
13. We are investing in our support for the economy, as well as reversing a planned reduction in highways maintenance. We will keep our re-focused

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Area Stewardship fund going for at least another year, helping to deliver the schemes which are most needed in localities.

14. One of the programmes launched last year, which we are delivering on now is the Better Broadband project, which has a combination of revenue, capital and government funding. We know this is a key driver for economic growth and a priority for business.
15. Our Capital programme will deliver the infrastructure requirements in our key development areas. Whilst the landscape around schools is changing, we are still responsible for providing the places required in each area and maintenance for the schools within our control. At the time of writing this report we are still awaiting the investment from government but we are adding £13m to this to ensure that is achieved. In addition to our highways schemes the transport agenda also includes support to the rail network, with the development of the East West Rail line. The key growth areas of Bicester and the Science Vale UK Enterprise Zone are seeing further investment, with Junction 9 on the M40; Bicester perimeter road; use of the growing places fund around Harwell and Milton Park.
16. The biggest change to our Supporting Healthy and Thriving Communities priorities is the formal return of Public Health to the Council. Whilst we have worked closely with them, and the NHS for many years, we will now be taking that responsibility.
17. We have worked closely with the Oxfordshire Clinical Commission Group, which also formally comes into existence from April, and we will continue to ensure that our services are closely aligned in order to get the best quality and most cost effective services for the people of Oxfordshire.
18. Adult Social Care makes up the largest part of our budget excluding schools, and whilst we have had to make some savings in this area, this is against an increasing baseline. We have included additional funding to take account of the growing numbers of frail elderly and increasing numbers and level of support needed for those with physical disabilities. We are also continuing to invest capital in our Extra Care Homes programme, which will help more people stay in their own homes which is what they tell us they want.
19. Finally, I am pleased that we have been able to continue with the Military funding which we built into our base budget last year. The military are an important part of the economy of Oxfordshire, and we recognise the contribution that their men and women make to the country.

## Equalities

20. Oxfordshire County Council is committed to making Oxfordshire a fair and equal place in which to live, work and visit. We have recently published our Equalities plan for consultation. This sets out the council's approach to eliminating unlawful discrimination, harassment and victimisation; advancing equality of opportunity; and fostering good relations. Through the delivery of

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this plan, we aim to ensure that our services are accessible and to encourage supportive and cohesive communities through our service delivery. We have carried out Service and Community Impact Assessments (SCIAs) as part of our business strategies and then considered the overarching assessment which is attached to these papers at Annex 15. While it identifies some areas of impact, it also shows the mitigations we believe are in place.

### **Service & Resource Planning Consultation**

21. The proposals recommended by Cabinet take account of the comments from individual Scrutiny Committees held on 10 January 2013 as well as feedback from the public consultation through Oxfordshire Voice Panel in October/November 2012. The Council also invited comments on its overall proposed budget; this consultation closed on 1 February 2013. A summary of the results is set out in Annex 14.
22. The Oxfordshire Voice consultation found that 66% of respondents were satisfied with our services. With the key services of importance to residents, being Child protection; Fire and Rescue and Services for older people. In addition the most valued services were Fire and Rescue; Public Transport and Highways. We have sought to continue the protection of the most important, and to maintain the levels of service in those most valued.
23. Of the questions posed on the level of Council Tax, 54% of respondents to the Oxfordshire Voice Panel did not agree that Council Tax should be frozen. In addition, 74% responded that they thought Council Tax should be increased in line with inflation. We believe this is because the public understand that to protect our services we need to maintain our funding in real terms.

### **Our Staff**

24. We have seen a 40% reduction in our senior management, and an overall 31% reduction in headcount since April 2010. This level of change has been unprecedented but has not stopped our staff from being focussed on delivering the excellent services to the public. Since becoming Leader I have been able to meet many of them in different services, and have been impressed with their commitment. I would like to publically offer them my thanks for that continued support.

### **Conclusion**

25. This Revenue and Capital Budget and the Medium Term Financial Plan for 2013/14 to 2016/17 delivers a sustainable programme of services within the finances available to Oxfordshire County Council.
26. We are recommending the level of Council Tax increases by 1.99%, in order to ensure that services are protected in the future, reflecting the funding we expect to receive over the plan period.



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27. These proposals are possible because of the strong service and financial planning framework we have maintained throughout this administration, and the clear vision we have for high quality, customer-focused services that meet the needs of all of the citizens of Oxfordshire. It demonstrates a clear inter-relationship with the Corporate Plan, with continuing investment in as many of our key priorities as we can afford to make Oxfordshire a better place for all.
28. Accompanying this report are the following documents:

Annex 1:	Medium Term Financial Plan (MTFP) 2013/14 – 2016/17
Annex 2:	Detailed Revenue Budget 2013/14
Annex 3:	Variations to the existing MTFP
Annex 4:	Council Tax and Precepts 2013/14
Annex 5:	Updated Financial Strategy 2010/11 – 2014/15
Annex 6:	Planned Balances & Reserves 2013/14 – 2016/17
Annex 7:	Treasury Management Strategy Statement and Annual Investment Strategy for 2013/14 (including Prudential Indicators and Minimum Revenue Provision Policy Statement)
Annex 8:	Virement Rules 2013/14
Annex 9:	Dedicated Schools Grant Provisional Allocation 2013/14
Annex 10:	Corporate Asset Management Plan 2013/14 – 2016/17
Annex 11:	Transport Asset Management Plan 2013/14 – 2016/17
Annex 12:	Capital Strategy 2013/14 – 2016/17
Annex 13:	Capital Programme 2012/13 – 2016/17
Annex 14:	Budget consultation summary
Annex 15:	Cross cutting service & community impact assessment

**29. RECOMMENDATIONS**

- a) (in respect of revenue) **RECOMMEND Council to approve:**
- (1) a medium term plan for 2013/14 to 2016/17 as set out in Annex 1 (which incorporates changes the existing medium term financial plan as set out in Annex 3);
  - (2) a budget for 2013/14 as set out in Annex 2
  - (3) the Council Tax and Precept calculations for 2013/14 set out in Annex 4 and in particular:
    - (i) a precept of £268,449,208;
    - (ii) a Council Tax for band D equivalent properties of £1,184.83;
  - (4) the updated financial strategy at Annex 5.
  - (5) the planned level of balances and reserves for 2013/14 to 2016/17 as set out in Annex 6;
  - (6) virement arrangements to operate within the approved budget for 2013/14 as set out in Annex 8;
  - (7) the use of Dedicated Schools Grant (provisional allocation) for 2013/14 as set out in Annex 9;
- b) (in respect of treasury management) **RECOMMEND Council to approve:**
- (1) the Treasury Management Strategy Statement for 2013/14 as set out in Annex 7; and
  - (2) that any further changes required to the 2013/14 strategy be delegated to the Chief Finance Officer in consultation with the Leader of the Council.
  - (3) the continued delegation of authority to withdraw or advance additional funds to/from external fund managers to the Treasury Management Strategy Team;
  - (4) the Draft Treasury Management Policy Statement as set out at Appendix E of Annex 7;
- c) **RECOMMEND Council to approve the Prudential Indicators as set out in Appendix A of Annex 7.**
- d) **RECOMMEND Council to approve the Minimum Revenue Provision Methodology Statement as set out in Appendix B of Annex 7.**
- e) (in respect of capital) **RECOMMEND Council to approve:**
- (1) the Corporate Asset Management Plan at Annex 10, the Transport Asset Management Plan at Annex 11 and the updated Capital Strategy at Annex 12;
  - (2) a Capital Programme for 2012/13 to 2016/17 as set out in Annex 13;
- f) **to delegate authority to the Leader of the Council, following consultation with the Chief Finance Officer, to make appropriate changes to the proposed budget.**

**IAN HUDSPETH**

Leader of the County Council

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

**Introduction**

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

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- We stopped providing bottled water for our Committee Meetings in 2010 and have also frozen councillor allowances for three years from 2010.
- We are also reducing the costs of elected councillors by over £100,000 by reducing the number of councillors.
- We are working with other councils providing ICT to the City and working with Hampshire; the fire service is working with Berkshire & Buckinghamshire and our Internal Audit service is working with both Buckinghamshire and Thames Valley Police.

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

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

### **Budget Proposals**

- 9 Below are the major proposals the Cabinet are proposing. The Cabinet continues to protect front line children's safeguarding services along with the

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Fire & Rescue Service with savings in those areas to be achieved only through genuine efficiency of working. As set out above, we have proposed savings, but have also been able to provide some additional funding for key priorities.

### *Children, Education & Families*

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

### *Social & Community Services*

- 14 Adult Social Care accounts for 40% of our spend. We recognise that there is an ageing population which will continue to grow, and pressures on this budget will continue to grow too. We are continuing to invest in this area, however, as such a large proportion of our spend we must do all we can to minimise the spiralling costs.
- 15 We are investing an additional £10.3m in 2013/14, although some of this will drop out in later years. This is in addition to the sums we have built in over previous years which will allow for the increases in demography. These investments are spread across the older people, physical disabilities and learning disabilities.
- 16 Some of the sums shown as savings are in fact additional income coming from the NHS, as the government have recognised that the NHS funding should be protected, but unless the whole health service, including Adult Social Care, are considered together, then real cost reductions cannot be made. Some of the other real savings proposed arise from our agreed

## CC9(a)

strategy about trying to make sure that we limit people's need for care by intervening early and in the right way.

- 17 We are however, proposing that the older people's pooled budget manages its own pressures, which we recognise is a risk, so have set aside some corporate contingency and will monitor performance closely in the coming year.
- 18 For the other elements of the Directorate, which includes the Oxfordshire Fire and Rescue Service, Trading Standards and Community Safety, there are minor savings, offset by additional funding in 2014/15.

### *Environment & Economy (including Oxfordshire Customer Services)*

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

### *Chief Executive's Office*

- 23 The Change Fund was introduced in 2005/06 in order to ensure that funding was available to invest in projects which delivered efficiencies. We have since reduced the ongoing budget for this fund, but have increasingly used the efficiency reserve to deliver the same objective. We are therefore proposing to remove this fund.
- 24 The Big Society Fund was introduced in 2011/12, and changed into a Councillor Community Budget in 2012/13. Whilst it has been successful in delivering local projects, we do not feel we can continue to guarantee base

## CC9(a)

budget funding for it. If one off funding becomes available before the budget is finalised, we will consider whether the scheme could be extended for another year.

- 25 The other savings are proposed through reductions in charges to the Council, or through further structural changes to be implemented in future years across the CEO office.

### *Public Health*

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

### **Council Tax**

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

## CC9(a)

- 31 For 2014/15 we have planned for an increase in council tax of 2.5% and for future years we have maintained increases at 3.75% in line with the current MTFP. As there are high levels of uncertainty about future funding and future levels of inflation we feel this is a reasonable position, but will review these increases each year as part of the budget setting process.

### **Capital Programme**

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

### **Conclusion**

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

**CLLR IAN HUDSPETH**

Leader of the Council



**COUNCIL – 19 FEBRUARY 2013**

**BUSINESS STRATEGY AND SERVICE & RESOURCE PLANNING**

**2013/14 TO 2016/17**

**Supplementary Report by Assistant Chief Executive & Chief Finance Officer**

**Introduction**

1. The report and addenda to Cabinet on 29 January 2013 set out information known at that time on the revenue budget for 2013/14 along with the Medium Term Financial Plan (MTFP) and Capital Programme for 2012/13 to 2016/17.
2. Information has now been received which enables the Council to set a budget on 19 February 2013 although there are still a number of specific grant notifications, both capital and revenue which are outstanding.

**Final Local Government Finance Settlement**

3. The final Local Government Finance Settlement for 2013/14 and provisional settlement for 2014/15 were announced on 4 February 2013. In his statement, the Parliamentary Under Secretary of State for Communities and Local Government (Brandon Lewis MP) stated that having considered the views of all those who have commented on the provisional settlement, he had decided broadly to confirm the proposals for the settlement for 2013/14 as announced in December, after making some minor technical changes following representations made during consultation.
4. The settlement confirmed the Revenue Support Grant element of the Start – Up Funding Assessment for 2013/14 along with the provisional figure for 2014/15. Oxfordshire's Revenue Support Grant will be £94.487m for 2013/14 which compares to £94.488m in the provisional settlement. Similarly for 2014/15, the provisional grant is £81.539m compared to £81.540m in the draft settlement. There is no change to the business rates baseline, however the business rates top-up for both years has also reduced marginally, from £35.695m to £35.694m in 2013/14 and from £36.790m to £36.789m in 2014/15.
5. The referendums principles relating to Council Tax Increases for 2013/14 have also been confirmed. There is no change to the limit of a two per cent increase in the relevant basic amount of council tax. An increase above this level would require a binding referendum.

**Local Share of Business Rates**

6. The District Councils confirmed their estimates of the local share of business rates for 2013/14 on 1 February 2013. The council is expected to receive

## **CC9(b)**

£27.287m compared to the baseline figure of £27.165m, an additional £0.122m.

### **New Homes Bonus**

7. Final allocations for 2013/14 New Homes Bonus were announced on 1 February 2013. The County Council's allocation is £1.662m, which is £0.061m higher than had been assumed.
8. The funding that had been set aside by government to fund New Homes Bonus in 2013/14 was more than individual payments to local authorities. The unallocated share of the national total was due to be returned to local authorities. Based on information in the draft Local Government Finance Settlement, an estimate of £0.534m had been assumed as being returned to Oxfordshire. The final Local Government Finance Settlement has confirmed this figure as £0.533m.

### **Outstanding Information**

9. The following specific grants are still to be confirmed for 2013/14:
  - Education services grant
  - Adoption reform grant
  - Extended rights to free travel grant
  - Share of national safety net and capitalisation top slice
  - Education capital grant

### **Collection Fund Surpluses**

10. The addenda to the Service & Resource Planning Report considered by Cabinet on 29 January 2013 set out the final position relating to the council's share of the Collection Fund. The confirmed amount was £4.763m, £2.763m higher than the estimated amount, providing additional one-off funding.
11. The addenda stated that that no decision on the use of this one-off additional funding should be made until all of the outstanding information was available. Given that some information is outstanding, it is proposed that this is added to the Efficiency Reserve pending confirmation of the outstanding information.

### **Conclusion**

12. This report contains the information required to enable the council to set a budget for 2013/14. There are still a number of specific grants, both revenue and capital, which are still to be confirmed but estimates of these are already included in the annexes of the report to Council. Given the outstanding information, it is proposed that all of the variations mentioned in this report are managed through the Efficiency Reserve in 2013/14. Where there are on-going impacts these will be addressed as part of the 2014/15 Service & Resource Planning process.

13. The Medium Term Financial Plan, which forms Annex 1 of the Council report, reflects all of the changes described in this report.

**SUE SCANE**

Assistant Chief Executive & Chief Finance Officer

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

5 February 2013

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

	INDICATIVE POSITION											
	2013/14			2014/15			2015/16			2016/17		
	Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Directorate Budgets</b>												
Children, Education & Families	105,814	-613	105,201	105,201	-3,842	101,359	101,359		101,359	101,359		101,359
Social & Community Services	219,634	-12,718	206,916	206,916	-3,980	202,936	202,936	1,450	204,386	204,386	-1,950	202,436
Environment & Economy	77,658	1,559	79,217	79,217	-2,717	76,500	76,500	-5,086	71,414	71,414	-1,975	69,439
Chief Executive's Office	8,395	11,837	20,232	20,232	-315	19,917	19,917	-100	19,817	19,817	-100	19,717
Public Health												
Inflation and Other Adjustments (1)					6,817	6,817	6,817	10,250	17,067	17,067	10,600	27,667
<b>Directorate Budgets</b>	<b>411,501</b>	<b>65</b>	<b>411,566</b>	<b>411,566</b>	<b>-4,037</b>	<b>407,529</b>	<b>407,529</b>	<b>6,514</b>	<b>414,043</b>	<b>414,043</b>	<b>6,575</b>	<b>420,618</b>
<b>Strategic Measures</b>												
Capital Financing												
Principal	18,194	-1,379	16,816	16,816	902	17,717	17,717	-333	17,384	17,384	-555	16,829
Interest	18,806	-351	18,455	18,455	-225	18,231	18,231	-405	17,826	17,826	-250	17,576
Interest on Balances	-4,403	-41	-4,444	-4,444	-798	-5,242	-5,242	-219	-5,461	-5,461	-118	-5,579
Contingency	54	2,254	2,308	2,308		2,308	2,308		2,308	2,308	-394	1,914
Pensions - Past Service Deficit Funding	1,500		1,500	1,500		1,500	1,500		1,500	1,500		1,500
<b>Total Strategic Measures</b>	<b>34,152</b>	<b>483</b>	<b>34,635</b>	<b>34,635</b>	<b>-121</b>	<b>34,514</b>	<b>34,514</b>	<b>-957</b>	<b>33,557</b>	<b>33,557</b>	<b>-1,317</b>	<b>32,239</b>
<b>Contributions to/from reserves</b>												
General Balances	2,800	200	3,000	3,000		3,000	3,000	-1,000	2,000	2,000		2,000
Prudential Borrowing Costs	1,250	-300	950	950		950	950		950	950		950
Capital Rolling Fund Reserve	1,068	-577	491	491		491	491		491	491		491
Efficiency Reserve	6,068	-5,606	462	462	-5,022	-4,560	-4,560	-2,935	-7,495	-7,495	-220	-7,715
Budget Reserve - 2009/10 Budget	-1,020	-2,321	-3,341	-3,341	3,341							
Capital Reserve	1,000	-1,000										
<b>Total Contributions to/from reserves</b>	<b>11,166</b>	<b>-9,604</b>	<b>1,562</b>	<b>1,562</b>	<b>-1,681</b>	<b>-119</b>	<b>-119</b>	<b>-3,935</b>	<b>-4,054</b>	<b>-4,054</b>	<b>-220</b>	<b>-4,274</b>
<b>Indicative Balance</b>												
<b>Total Carried Forward</b>	<b>456,820</b>	<b>-9,056</b>	<b>447,763</b>	<b>447,763</b>	<b>-5,839</b>	<b>441,924</b>	<b>441,924</b>	<b>1,622</b>	<b>443,546</b>	<b>443,546</b>	<b>5,038</b>	<b>448,584</b>

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

(2) Not adjusted for roundings

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

## Financing

	INDICATIVE POSITION											
	2013/14			2014/15			2015/16			2016/17		
	Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Total Brought Forward	456,820	-9,056	447,763	447,763	-5,839	441,924	441,924	1,622	443,546	443,546	5,038	448,584
<b>Funding</b>												
<b>Un-Ringfenced Specific Grants</b>	-52,964	35,881	-17,083	-17,083	423	-16,660	-16,660	369	-16,291	-16,291	-600	-16,891
<b>Government Grant</b>												
Revenue Support Grant	-2,193	-92,294	-94,487	-94,487	12,948	-81,539	-81,539	12,296	-69,243	-69,243	10,731	-58,512
Business Rates Top-up	-113,119	77,425	-35,694	-35,694	-1,095	-36,789	-36,789	-993	-37,782	-37,782	-1,171	-38,954
<b>Total Government Grant</b>	-115,312	-14,869	-130,181	-130,181	11,853	-118,328	-118,328	11,303	-107,025	-107,025	9,559	-97,466
Business Rates from District Councils	0	-27,287	-27,287	-27,287	-838	-28,125	-28,125	-759	-28,884	-28,884	-895	-29,780
Council Tax Surpluses	-4,019	-744	-4,763	-4,763	2,763	-2,000	-2,000	0	-2,000	-2,000	0	-2,000
<b>COUNCIL TAX REQUIREMENT</b>	<b>284,525</b>	<b>-16,076</b>	<b>268,449</b>	<b>268,449</b>	<b>8,363</b>	<b>276,812</b>	<b>276,812</b>	<b>12,534</b>	<b>289,346</b>	<b>289,346</b>	<b>13,102</b>	<b>302,447</b>
<b>Council Tax Calculation</b>												
Council Tax Base			226,572			227,931			229,641			231,363
Council Tax (Band D equivalent)			£1,184.83			£1,214.45			£1,259.99			£1,307.24
<b>Increase in Council Tax (precept)</b>			-5.7%			3.1%			4.5%			4.5%
<b>Increase in Band D Council Tax</b>			1.99%			2.50%			3.75%			3.75%

# Detailed Revenue Budget 2013/14

February 2013



**NOTE:**

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



Draft Revenue Budget 2013/14  
Summary

Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14	Change from Previous Year
		£000	£000	£000	£000	£000	£000	£000	£000	%
<b>Children, Education &amp; Families</b>	Expenditure	567,391	-57,170	741	3,479	-1,216	300	-45,816	467,709	-17.6%
	DSG income	-379,789	54,449	0	-4,691	0	0	17,104	-312,927	-17.6%
	Grant income	-39,854	1,588	0	0	0	0	17,835	-20,431	-48.7%
	Income	-41,934	492	-44	0	-131	0	12,467	-29,150	-30.5%
		<b>105,814</b>	<b>-641</b>	<b>697</b>	<b>-1,212</b>	<b>-1,347</b>	<b>300</b>	<b>1,590</b>	<b>105,201</b>	-0.6%
<b>Social &amp; Community Services</b>	Expenditure	259,469	-5,331	4,370	1,126	-1,668	1,547	-940	258,573	1.5%
	Grant income	-275	275	0	0	0	0	0	0	0.0%
	Income	-48,360	158	-528	0	-228	-2,820	121	-51,657	6.8%
		<b>210,834</b>	<b>-4,898</b>	<b>3,842</b>	<b>1,126</b>	<b>-1,896</b>	<b>-1,273</b>	<b>-819</b>	<b>206,916</b>	0.4%
<b>Environment &amp; Economy</b>	Expenditure	160,828	-5,910	1,689	0	-2,574	1,511	1,609	157,153	-2.3%
	Grant income	-4,049	-305	0	0	0	0	-125	-4,479	10.6%
	Income	-79,121	8,110	-54	0	-368	-500	-1,524	-73,457	-7.2%
		<b>77,658</b>	<b>1,895</b>	<b>1,635</b>	<b>0</b>	<b>-2,942</b>	<b>1,011</b>	<b>-40</b>	<b>79,217</b>	2.0%
<b>Chief Executive's Office (including Cultural Services)</b>	Expenditure	29,471	4,700	168	0	-657	-535	-112	33,035	-3.9%
	Grant income	0	0	0	0	0	0	0	0	0.0%
	Income	-12,276	-85	-32	0	39	0	-449	-12,803	4.3%
		<b>17,195</b>	<b>4,615</b>	<b>136</b>	<b>0</b>	<b>-618</b>	<b>-535</b>	<b>-561</b>	<b>20,232</b>	-9.7%
<b>Public Health</b>	Expenditure	0	0	0	25,264	0	0	0	25,264	n/a
	Grant income	0	0	0	-25,264	0	0	0	-25,264	n/a
	Income	0	0	0	0	0	0	0	0	n/a
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	0.0%
<b>Strategic Measures</b>	Expenditure	53,122	0	0	0	-5,300	-3,862	0	43,960	-17.2%
	Income	-7,803	0	0	0	-1,492	1,532	0	-7,763	-0.5%
		<b>45,319</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-6,792</b>	<b>-2,330</b>	<b>0</b>	<b>36,197</b>	-20.1%
<b>Un-Ringfenced Specific Grants</b>	Expenditure	0	0	0	0	0	0	0	0	0.0%
	Grant income	-52,964	-971	0	30,477	7,113	-594	-144	-17,083	-67.7%
	Income	0	0	0	0	0	0	0	0	0.0%
		<b>-52,964</b>	<b>-971</b>	<b>0</b>	<b>30,477</b>	<b>7,113</b>	<b>-594</b>	<b>-144</b>	<b>-17,083</b>	0.0%
<b>General Government Grant</b>	Expenditure	0	0	0	0	0	0	0	0	0.0%
	Grant income	-115,312	0	0	0	0	0	-14,869	-130,181	12.9%
		<b>-115,312</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-14,869</b>	<b>-130,181</b>	12.9%

**Draft Revenue Budget 2013/14  
Summary**

Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14	Change from Previous Year
		£000	£000	£000	£000	£000	£000	£000	£000	%
<b>Business Rates from District Councils</b>	Expenditure	0	0	0	0	0	0	0	0	0.0%
	Income	0	0	0	0	0	0	-27,287	-27,287	n/a
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-27,287</b>	<b>-27,287</b>	<b>0.0%</b>
<b>Collection Fund Surpluses/Deficits</b>	Expenditure	0	0	0	0	0	0	0	0	0.0%
	Income	-4,019	0	0	0	0	0	-744	-4,763	18.5%
		<b>-4,019</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-744</b>	<b>-4,763</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>Expenditure</b>	<b>1,070,281</b>	<b>-63,711</b>	<b>6,968</b>	<b>29,869</b>	<b>-11,415</b>	<b>-1,039</b>	<b>-45,259</b>	<b>985,694</b>	<b>-7.9%</b>
	<b>DSG income</b>	<b>-379,789</b>	<b>54,449</b>	<b>0</b>	<b>-4,691</b>	<b>0</b>	<b>0</b>	<b>17,104</b>	<b>-312,927</b>	<b>-17.6%</b>
	<b>Grant income</b>	<b>-212,454</b>	<b>587</b>	<b>0</b>	<b>5,213</b>	<b>7,113</b>	<b>-594</b>	<b>2,697</b>	<b>-197,438</b>	<b>-7.1%</b>
	<b>Income</b>	<b>-193,513</b>	<b>8,675</b>	<b>-658</b>	<b>0</b>	<b>-2,180</b>	<b>-1,788</b>	<b>-17,416</b>	<b>-206,880</b>	<b>6.9%</b>
		<b>284,525</b>	<b>0</b>	<b>6,310</b>	<b>30,391</b>	<b>-6,482</b>	<b>-3,421</b>	<b>-42,874</b>	<b>268,449</b>	<b>-5.7%</b>

See Notes Below

Notes

1. DSG - Dedicated Schools Grant. The Dedicated Schools Grant figures include an estimate for the number of schools who will have converted to academy status from 1 April 2013. Work is ongoing to finalise the high needs DSG block so in-year virements may be required.
2. Reduction in DSG and Grant Income in Children, Education & Families relates to Education Funding Agency grants including those for Sixth Forms and SEN reducing as schools convert to academies.
3. Reduction in Un -Ringfenced grant income relates to the Early Intervention Grant and Learning Disabilities and Health Reform Grant which have transferred into baseline funding under the new Business Rates Retention Scheme
4. Expenditure and Income include recharges which will be stripped out in the published Financial Plan to reflect real expenditure and income. For 2012/13 recharges totalled £49.078m. Actual gross expenditure was £972.873m.
5. The Change from Previous Year columns on Chief Executive's Office and Social & Community Services lines have been restated to exclude virements relating to the transfer of Cultural Services to Chief Executive's Office.

**Draft Revenue Budget 2012/13**  
**Children, Education & Families**

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
<b>CEF1</b>	<b>CEF1</b>	<b>EDUCATION &amp; EARLY INTERVENTION</b>									
CEF1-1	CEF1-1	Management & Central Costs (including admin and support service recharges)	expenditure DSG income grant income income	3,673 -313 0 0	-375 -76 0 0	26 0 0 0	0 0 0 0	0 0 0 0	-125 0 0 0	9,765 -35 0 -72	12,964 -424 0 -72
				3,360	-451	26	0	0	-125	9,658	12,468
CEF1-2	CEF1-2	Additional & Special Educational Needs	expenditure DSG income grant income income	15,495 -11,250 -491 -1,571	434 -1,320 0 25	16 0 0 0	0 0 0 0	0 0 0 10	0 0 0 0	9,787 -11,114 491 882	25,732 -23,684 0 -654
				2,183	-861	16	0	10	0	46	1,394
CEF1-3	CEF1-3	Early Intervention	expenditure DSG income grant income income	23,262 -3,112 0 -339	-106 -318 0 0	80 0 0 0	0 0 0 0	-980 0 0 0	0 0 0 0	-2,298 1,001 -309 179	19,958 -2,429 -309 -160
				19,811	-424	80	0	-980	0	-1,427	17,060
CEF1-4	CEF1-4	Education	expenditure DSG income grant income income	16,237 -6,586 -704 -4,008	823 -699 0 5	77 0 0 -36	0 0 0 0	-499 0 0 -141	-350 0 0 0	-641 526 -151 219	15,647 -6,759 -855 -3,961
				4,939	129	41	0	-640	-350	-47	4,072
CEF1-5	CEF1-5	School Organisation & Planning (Including Home to School Transport)	expenditure DSG income grant income income	17,705 -625 0 -444	-54 -342 0 115	253 0 0 -6	3,479 -4,691 0 0	-265 0 0 0	0 0 0 0	10 -185 0 0	21,128 -5,843 0 -335
				16,636	-281	247	-1,212	-265	0	-175	14,950
		<b>SUBTOTAL EDUCATION &amp; EARLY INTERVENTION</b>		<b>46,929</b>	<b>-1,888</b>	<b>410</b>	<b>-1,212</b>	<b>-1,875</b>	<b>-475</b>	<b>8,055</b>	<b>49,944</b>

**Draft Revenue Budget 2012/13**  
**Children, Education & Families**

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
<b>CEF2</b>	<b>CEF2</b>	<b><u>CHILDREN'S SOCIAL CARE</u></b>									
CEF2-1	CEF2-1	Management & Central Costs (including admin and support service recharges)	expenditure DSG income grant income income	3,137 0 0 -143	403 0 0 106	27 0 0 0	0 0 0 0	0 0 0 0	56 0 0 0	4,045 0 0 0	7,668 0 0 -37
				2,994	509	27	0	0	56	4,045	7,631
CEF2-2	CEF2-2	Corporate Parenting	expenditure DSG income grant income income	3,848 0 -195 -61	8,504 0 -5 -34	49 0 0 0	0 0 0 0	200 0 0 0	-480 0 0 0	1,566 0 0 -47	13,687 0 -200 -142
				3,592	8,465	49	0	200	-480	1,519	13,345
CEF2-3	CEF2-3	Social Care	expenditure DSG income grant income income	30,377 -1,770 -1,243 -1,202	-8,253 0 307 221	82 0 0 -2	0 0 0 0	-100 0 0 0	1,199 0 0 0	-279 0 140 54	23,026 -1,770 -796 -929
				26,162	-7,725	80	0	-100	1,199	-85	19,531
CEF2-4	CEF2-4	Safeguarding	expenditure DSG income grant income income	1,041 -64 0 -143	65 0 0 0	9 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	-1 0 0 0	1,114 -64 0 -143
				834	65	9	0	0	0	-1	907
CEF2-5	CEF2-5	Services for Disabled Children	expenditure DSG income grant income income	6,926 0 0 -100	-8 0 0 59	17 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	-4 0 0 0	6,931 0 0 -41
				6,826	51	17	0	0	0	-4	6,890
CEF2-6	CEF2-6	Youth Offending Service	expenditure DSG income grant income income	2,180 0 -924 -234	-448 0 48 -48	14 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	84 0 -171 0	1,830 0 -1,047 -282
				1,022	-448	14	0	0	0	-87	501
		<b>SUBTOTAL CHILDREN'S SOCIAL CARE</b>		<b>41,430</b>	<b>917</b>	<b>196</b>	<b>0</b>	<b>100</b>	<b>775</b>	<b>5,387</b>	<b>48,805</b>

Draft Revenue Budget 2012/13  
Children, Education & Families

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
<b>CEF3</b>	<b>CEF3</b>	<b><u>CHILDREN, EDUCATION &amp; FAMILIES</u></b> <b><u>(CEF) CENTRAL COSTS</u></b>									
CEF3-1	CEF3-1	Management, Admin & Central Support Service Recharges	expenditure DSG income grant income income	648 -86 0 0	-268 86 0 0	4 0 0 0	0 0 0 0	428 0 0 0	0 0 0 0	111 0 0 0	923 0 0 0
				562	-182	4	0	428	0	111	923
N/A	CEF3-2	Children, Education & Families Support Service Non-Negotiable Recharges	expenditure DSG income grant income income	15,664 -244 0 -91	0 15 0 0	2 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	-15,666 229 0 91	0 0 0 0
				15,329	15	2	0	0	0	-15,346	0
CEF3-2	CEF3-3	Premature Retirement Compensation (PRC)	expenditure DSG income grant income income	3,651 0 0 -2	0 0 0 0	78 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	-7 0 0 2	3,722 0 0 0
				3,649	0	78	0	0	0	-5	3,722
CEF3-3	CEF3-4	Joint Commissioning Recharge	expenditure DSG income grant income income	1,505 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	1,505 0 0 0
				1,505	0	0	0	0	0	0	1,505
N/A	CEF3-5	Information Management & Business Support <i>(Transferred to E&amp;E during 2012/13)</i>	expenditure DSG income grant income income	831 0 0 -41	-831 0 0 41	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
				790	-790	0	0	0	0	0	0
		<b>SUBTOTAL CEF CENTRAL COSTS</b>		<b>21,835</b>	<b>-957</b>	<b>84</b>	<b>0</b>	<b>428</b>	<b>0</b>	<b>-15,240</b>	<b>6,150</b>

**Draft Revenue Budget 2012/13**  
**Children, Education & Families**

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
<b>CEF4</b>	<b>CEF4</b>	<b><u>SCHOOLS</u></b>									
CEF4-1	CEF4-1	Delegated Budgets	expenditure	391,030	-58,125	0	0	0	0	-54,918	277,987
			DSG income	-323,037	56,886	0	0	0	0	27,782	-238,369
			grant income	-36,297	1,238	0	0	0	0	17,835	-17,224
			income	-31,696	1	0	0	0	0	9,301	-22,394
				0	0	0	0	0	0	0	0
CEF4-2	CEF4-2	Early Years Single Funding Formula (Nursery Education Funding)	expenditure	21,029	1,465	0	0	0	0	901	23,395
			DSG income	-21,029	-1,465	0	0	0	0	-901	-23,395
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
CEF4-3	CEF4-3	Non-Delegated Schools Costs	expenditure	3,260	-165	7	0	0	0	-2,525	577
			DSG income	-1,637	-248	0	0	0	0	1,610	-275
			grant income	0	0	0	0	0	0	0	0
			income	-83	1	0	0	0	0	82	0
				1,540	-412	7	0	0	0	-833	302
CEF4-4	CEF4-4	Schools Support Service Non-Negotiable Recharges	expenditure	388	-231	0	0	0	0	4,435	4,592
			DSG income	-6,308	1,930	0	0	0	0	-214	-4,592
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				-5,920	1,699	0	0	0	0	4,221	0
CEF4-5	CEF4-5	Capitalised Repairs & Maintenance	expenditure	3,728	0	0	0	0	0	0	3,728
			DSG income	-3,728	0	0	0	0	0	0	-3,728
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
CEF4-6	-	Higher Needs in Further Education Colleges	expenditure	0	0	0	0	0	0	1,595	1,595
			DSG income	0	0	0	0	0	0	-1,595	-1,595
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0

**Draft Revenue Budget 2012/13**  
**Children, Education & Families**

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13 £000	Permanent Virements Agreed in 2012/13 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2013/14 £000
N/A	CEF4-6	Joint Use Agreements (Transferring to E&E)	expenditure	1,776	0	0	0	0	0	-1,776	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-1,776	0	0	0	0	0	1,776	0
				0	0	0	0	0	0	0	0
		<b>SUBTOTAL SCHOOLS</b>		<b>-4,380</b>	<b>1,287</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,388</b>	<b>302</b>
			expenditure	567,391	-57,170	741	3,479	-1,216	300	-45,816	467,709
			DSG income	-379,789	54,449	0	-4,691	0	0	17,104	-312,927
			grant income	-39,854	1,588	0	0	0	0	17,835	-20,431
			income	-41,934	492	-44	0	-131	0	12,467	-29,150
		<b>DIRECTORATE TOTAL</b>		<b>105,814</b>	<b>-641</b>	<b>697</b>	<b>-1,212</b>	<b>-1,347</b>	<b>300</b>	<b>1,590</b>	<b>105,201</b>

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

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
<b>SCS1</b>	<b>SCS1</b>	<b><u>ADULT SOCIAL CARE</u></b>									
<b>SCS1-1</b>	<b>SCS1-1</b>	<b>Older People</b>									
SCS1-1ABCD	SCS1-1ABC	Older People Non Pool Services	expenditure	24,645	-847	349	63	-350	1,680	52	25,592
			income	-26,950	17	-375	0	-214	-2,820	733	-29,609
				-2,305	-830	-26	63	-564	-1,140	785	-4,017
SCS1-1E	SCS1-1D	Older People and Equipment Pooled Budget Contributions	expenditure	76,612	-152	1,877	0	-2,448	900	245	77,034
			income	0	0	0	0	0	0	0	0
				76,612	-152	1,877	0	-2,448	900	245	77,034
		<b>Subtotal Older People</b>		<b>74,307</b>	<b>-982</b>	<b>1,851</b>	<b>63</b>	<b>-3,012</b>	<b>-240</b>	<b>1,030</b>	<b>73,017</b>
<b>SCS1-2</b>	<b>SCS1-2</b>	<b>Learning Disabilities</b>									
SCS1-2ABD	SCS1-2ABD	Learning Disabilities Non Pool Services	expenditure	10,563	-1,032	86	0	-2	0	-53	9,562
			income	-15,635	1,052	-135	0	2	0	33	-14,683
				-5,072	20	-49	0	0	0	-20	-5,121
SCS1-2C	SCS1-2C	Pooled Budget Contribution	expenditure	66,830	-25	1,106		2,042	-2,603	-374	66,976
			income	0						0	0
				66,830	-25	1,106	0	2,042	-2,603	-374	66,976
		<b>Subtotal Learning Disabilities</b>		<b>61,758</b>	<b>-5</b>	<b>1,057</b>	<b>0</b>	<b>2,042</b>	<b>-2,603</b>	<b>-394</b>	<b>61,855</b>
<b>SCS1-3</b>	<b>SCS1-3</b>	<b>Mental Health</b>									
SCS1-3A	SCS1-3A	Non-Pool Services	expenditure	985	-147	16	0	1	0	0	855
			income	0	0	0	0	0	0	0	0
				985	-147	16	0	1	0	0	855
SCS1-3B	SCS1-3B	Pooled Budget Contributions	expenditure	6,590	46	190	89	-207	0	1,811	8,519
			income	-260	0	-1	0	0	0	0	-261
				6,330	46	189	89	-207	0	1,811	8,258
		<b>Subtotal Mental Health</b>		<b>7,315</b>	<b>-101</b>	<b>205</b>	<b>89</b>	<b>-206</b>	<b>0</b>	<b>1,811</b>	<b>9,113</b>



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

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
<b>SCS1-4</b>	<b>SCS1-4</b>	<b>Services For All Client Groups</b>									
SCS1-4A-J	SCS1-4	Services For All Client Groups	expenditure	4,963	-174	87	0	16	-250	1	4,643
			grant income	-275	275	0	0	0	0	0	0
			income	-2,164	-66	-11	0	0	0	0	-2,241
				2,524	35	76	0	16	-250	1	2,402
SCS1-4I	-	Housing Related Support (Formerly part of Supporting People within SCS3)	expenditure	0	0	0	0	0	0	4,436	4,436
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	4,436	4,436
		<b>Subtotal Services for All Client Groups</b>		<b>2,524</b>	<b>35</b>	<b>76</b>	<b>0</b>	<b>16</b>	<b>-250</b>	<b>4,437</b>	<b>6,838</b>
<b>SCS1-5</b>	<b>SCS1-5</b>	<b>Physical Disabilities</b>									
SCS1-5A	SCS1-5A	Pooled Budget Contributions	expenditure	8,780	140	265	0	87	1,900	138	11,310
			income	0	0	0	0	0	0	0	0
				8,780	140	265	0	87	1,900	138	11,310
SCS1-5B	N/A	Income (in 2012/13 was included in Older People Non Pool Services)	expenditure	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-644	-644
				0	0	0	0	0	0	-644	-644
		<b>Subtotal Physical Disabilities</b>		<b>8,780</b>	<b>140</b>	<b>265</b>	<b>0</b>	<b>87</b>	<b>1,900</b>	<b>-506</b>	<b>10,666</b>
<b>SCS1-6</b>		<b>Adult Social Care Recharges</b>									
SCS1-6		Adult Social Care Recharges	expenditure	0	0	1	0	0	0	10,436	10,437
			income	0	0	0	0	0	0	0	0
				0	0	1	0	0	0	10,436	10,437
		<b>Subtotal Adult Social Care Recharges</b>		<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,436</b>	<b>10,437</b>
		<b>SUBTOTAL ADULT SOCIAL CARE</b>		<b>154,684</b>	<b>-913</b>	<b>3,455</b>	<b>152</b>	<b>-1,073</b>	<b>-1,193</b>	<b>16,814</b>	<b>171,926</b>

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

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
<b>SCS2</b>	<b>SCS2</b>	<b><u>COMMUNITY SAFETY</u></b>									
SCS2-1	SCS2-1	Safer Communities	expenditure	779	84	3	-287	1	0	-23	557
			income	0	-85	0	0	0	0	0	-85
				779	-1	3	-287	1	0	-23	472
SCS2-2	SCS2-2	Gypsy & Traveller Services	expenditure	1,109	-2	4	0	7	0	-114	1,004
			income	-1,000	0	-1	0	0	0	0	-1,001
				109	-2	3	0	7	0	-114	3
SCS2-3	SCS2-3	Trading Standards	expenditure	2,380	-55	14	0	-77	0	14	2,276
			income	-196	46	-2	0	-5	0	0	-157
				2,184	-9	12	0	-82	0	14	2,119
		<b>SUBTOTAL COMMUNITY SAFETY</b>		<b>3,072</b>	<b>-12</b>	<b>18</b>	<b>-287</b>	<b>-74</b>	<b>0</b>	<b>-123</b>	<b>2,594</b>
<b>SCS3</b>	<b>SCS3</b>	<b><u>JOINT COMMISSIONING</u></b>									
SCS3-1 to SCS3-5	SCS3-1	Joint Commissioning	expenditure	29,753	-3,036	63	292	-699	0	-17,545	8,828
			income	-1,870	-806	-3	0	-11	0	-1	-2,691
				27,883	-3,842	60	292	-710	0	-17,546	6,137
SCS3-6	-	Oxfordshire Support Fund	expenditure	0	0	0	944	0	0	0	944
			income	0	0	0	0	0	0	0	0
				0	0	0	944	0	0	0	944
		<b>TOTAL JOINT COMMISSIONING</b>		<b>27,883</b>	<b>-3,842</b>	<b>60</b>	<b>1,236</b>	<b>-710</b>	<b>0</b>	<b>-17,546</b>	<b>7,081</b>

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

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13 £000	Permanent Virements Agreed in 2012/13 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2013/14 £000
<b>SCS4</b>	<b>SCS5</b>	<b><u>FIRE AND RESCUE &amp; EMERGENCY PLANNING</u></b>									
SCS4-1	SCS5-1	Fire & Rescue Service	expenditure	25,140	-124	306	25	-37	-80	-4	25,226
			income	-285	0	0	0	0	0	0	-285
				24,855	-124	306	25	-37	-80	-4	24,941
SCS4-2	SCS5-2	Emergency Planning	expenditure	340	-7	3	0	-2	0	40	374
			income	0	0	0	0	0	0	0	0
				340	-7	3	0	-2	0	40	374
		<b>SUBTOTAL FIRE AND RESCUE &amp; EMERGENCY PLANNING</b>		<b>25,195</b>	<b>-131</b>	<b>309</b>	<b>25</b>	<b>-39</b>	<b>-80</b>	<b>36</b>	<b>25,315</b>
			expenditure	<b>259,469</b>	<b>-5,331</b>	<b>4,370</b>	<b>1,126</b>	<b>-1,668</b>	<b>1,547</b>	<b>-940</b>	<b>258,573</b>
			grant income	<b>-275</b>	<b>275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
			income	<b>-48,360</b>	<b>158</b>	<b>-528</b>	<b>0</b>	<b>-228</b>	<b>-2,820</b>	<b>121</b>	<b>-51,657</b>
		<b>DIRECTORATE TOTAL</b>		<b>210,834</b>	<b>-4,898</b>	<b>3,842</b>	<b>1,126</b>	<b>-1,896</b>	<b>-1,273</b>	<b>-819</b>	<b>206,916</b>

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

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
EE1		<b><u>STRATEGY &amp; INFRASTRUCTURE</u></b>									
EE1		Strategy & Infrastructure (Excluding Flood Defence Levy)	expenditure	0	0	0	0	0	0	10,063	10,063
			grant income	0	0	0	0	0	0	-125	-125
			income	0	0	0	0	0	0	-1,437	-1,437
				0	0	0	0	0	0	8,501	8,501
		Flood Defence Levy	expenditure	0	0	0	0	0	0	478	478
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	478	478
		<b>SUBTOTAL STRATEGY &amp; INFRASTRUCTURE</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,979</b>	<b>8,979</b>
EE2		<b><u>COMMERCIAL</u></b>									
EE2-1		Commercial Management	expenditure	0	0	0	0	0	0	-904	-904
			income	0	0	0	0	0	0	-95	-95
				0	0	0	0	0	0	-999	-999
EE2-2		<b>Operational Contract/Client Management</b>									
EE2-21a		Highways & Transport Client Management	expenditure	0	0	0	0	0	0	1,426	1,426
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	1,426	1,426
EE2-21b	EE1-44	Public Transport	expenditure	5,771	56	137	0	-250	0	-78	5,636
			income	-560	21	0	0	0	-250	0	-789
				5,211	77	137	0	-250	-250	-78	4,847
EE2-21c	EE1-45	Concessionary Fares	expenditure	7,803	0	1	0	-100	0	0	7,704
			income	0	0	0	0	0	0	0	0
				7,803	0	1	0	-100	0	0	7,704
EE2-21d	EE1-43	Integrated Transport Unit	expenditure	3,126	-505	16	0	0	0	11	2,648
			income	-2,315	0	0	0	0	0	0	-2,315
				811	-505	16	0	0	0	11	333

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

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
EE2-22		Property & Facilities Management	expenditure	0	0	0	0	0	0	22,425	22,425
			income	0	0	0	0	0	0	-23,550	-23,550
				0	0	0	0	0	0	-1,125	-1,125
EE2-23		Programme Management	expenditure	0	0	0	0	0	0	459	459
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	459	459
EE2-24	EE2-4	Waste Management	expenditure	22,313	-113	367	0	231	299	-43	23,054
			income	-400	0	-8	0	-25	0	55	-378
				21,913	-113	359	0	206	299	12	22,676
EE2-2		<b>Subtotal Operational Contract/Client Management</b>		<b>27,124</b>	<b>-36</b>	<b>496</b>	<b>0</b>	<b>-44</b>	<b>49</b>	<b>-732</b>	<b>36,320</b>
EE2-3		Network & Asset Management (Excluding On/Off Street Parking and Park & Rides)	expenditure	0	0	0	0	0	0	17,600	17,600
			income	0	0	0	0	0	0	-968	-968
				0	0	0	0	0	0	16,632	16,632
EE2-3	EE1-46	On/Off Street Parking and Park & Rides	expenditure	6,020	0	6	0	0	0	0	6,026
			income	-5,902	0	0	0	-650	-250	0	-6,802
				118	0	6	0	-650	-250	0	-776
EE2-3		<b>Subtotal Network &amp; Asset Management</b>		<b>27,242</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>-650</b>	<b>-250</b>	<b>16,632</b>	<b>15,856</b>
EE2-4		Operations Delivery	expenditure	0	0	0	0	0	0	10,607	10,607
			grant income	0	0	0	0	0	0	-230	-230
			income	0	0	0	0	0	0	-859	-859
				0	0	0	0	0	0	9,518	9,518
		<b>SUBTOTAL COMMERCIAL</b>		<b>27,124</b>	<b>-36</b>	<b>502</b>	<b>0</b>	<b>-694</b>	<b>-201</b>	<b>24,419</b>	<b>60,695</b>

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

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13 £000	Permanent Virements Agreed in 2012/13 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2013/14 £000
<b>EE3</b>	<b>EE3</b>	<b><u>OXFORDSHIRE CUSTOMER SERVICES</u></b>									
EE3-1	EE3-1	Management Team	expenditure	1,017	-53	4	0	105	-180	30	923
			income	-1,017	0	0	0	0	0	94	-923
				0	-53	4	0	105	-180	124	0
EE3-2	EE3-2	OCS Finance	expenditure	7,416	-226	55	0	-10	0	-156	7,079
			income	-7,416	-19	-4	0	0	0	360	-7,079
				0	-245	51	0	-10	0	204	0
EE3-3	EE3-3	ICT	expenditure	17,321	860	90	0	-368	-159	-61	17,683
			income	-17,321	725	-10	0	0	0	-1,077	-17,683
				0	1,585	80	0	-368	-159	-1,138	0
EE3-4	EE3-4	County Procurement	expenditure	719	24	7	0	0	0	-281	469
			income	-719	0	0	0	0	0	250	-469
				0	24	7	0	0	0	-31	0
EE3-5	EE3-5	Customer Services	expenditure	2,338	365	18	0	-172	321	219	3,089
			income	-2,338	55	0	0	0	0	-806	-3,089
				0	420	18	0	-172	321	-587	0
EE3-6	EE3-6&7	Human Resources (Including Adult Learning)	expenditure	12,845	-415	47	0	-188	-250	385	12,424
			grant income	-3,820	-304	0	0	0	0	0	-4,124
			income	-8,819	642	-7	0	0	0	1,163	-7,021
				206	-77	40	0	-188	-250	1,548	1,279
		<b>SUBTOTAL OXFORDSHIRE CUSTOMER SERVICES</b>		<b>206</b>	<b>1,654</b>	<b>200</b>	<b>0</b>	<b>-633</b>	<b>-268</b>	<b>120</b>	<b>1,279</b>

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

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
				£000	£000	£000	£000	£000	£000	£000	£000
EE4	EE4	<b><u>BUSINESS SUPPORT</u></b>									
EE4	EE4-1	Business Support (Previously Director's Office)	expenditure	6,692	-1	14	0	0	0	1,559	8,264
			income	0	0	0	0	0	0	0	0
				6,692	-1	14	0	0	0	1,559	8,264
		<b>SUBTOTAL BUSINESS SUPPORT</b>		<b>6,692</b>	<b>-1</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,559</b>	<b>8,264</b>
	EE1	<b><u>Lines to be removed - HIGHWAYS &amp; TRANSPORT</u></b>									
	EE1-1-1-42	Highways and Transport excluding EE1-43 to EE1-46 listed below separately)	expenditure	31,296	-15	556	0	-1,404	1,500	-31,933	0
			income	-2,619	-21	-15	0	408	0	2,247	0
				28,677	-36	541	0	-996	1,500	-29,686	0
		<b>SUBTOTAL HIGHWAYS &amp; TRANSPORT</b>		<b>28,677</b>	<b>-36</b>	<b>541</b>	<b>0</b>	<b>-996</b>	<b>1,500</b>	<b>-29,686</b>	<b>0</b>
	EE2	<b><u>GROWTH &amp; INFRASTRUCTURE</u></b>									
	EE2-1	Deputy Director	expenditure	855	-98	4	0	84	0	-845	0
			income	0	0	0	0	0	0	0	0
				855	-98	4	0	84	0	-845	0
	EE2-2&3	Planning & Regulation and Infrastructure Planning	expenditure	4,236	35	28	0	-460	100	-3,939	0
			grant income	-229	-1	0	0	0	0	230	0
			income	-721	146	-7	0	-81	0	663	0
				3,286	180	21	0	-541	100	-3,046	0
	EE2-5	Business & Skills	expenditure	796	150	6	0	0	0	-952	0
			income	-159	-154	0	0	0	0	313	0
				637	-4	6	0	0	0	-639	0
	EE2-61-67	Property and Facilities	expenditure	20,874	3,416	333	0	-42	-120	-24,461	0
			grant income	0	0	0	0	0	0	0	0
			income	-19,451	-2,649	-3	0	-20	0	22,123	0
				1,423	767	330	0	-62	-120	-2,338	0

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

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13 £000	Permanent Virements Agreed in 2012/13 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2013/14 £000
	EE2-68	Food with Thought/QCS Cleaning	expenditure	9,390	-9,390	0	0	0	0	0	0
			income	-9,364	9,364	0	0	0	0	0	0
				26	-26	0	0	0	0	0	0
		<b>SUBTOTAL GROWTH &amp; INFRASTRUCTURE</b>		<b>6,227</b>	<b>819</b>	<b>361</b>	<b>0</b>	<b>-519</b>	<b>-20</b>	<b>-6,868</b>	<b>0</b>
			expenditure	<b>160,828</b>	<b>-5,910</b>	<b>1,689</b>	<b>0</b>	<b>-2,574</b>	<b>1,511</b>	<b>1,609</b>	<b>157,153</b>
			grant income	<b>-4,049</b>	<b>-305</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-125</b>	<b>-4,479</b>
			income	<b>-79,121</b>	<b>8,110</b>	<b>-54</b>	<b>0</b>	<b>-368</b>	<b>-500</b>	<b>-1,524</b>	<b>-73,457</b>
		<b>DIRECTORATE TOTAL</b>		<b>77,658</b>	<b>1,895</b>	<b>1,635</b>	<b>0</b>	<b>-2,942</b>	<b>1,011</b>	<b>-40</b>	<b>79,217</b>



**Draft Revenue Budget 2013/14**  
**Chief Executive's Office (including Cultural Services)**

Ref. 2013/14	Ref. 2012/13	Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14	
				£000	£000	£000	£000	£000	£000	£000	£000	
CEO1	CEO1	Chief Executive & Business Support	expenditure	2,036	-112	6	0	-100	-405	-294	1,131	
			income	-788	0	0	0	0	0	100	-688	
				1,248	-112	6	0	-100	-405	-194	443	
CEO2	CEO2	Human Resources	expenditure	1,484	-2	11	0	13	-60	-71	1,375	
			income	-1,345	0	0	0	0	0	111	-1,234	
				139	-2	11	0	13	-60	40	141	
CEO3	CEO3	Corporate Finance & Internal Audit	expenditure	2,429	129	21	0	-54	-70	79	2,534	
			income	-2,417	106	-1	0	0	0	-160	-2,472	
				12	235	20	0	-54	-70	-81	62	
CEO4	CEO4	Law & Culture (Previously Law & Governance Services now includes SCS4 - Community Services)	expenditure	16,972	4,231	107	0	-516	42	674	21,510	
			income	-5,234	-16	-31	0	39	0	-73	-5,315	
				11,738	4,215	76	0	-477	42	601	16,195	
CEO5	CEO5	Strategy & Communications	expenditure	2,859	454	23	0	0	-42	105	3,399	
			income	-2,492	-175	0	0	0	0	-427	-3,094	
				367	279	23	0	0	-42	-322	305	
CEO6	CEO6	Corporate & Democratic Core	expenditure	3,691	0	0	0	0	0	0	-605	3,086
			income	0	0	0	0	0	0	0	0	0
				3,691	0	0	0	0	0	-605	3,086	
			expenditure	<b>29,471</b>	<b>4,700</b>	<b>168</b>	<b>0</b>	<b>-657</b>	<b>-535</b>	<b>-112</b>	<b>33,035</b>	
			grant income	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
			income	<b>-12,276</b>	<b>-85</b>	<b>-32</b>	<b>0</b>	<b>39</b>	<b>0</b>	<b>-449</b>	<b>-12,803</b>	
		<b>DIRECTORATE TOTAL</b>		<b>17,195</b>	<b>4,615</b>	<b>136</b>	<b>0</b>	<b>-618</b>	<b>-535</b>	<b>-561</b>	<b>20,232</b>	

**Draft Revenue Budget 2013/14**  
**Public Health**

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

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

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

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

Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
		£000	£000	£000	£000	£000	£000	£000	£000
<b><u>CONTRIBUTIONS TO/FROM RESERVES</u></b>									
Reserves	expenditure	8,837				-7,769	-577		491
	income	-1,721				-1,664	506		-2,879
		7,116	0	0	0	-9,433	-71	0	-2,388
Prudential Borrowing costs	expenditure	1,250					-300		950
	income	0							0
		1,250	0	0	0	0	-300	0	950
<b>SUBTOTAL CONTRIBUTIONS TO/FROM RESERVES</b>		<b>8,366</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-9,433</b>	<b>-371</b>	<b>0</b>	<b>-1,438</b>
Strategic Measures	expenditure	53,122	0	0	0	-5,300	-3,862	0	43,960
	income	-7,803	0	0	0	-1,492	1,532	0	-7,763
<b>STRATEGIC MEASURES TOTAL</b>		<b>45,319</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-6,792</b>	<b>-2,330</b>	<b>0</b>	<b>36,197</b>
<b><u>UN-RINGFENCED SPECIFIC GRANT INCOME</u></b>									
	expenditure	0							0
	grant income	-52,964	-971		30,477	7,113	-594	-144	-17,083
	income	0							0
		-52,964	-971	0	30,477	7,113	-594	-144	-17,083
<b>TOTAL UN-RINGFENCED SPECIFIC GRANT INCOME</b>		<b>-52,964</b>	<b>-971</b>	<b>0</b>	<b>30,477</b>	<b>7,113</b>	<b>-594</b>	<b>-144</b>	<b>-17,083</b>
<b><u>COLLECTION FUND SURPLUSES/DEFICITS</u></b>									
	expenditure	0							0
	income	-4,019						-744	-4,763
		-4,019	0	0	0	0	0	-744	-4,763
<b>TOTAL COLLECTION FUND SURPLUSES/DEFICITS</b>		<b>-4,019</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-744</b>	<b>-4,763</b>

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

Service Area		Budget 2012/13	Permanent Virements Agreed in 2012/13	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2013/14
		£000	£000	£000	£000	£000	£000	£000	£000
<b><u>BUSINESS RATES FROM DISTRICT COUNCILS</u></b>	expenditure	0							0
	income	0						-27,287	-27,287
		0	0	0	0	0	0	-27,287	-27,287
<b>TOTAL BUSINESS RATES FROM DISTRICT COUNCILS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-27,287</b>	<b>-27,287</b>
<b><u>GENERAL GOVERNMENT GRANT INCOME</u></b>									
Revenue Support Grant	expenditure	0							0
	grant income	-2,193						-92,294	-94,487
		-2,193	0	0	0	0	0	-92,294	-94,487
Business Rates Top-Up	expenditure	0							
	grant income	-113,119						77,425	-35,694
		-113,119	0	0	0	0	0	77,425	-35,694
<b>TOTAL GENERAL GOVERNMENT GRANT INCOME</b>		<b>-115,312</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-14,869</b>	<b>-130,181</b>

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

Directorate	Estimate 2012/13	Revised 2012/13	Estimate 2013/14
	£m	£m	£m
<u>Children, Education &amp; Families</u>			
Additional Grant for Schools		0.175	
Adoption Improvement Grant		0.059	
Asylum (UASC & Post 18)	1.243	0.935	0.795
Children's Centres Payments by Result		0.135	
Dedicated Schools Grant - Schools Block	379.789	325.339	237.453
Dedicated Schools Grant - High Needs Block			41.753
Dedicated Schools Grant - Early Years Block			33.721
Education Funding Agency – SEN	0.491	0.636	0.000
Education Funding Agency – Sixth Form Funding and Threshold	27.608	12.938	7.813
Intensive Interventions Programme (DfE)	0.195	0.200	0.200
Mathmatics Specialist Teacher (MaST)		0.027	
Music	0.704	0.731	0.631
National Citizen Service		0.184	0.309
Pupil Premium	8.689	7.337	9.636
Pupil Premium - Summer School Grant		0.068	
Remand			0.171
Youth Justice Board	0.924	0.876	0.876
<b>Total Children, Education &amp; Families</b>	<b>419.643</b>	<b>349.640</b>	<b>333.358</b>
<u>Environment &amp; Economy</u>			
Skills Funding Agency - Adult Education	3.820	3.820	3.855
Education Funding Agency (Formerly the YPLA)		0.294	0.269
DCLG (Local Enterprise Partnership Funding)		0.125	0.125
Natural England	0.229	0.310	0.222
Environment Agency		0.008	0.008
<b>Total Environment &amp; Economy</b>	<b>4.049</b>	<b>4.557</b>	<b>4.479</b>

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

Directorate	Estimate 2012/13	Revised 2012/13	Estimate 2013/14
	£m	£m	£m
Social & Community Services			
Workstep Grant (Now a contribution rather than a grant)	0.275	0	0
<b>Total Social &amp; Community Services</b>	<b>0.275</b>	<b>0</b>	<b>0</b>
Public Health			
Public Health Grant	0	0	25.264
<b>Total Public Health</b>	<b>0.275</b>	<b>0</b>	<b>25.264</b>
Strategic Measures			
Early Intervention Grant	23.446	23.446	0.000
Learning Disabilities & Health Reform Grant	19.693	19.693	0.000
Fire Revenue Grant	0.250	0.250	0.275
Community Safety Fund	0.287	0.287	0.000
Lead Local Flood Authority	0.325	0.325	0.167
Extended Rights to Free Travel	0.782	0.782	0.782
Troubled Families - Co-ordinator funding		0.100	0.100
Troubled Families - Attachment fee		0.973	1.015
Community Right to Challenge			0.009
New Homes Bonus	1.068	1.068	1.662
New Homes Bonus Adjustment Grant			0.533
Council Tax Freeze Grant 2011/12	0	0	0.000
Council Tax Freeze Grant 2012/13	7.113	7.113	0.000
Local Reform and Community Voice Grant			0.401
Local Welfare Provision			0.944
Education Services Grant			9.153
Adoption Reform Grant			1.248
Returned Safety Net Topslice			0.794
Revenue Support Grant	2.193	2.193	94.487
Redistributed Business Tax	113.119	113.119	0.000
Business Rates Top-Up			35.694
<b>Total Strategic Measures</b>	<b>168.276</b>	<b>169.349</b>	<b>147.264</b>
<b>Total Grants</b>	<b>592.243</b>	<b>523.546</b>	<b>510.365</b>

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## Summary of variations to the 2012/13 - 2016/17 Medium Term Financial Plan

Directorate	Variation to MTFP - change year on year				
	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
Children, Education & Families	300	-2,180	0	0	-1,880
Social & Community Services	-1,273	-2,430	-3,550	-1,950	-9,203
Environment & Economy	1,011	-142	-5,086	-1,975	-6,192
Chief Executive's Office	-535	-25	-100	-100	-760
<b>Sub total (a)</b>	<b>-497</b>	<b>-4,777</b>	<b>-8,736</b>	<b>-4,025</b>	<b>-18,035</b>
Anticipated shortfall in funding in existing MTFP (b)			15,108	2,236	17,344
Reduction in provision for inflation (c)	-3,905	-3,500	0	0	-7,405
Funding changes and allowed variations (d)	3,296	8,406	2,100	2,009	15,811
<b>Total year on year variation (a+b+c+d)</b>	<b>-1,106</b>	<b>129</b>	<b>8,472</b>	<b>220</b>	<b>7,715</b>
Contribution to(+)/from(-) the Efficiency Reserve	1,106	-129	-8,472	-220	-7,715
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Changes to the variations to the MTFP since the report to Cabinet on 29 January 2013 are shaded grey

[Further detail is available in the Directorate Business Strategies which are available on the Council's website under About your Council/Plans Performance and Policies](#)

**Variations to the 2012/13 - 2016/17 Medium Term Financial Plan**  
**Children, Education & Families**  
**New Pressures & Savings**

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

**Variations to the 2012/13 - 2016/17 Medium Term Financial Plan**  
**Social & Community Services**  
**New Pressures & Savings**

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

**Social & Community Services  
New Pressures & Savings**

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

**Social & Community Services  
New Pressures & Savings**

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



**Environment & Economy  
New Pressures & Savings**

MTFP Reference		2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	TOTAL £'000
	<b>Savings</b>					
14EE20	Reduction in Oxfordshire Community Network (OCN) contract payment & telephony maintenance	-248	-294			-542
14EE21	Remove schools service provision subsidy - application of full overhead costs	-250	-250			-500
14EE22	Removing/ rationalising ICT applications which reduces maintenance costs			-150	-150	-300
14EE23	Application of full overhead costs to the Pension Fund		-160			-160
14EE24	Reduce HR & Finance staff in line with projected downsizing of organisation			-300		-300
14EE25	Rationalise the use of printed materials	-180				-180
14EE26	Further savings from Facilities Management contract dependent on experience of phase 1 of contract				-175	-175
14EE27	Reduction in rates due to reduction in property portfolio (link to asset rationalisation programme)		-100			-100
14EE28	Removal and recycling of ICT Hardware		-50		-50	-100
14EE29	ICT reductions associated with data centre - Movement to "Cloud" allows reductions in staff and maintenance			-290		-290
14EE30	Externalise or cease non-mandatory HR/Finance activities - staff reductions			-145		-145
14EE31	Consolidate and out source print services		-250			-250
14EE32	Further rationalisation of our property portfolio dependent on capital investment			-200	-250	-450
14EE33	ICT reductions based on property rationalisation		-200	-400		-600
14EE34	Reintroduce maintenance 'holiday' to non-school property - suspension of non-statutory property maintenance work			-200	-707	-907
	<b>Total Savings</b>	<b>-810</b>	<b>-2,731</b>	<b>-3,097</b>	<b>-1,875</b>	<b>-8,513</b>

**Environment & Economy  
New Pressures & Savings**

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





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## Council Tax and Precepts 2013/14

### Council Tax Data

1. In order to set its budget for the forthcoming year, the County Council needs to calculate its council tax requirement. This is the amount that the council needs to raise from council tax to meet its expenditure after taking account of the income it will accrue from the following
  - (a) **the amount to be received from specific grants.** Government departments notify the County Council of any specific grants that it will receive prior to the start of the new financial year;
  - (b) **the amount to be received from Revenue Support Grant and the Business Rates Top Up under the Business Rates Retention Scheme.** These amounts are determined by Government within the Local Government Finance Settlement. Final settlement figures were announced on 4 February 2013;
  - (c) **the amount to be received for the County Council's share of Non-Domestic Rating Income.** Each district council was required to notify the County Council of its share of business rates by 31 January 2013;
  - (d) **any surpluses/shortfalls on the council tax collection funds for earlier years and the estimated position for the current year.** Each district council was required to make this calculation and to notify the County Council of its share by 24 January 2013;
  - (e) **the amount expected to be received from fees, charges and contributions.**
2. In order to set its council tax for the forthcoming year, the County Council needs to calculate its council tax requirement and have available the following information:
  - (a) **the council tax base, expressed in terms of Band D equivalent properties.** Each district council was required to formally notify the County Council of the tax base for its area before 31 January 2013. For 2013/14 the tax base reflects the reduction arising from the new localised council tax support scheme and any increase arising from changes to discounts/exemptions on second homes and empty properties. A factor for estimated losses on collection has been applied to the revised tax base.
3. Based on the final information on funding and assuming a council tax requirement of **£268,449,208** as shown in the proposed Medium Term Financial Plan (Annex 1) the calculation of the Band D Council Tax for 2013/14 is as follows:

### Council Tax Calculation 2013/14

	£m
County Council net expenditure after specific grants	430.680
Less: Revenue Support Grant	-94.487
Business Rates Top Up	-35.694
Non-Domestic Rating Income	-27.287
Collection Fund Adjustments	-4.763
<b>Council Tax Requirement (R)</b>	<b>268.449</b>

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

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

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

**Table 1**

### Council Tax by Property Band for Oxfordshire County Council

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

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

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

Table 2

**Allocation of Precept to Districts**

The County Council precept (£268,449,208) is the sum of the council tax income required to fund the Council's budget.

District Council	RSG Tax Base Number	Council Tax Base		Assumed Precept Due
		Adjustment for Losses on Collection and Discounts/Exemptions %	Number	£
Cherwell	51,758.4	90.17	46,672.0	55,298,385.76
Oxford City	47,693.5	86.58	41,291.0	48,922,815.53
South Oxfordshire	56,761.8	92.68	52,607.0	62,330,351.81
Vale of White Horse	50,033.9	91.87	45,964.9	54,460,592.47
West Oxfordshire	42,990.0	93.13	40,037.0	47,437,062.40
<b>TOTAL</b>	<b>249,237.6</b>	<b>90.91</b>	<b>226,571.9</b>	<b>268,449,207.97</b>

Formal approval is required under the council tax legislation for:

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

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

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

### 1. Purpose

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

### 2. Introduction

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

### 3. Corporate Plan

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

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

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

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

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

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

**4. How we will manage our finances?**

Our financial planning reflects:

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

**5. Meeting our pressures and priorities**

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

**6. Efficiency savings and efficiency strategies**

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

**7. Balances**

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

**8. Reserves**

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



**9. Use of grant funding**

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

**10. Carry Forward arrangements**

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

**11. Invest to Save**

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

**12. Managing our Resources Effectively**

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

**13. Related Strategies**

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

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

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

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

**Estimated Reserves and Balances 2013/14 to 2016/17**

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

	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000
<b>Earmarked Reserves</b>				
Estimated School Reserves at start of year	11,792	8,306	6,220	5,060
Estimated Reserves at start of year	92,600	73,141	59,477	41,006
<b>Estimated Total Reserves at start of year</b>	<b>104,392</b>	<b>81,447</b>	<b>65,697</b>	<b>46,066</b>
Estimated Use of (-) / Additions to (+) School Reserves in Year	-3,486	-2,086	-1,160	-1,060
Estimated Use of (-) / Additions to (+) Reserves in Year	-19,459	-13,664	-18,471	-11,832
Estimated School Reserves at end of year	8,306	6,220	5,060	4,000
Estimated Reserves at end of year	73,141	59,477	41,006	29,174
<b>Estimated Total Reserves at end of year</b>	<b>81,447</b>	<b>65,697</b>	<b>46,066</b>	<b>33,174</b>
<b>General Balances</b>				
<b>Estimated Balances at start of year</b>	<b>16,193</b>	<b>15,693</b>	<b>16,693</b>	<b>16,693</b>
Planned Contributions to Balances to meet required level of balances in MTFP	3,000	3,000	2,000	2,000
Proposed Contributions from Balances to meet required level of balances in MTFP	-1,500			
<b>Budgeted Change in Balances</b>	<b>1,500</b>	<b>3,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Total Balances at Start of Year</b>	<b>17,693</b>	<b>18,693</b>	<b>18,693</b>	<b>18,693</b>
Estimated Use of Balances in Year	-2,000	-2,000	-2,000	-2,000
Estimated Repayment of Previous Use of Balances	0	0	0	0
<b>Net Use of Balances</b>	<b>-2,000</b>	<b>-2,000</b>	<b>-2,000</b>	<b>-2,000</b>
<b>Estimated Balances at end of year</b>	<b>15,693</b>	<b>16,693</b>	<b>16,693</b>	<b>16,693</b>

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

### **Executive Summary**

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

## **Treasury Management Strategy Statement & Annual Investment Strategy 2013/14**

### **1. Background**

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

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

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

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

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

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

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

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

- 3.2 Prudential Indicators are set out in full at Appendix A to this strategy:
- i. Gross debt and the Capital Financing Requirement
  - ii. Estimates of Capital Expenditure
  - iii. Ratio of Financing Costs to Net Revenue Stream
  - iv. Capital Financing Requirement
  - v. Incremental Impact of Capital Investment decisions
  - vi. Authorised Limit and Operational Boundary for External Debt
  - vii. Actual External Debt
  - viii. Adoption of the CIPFA Treasury Management in the Public Services Code of Practice
  - ix. Gross and net debt
  - x. Upper and lower limits to maturity structure of fixed rate borrowing
  - xi. Upper limits on fixed and variable rate interest exposures
  - xii. Upper limit to total of principal sums invested longer than 364 days

- 3.3 Prudential Indicators are reported to and monitored by the TMST on a monthly basis and will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2012/13 and the Treasury Management Mid-Term Review 2013/14, which will be considered in July and November 2013 respectively.
- 3.4 It is recommended that Cabinet recommends Council to approve the Prudential Indicators for 2013/14, 2014/15 and 2015/16 as set out in Appendix A.

#### 4. Forecast Treasury Portfolio Position

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

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

#### 5. Prospects for Interest Rates

##### *Current Medium Term Financial Plan*

- 5.1 The strategy for 2012/13 approved by Council in February 2012 set out forecast interest rates over the medium term. The forecast was for an average base rate of
- 2012/13            0.50%
  - 2013/14            0.50%
  - 2014/15            0.50%
  - 2015/16            0.50%
  - 2016/17            0.50%

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



*Arlingclose's View*

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

*Treasury Management Strategy Team's View*

- 5.6 The Council's TMST, taking into account the advice from Arlingclose, and the current economic outlook, have determined the rates to be included in the Strategic Measures budget for 2013/14 and over the medium term. The Bank Rate forecasts set out below represent the average rate for the financial year:

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

- 5.7 It is the view of the team that as rates achieved on deposits in the past have been over and above that of the Bank Rate that a return rate should also be budgeted for. The team has agreed that the target return rate should be 0.40% higher than the average Bank Rate in 2013/14, reducing to 0.35% above in 2014/15 and 0.30% above for 2015/16 and 2016/17. The rate this gives is set out below. These rates have been incorporated into the strategic measures budget estimates:

- 2013/14            0.90%
- 2014/15            0.85%
- 2015/16            0.80%
- 2016/17            0.80%

## 6. Borrowing Strategy

### *Arlingclose's View*

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

### *Treasury Management Strategy Team's View*

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

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

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

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

### *Capital Financing Requirement*

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

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

### *Borrowing Instruments*

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

## 7. Annual Investment Strategy

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

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

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

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

### *Investment Instruments*

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

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

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

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

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

### *Credit Quality*

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

### *Lending Limits*

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

7.17 Where the Council has deposits on instant access, this balance will not be considered when limiting the amount lent to any bank or group of banks to 15%, however the limits as set out in paragraphs 7.20 and 7.21 will still apply.

7.18 Counterparty limits as set out in paragraphs 7.20 and 7.21, may be temporarily exceeded by the accrual and application of interest amounts onto accounts such as call accounts and money market funds. Where the application of interest causes the balance with a counterparty to exceed the agreed limits, the balance will be reduced when appropriate, dependent upon the terms and conditions of the account and cashflow forecast.

7.19 Any changes to the approved lending list will be reported to Cabinet as part of the Financial Monitoring and Business Strategy Delivery Report.

7.20 The Council also manages its credit risk by setting counterparty limits. The matrix below sets out the maximum proposed limits for 2013/14. The TMST may further restrict lending limits dependent upon prevailing market conditions.

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

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

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

*Other institutions included on the councils lending list*

- 7.22 In addition to highly credit rated banks and building societies the authority may also place deposits with:-
- AAA rated Money Market funds,
  - Collective Investment Schemes
  - Local authorities.

*Structured Products*

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

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

- 8.1 As at 30 November 2012, the Council currently has £12.3m invested with external fund manager Investec Asset Management. The Council has a further £15.1m invested in pooled funds managed by Scottish Widows Investment Partnership (SWIP), Federated Prime Rate and Payden & Rygel. These funds have a variable net asset value which means that the value of the funds can decrease as well as increase depending on the performance of the instruments in the fund.
- 8.2 The Council uses external fund managers and pooled funds to diversify the investment portfolio through the use of different investment instruments and investment in different markets. It is expected that these funds should outperform the Council's in-house investment performance over a rolling three year period. The Council will have no more than 20% of the total portfolio (currently around £50m) invested with external fund managers and pooled funds. This allows the Council to achieve diversification while limiting the exposure to funds with a variable net asset value.
- 8.3 The performance of the pooled funds is monitored by the TMST throughout the year against the funds' benchmarks and the in-house investment returns.
- 8.4 On December 1 2010 the mandate with Investec was switched to one where predefined proportions are invested in 3 different types of investment fund, known as the Dynamic approach. The weighting in each fund is as follows:



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

8.5 The investment objectives of each fund are as follows:

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

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

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

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

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

## 9. Investment Approach

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

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

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

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

## **10. Policy on Use of Financial Derivatives**

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

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

## **11. Performance Monitoring**

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

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

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

## **12. Investment Training**

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

## **13. Treasury Management Advisors**

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

## **14. RECOMMENDATIONS**

**Cabinet is recommended to recommend to Council to:**

- (a) Approve the Prudential Indicators for 2013/14, 2014/15 and 2015/16 as set out in Appendix A;**
- (b) Approve the Minimum Revenue Provision Policy for 2013/14 as set out in Appendix B;**
- (c) Approve the Treasury Management Strategy Statement & Annual Investment Strategy 2013/14;**
- (d) Continue to delegate the authority to withdraw or advance additional funds to/from external fund managers to the TMST;**

- (e) Approve the continued delegation of changes required to the Annual Treasury Management Strategy Statement & Annual Investment Strategy to the Chief Finance Officer in consultation with the Leader of the Council;**
- (f) Approve the Draft Treasury Management Policy Statement as set out at Appendix E.**

## Appendix A

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

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

**ii. Estimates of Capital Expenditure**

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

	<b>2011/12 Approved £m</b>	<b>2012/13 Revised £m</b>	<b>2013/14 Estimate £m</b>	<b>2014/15 Estimate £m</b>	<b>2015/16 Estimate £m</b>
<b>Capital Expenditure</b>	75.7	52.4	80.1	97.5	82.4

	<b>Actual 2011/12 £m</b>	<b>Estimates</b>			
		<b>2012/13 £m</b>	<b>2013/14 £m</b>	<b>2014/15 £m</b>	<b>2015/16 £m</b>
SCE(R) Supported Borrowing	0	0	0	0	0
Prudential Borrowing	1.3	1.5	11.6	6.9	7.7
Grants and Contributions	62.7	50.1	68.0	72.6	60.2
Capital Receipts	0	0	0	17.2	7.2
Revenue	11.7	0.8	0.5	0.8	0.7
Reserves	0	0	0	0	6.6
	<b>75.7</b>	<b>52.4</b>	<b>80.1</b>	<b>97.5</b>	<b>82.4</b>

- ii.ii. The indicators have been based on the February 2013 capital programme.

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

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

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

Year	Actual/ Estimate	Financing Cost	Net Revenue Stream	Ratio
2011/12	Actual	37.9	459.4	8.25%
2012/13	Estimate	34.5	456.8	7.56%
2013/14	Estimate	33.1	447.8	7.38%
2014/15	Estimate	33.3	441.9	7.55%
2015/16	Estimate	32.8	443.5	7.39%

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

### iv. The Capital Financing Requirement

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

Year	Actual/Estimate	£m
2011/12	Actual	452.607
2012/13	Estimate	434.824
2013/14	Estimate	428.177
2014/15	Estimate	416.649
2015/16	Estimate	406.125

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

#### v. The Incremental Impact of Capital Investment Decisions

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

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

#### vi. Authorised Limit and Operational Boundary for External Debt

- vi.i. The Authority has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Authority and not just those arising from capital spending reflected in the CFR.
- vi.ii. The Authorised Limit sets the maximum level of external debt on a gross basis (i.e. excluding investments) for the Authority. It is measured on a daily basis against all external debt items on the Balance Sheet (i.e. long and short term borrowing, overdrawn bank balances and long term liabilities). This Prudential Indicator separately identifies borrowing from other long term liabilities such as finance leases. It is consistent with the Authority's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.
- vi.iii. The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).
- vi.iv. The Operational Boundary has been set on the estimate of the most likely, i.e. prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements.
- vi.v. The Operational Boundary links directly to the Authority's estimates of the CFR and estimates of other cashflow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

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

#### vii. Actual External Debt

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

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

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

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

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

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



**ix. Gross and net debt**

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

**Upper Limit of net debt:**

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

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

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

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

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

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

**xi. Upper limits on fixed and variable rate interest exposures**

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

**Upper limit for fixed interest rate exposure:**

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

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

**Upper limit for variable rate exposure:**

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

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

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

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

## Appendix B

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

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

**Options for Prudent Provision**

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

*Option 1 - Regulatory Method*

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

### *Option 2 – Capital Financing Requirement (CFR) Method*

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

### *Option 3 – Asset Life Method*

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

### *Option 4 – Depreciation Method*

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

### **MRP Methodology Statement**

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

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

**Specified Investments**

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

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

## Appendix D

## Non-Specified Investments

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

<sup>4</sup> 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.

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

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

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





## **DRAFT TREASURY MANAGEMENT POLICY STATEMENT**

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

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

## Service & Resource Planning 2013/14 - 2016/17

### Virement Rules 2013/14

#### Introduction

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

#### Virements requiring Council approval

4. Council agree the budget for the forthcoming financial year in February each year. The approval of Council is required for any subsequent virement which:
  - a) Is a permanent virement and involves a major change in policy<sup>2</sup>; or
  - b) Involves the one-off transfer of funds of £500,000 or more between revenue and capital budgets; or
  - c) Is a temporary virement, involves a major change in policy and is for £500,000 or more; or
  - d) Where in the opinion of the Chief Finance Officer a Council decision is required.

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

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

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

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

### **Virements for which the Cabinet is responsible**

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

### **Virements delegated by the Cabinet**

7. Cabinet delegates responsibility for the remaining permanent and temporary virements as follows:
- Permanent virements**
- a) Responsibility for agreeing permanent virements that do not involve a major change in policy and are worth less than £250,000 is delegated to the relevant Director and Chief Finance Officer (or their nominated officer) subject to the approval of the relevant Cabinet member as part of the monthly financial monitoring process.
- Temporary virements**
- b) Responsibility for agreeing temporary virements worth less than £250,000 but greater than or equal to £100,000 is delegated to the relevant Director and Chief Finance Officer (or their nominated officer) subject to the approval of the relevant Cabinet member as part of the monthly financial monitoring process.
  - c) Responsibility for agreeing temporary virements worth less than £100,000 but greater than or equal to £50,000 is delegated to the relevant Deputy Director or Head(s) of Service. These virements should be reported as part of the monthly financial monitoring process.
  - d) Responsibility for agreeing temporary virements worth less than £50,000 is delegated to budget holders and managers affected.
8. Where a decision by Council or Cabinet has already specified that temporary or permanent virements will result the virements should be first agreed and

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

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

### **Financial monitoring**

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

### **Cumulative virements**

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

### **Chief Finance Officer Powers**

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

## Who approves a virement?

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

**Dedicated Schools Grant (DSG) Provisional Allocation 2013/14 (excluding Academies)**

	Early Years Block			Schools Block				High Needs Block			TOTAL DSG
	PVI/ Nursery	Primary	Central	Primary	Secondary	2013-14 Contingency	Central	PVI/ Primary	Special and Hospital	Central	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Initial Allocations based on 2012/13 DSG	22,493.5			178,624.9	142,660.8	1,357.8	36,695.0		17,117.0		398,949.0
Baseline Alignment to new three Block DSG Structure	460.5		5,650.6	-2,566.7	476.8	-1,357.8	-29,281.2	2,893.5	0.4	23,064.0	-660.0
Schools Forum agreed changes (Dec 2012 & Jan 2013)	432.0			-432.0		660.0					660.0
Education Funding Agency (EFA) funding transfers into DSG											
Special Educational Needs (SEN) LACSEG										27.1	27.1
Pupils educated OUT of Local Authority										-233.5	-233.5
Pupils educated IN Local Authority										524.2	524.2
Hospital school allocation									1,339.0		1,339.0
SEN (EFA)							635.9				635.9
Universal Provision 3 year olds	-6.8						-78.2	-10.2			-95.2
Hospital Education top-slice	-47.7			-302.6	-244.7				-71.4		-666.4
<b>Notional Spending Blocks @ November 2012</b>	<b>23,331.5</b>	<b>0.0</b>	<b>5,650.6</b>	<b>175,323.6</b>	<b>142,892.9</b>	<b>660.0</b>	<b>7,971.5</b>	<b>2,883.3</b>	<b>18,385.0</b>	<b>23,381.8</b>	<b>400,480.2</b>
EFA final figures adjustments @ December 2012											
Additional/floor allocations - 2 Years Old Deprivation	4,691.0										4,691.0
Additional/floor allocations - 3 year old participation floor	47.0										47.0
Additional/floor allocations - NQT Induction				72.6	44.7				1.7		119.0
SEN Block Grant Contribution to High Needs										-636.0	-636.0
Post 16 High Needs Funding April to July 2013										223.0	223.0
Post 16 High Needs Funding August to March 2014										1,372.0	1,372.0
Increase Pupil numbers (net 1,128 pupils) includes reception uplift and alternative provision 99 pupils)				5,035.7	-213.7						4,822.0
Alternative provision pupils (9 pupils) adjustment				-8.6	-29.9		38.5				0.0
Licences/Subscriptions, not now delegated adjustment				-107.1	-68.4		175.5				0.0
<b>Final Notional Spending Blocks</b>	<b>28,069.5</b>	<b>0.0</b>	<b>5,650.6</b>	<b>180,316.2</b>	<b>142,625.6</b>	<b>660.0</b>	<b>8,185.5</b>	<b>2,883.3</b>	<b>18,386.7</b>	<b>24,334.7</b>	<b>411,112.1</b>
<b>Funding Block Totals 2013/14</b>		<b>33,720.1</b>			<b>331,787.3</b>				<b>45,604.7</b>		<b>411,112.1</b>
Less estimated Academy budget shares				6,364.5	87,969.2				3,851.8		98,185.5
<b>Net DSG Funding Block Totals 2013/14</b>		<b>33,720.1</b>			<b>237,453.6</b>				<b>41,752.9</b>		<b>312,926.6</b>

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# Strategic Corporate Asset Management Plan 2013 / 2014



CCS Document Control Sheet

Project Title            Asset Management Plan

Report Title

Revision                2.0

Status                  Final for Cabinet

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Organisation	Contact	Copies

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## 1.0 Purpose

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

1.2 The purpose of the AMP is to:

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

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

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

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

1.6 The Asset Management Plan considers the 4 year period from 2013/14 to 2016/17 to allow forward planning and integration with the Council's Business

Strategy, Service and Resource Planning process and Medium Term Financial Plan. It also considers longer term business drivers and asset needs.

## 2.0 About Oxfordshire

2.1 Oxfordshire is home to around 650,000 people. The population is increasing but it remains a predominantly rural area and is the least densely populated county in the South East of England. Oxfordshire is a place that people like to live and work in, with a high quality built and natural environment and thriving economy. It is a county alive with enterprise, learning and history and has become internationally renowned as a place of architectural and natural beauty, a centre of excellence for higher education, research and innovation and a designated European Centre of Culture.

2.2 The county includes three areas of outstanding natural beauty: the Cotswolds, the Chilterns and the North Wessex Downs and is crossed by the River Thames and its tributaries. The internationally famous city of Oxford is surrounded by numerous historic towns and villages set in beautiful countryside. Oxfordshire is at the north-western edge of the South East region and, with its central location in England, has strong links to London and the Midlands, as well as west to the Cotswolds and along the M4 corridor.

- 87% of residents regard the county as a good place to live (Place Survey 2008/09).
- The population is healthier and more prosperous than most other areas.
- The economy contributes £15.4 billion to the national economy and has considerable scope for further growth, boosted by the recent announcement of a 92 hectare enterprise zone in the Science Vale area in the south of the county.
- Unemployment is amongst the lowest in the country, with fewer than 2% of residents claiming job seekers allowance (December 2011).
- Residents and businesses benefit from the county's position at the heart of the UK rail and road transport network.

2.3 As well as these positives Oxfordshire faces a number of significant challenges:

- More than 30% of the county's workforce is currently employed in the public sector, making it particularly vulnerable to the impact of budget cuts.
- Housing availability and affordability remains a problem.
- There are pockets of significant deprivation, with 18 local areas in the county within the 20% most deprived in England.
- Educational attainment at GCSE level is below the regional and national averages and 6% of 16-18 year olds are not in employment, education or training. These factors contribute to the skills gap experienced by around one in five employers in Oxfordshire.

- Positive improvements in life expectancy mean the County has a growing older population; the number of residents aged over 85 is predicted to more than double by 2033, presenting challenges to service delivery.

**2.4** Oxfordshire's economy has sustained continued growth and stability over an extended period and is recognised as an economic powerhouse within the South East and UK and also on the world stage. It has an exceptional concentration of research and development (7.9% of the workforce compared with 2.9% for the South East) with world renowned establishments such as the critical triangle of universities, hospitals and medical research leading to high technology spin offs, and the Diamond Synchrotron on the Harwell Science and Innovation Campus. The county as a whole has strong sectors in tourism, motorsports, and publishing industries.

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

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

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

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

### **3.1 Thriving Oxfordshire**

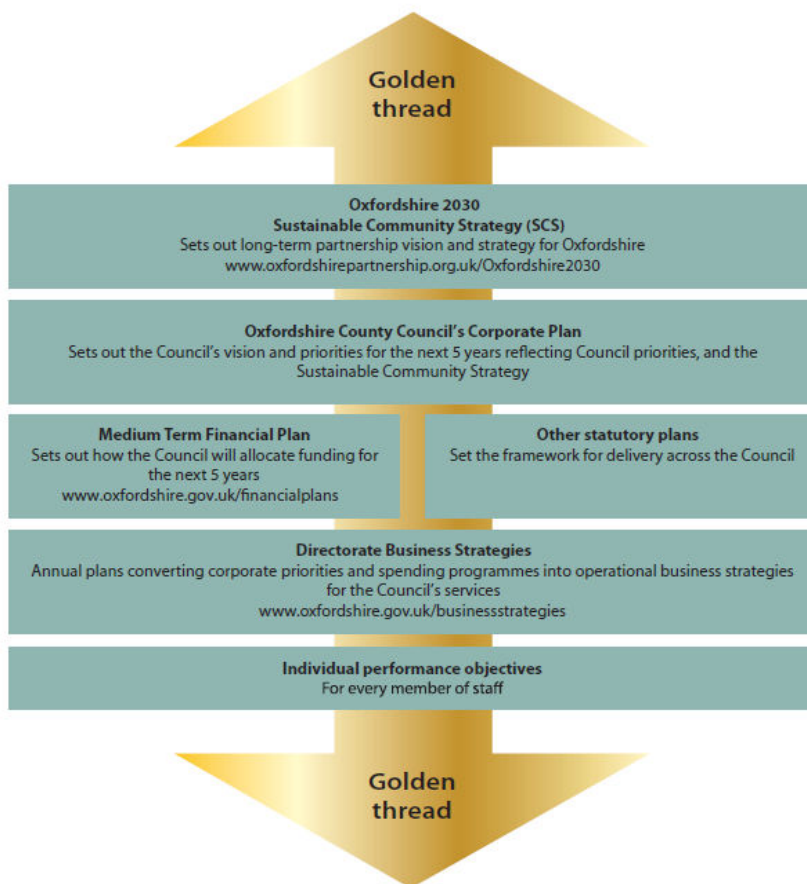
**3.1.1** Oxfordshire County Council has an overall objective for a Thriving Oxfordshire. This means having fulfilled people, vibrant and active communities, and a great place; maximising economic growth whilst ensuring that the fruits of growth are enjoyed by all parts of our community and minimising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

### **3.2 The Golden Thread**



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

**3.2.2**



**3.3 Key Issues**

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

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



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

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

**Local Government Resource Review** – will lead to major changes to the way in which local authorities are funded, including some element of local retention of business rates (rather than the current system of formula grants based on population and need). This puts economic growth at the heart of securing quality public services in future.

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

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

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

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

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

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

### 3.4 Financial Context

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

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

### 3.5 How do our Assets need to Change?

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

#### 3.5.2 Efficient Public Services

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

#### 3.5.3 World Class Economy

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

#### 3.5.4 Healthy and Thriving Communities

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

### 3.5.5 Environment and Climate Change

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

## 4.0 Property Objectives

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

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

#### Actions:

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

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

#### Actions:

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

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

**Actions:**

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

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

**Actions:**

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

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

**Actions:**

- A Consider any site assembly opportunities to generate a subsequent enhanced disposal.
- B Work with partners to explore alternative and more beneficial uses for existing property assets including potential Local Asset Backed Vehicle arrangements.

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

**Actions:**

- A Develop and implement a 'whole building' programme of energy investments across the estate
- B Embed a set of low energy behaviours across the organisation
- C Provide targeted feed-back to building users to help them manage energy use effectively day-to-day

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

## **5.0 Organisational Arrangements**

### **5.1 Governance**

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

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

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

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



## **5.2 Carillion / Capita Symonds Partnership**

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

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

**5.2.3** The services include those previously provided by Oxfordshire County Council's in-house schools catering business (Food with Thought) and in-house cleaning service (Quest Cleaning Services). Carillion also provide property management,

facilities management, energy and resource management, and capital works services, and has appointed Capita Symonds as a key sub-consultant to deliver Strategic Asset Management, Estates Management and Multi-disciplinary Design Services.

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

## 6.0 The Council’s Property Portfolio

### 6.1 Overview

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

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

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

**6.1.3** The main property types are as follows:

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

**6.1.4** The Council makes significant investment in the portfolio each year, through the capital programme and the repairs and maintenance programme. This has

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

## 6.2 Condition

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

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

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

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

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

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

## **7.0 Implementation**

### **7.1 Corporate Landlord**

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

- Strategic, corporate and coordinated planning and delivery of property
- Early and effective engagement with services on service strategy
- Property decisions informed by real time data on cost, use and quality of assets
- Premises budgets held and managed by Property & Facilities
- Making best use of property across Oxfordshire
- It is an approach (backed by policy, process, communication and stakeholder engagement) - but also a culture

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

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

### **7.2 Asset Rationalisation**



- 7.2.1** The Medium Term Financial Plan savings for property to the end of 2014/15 are being delivered through the Asset Rationalisation Programme. The critical lease surrenders within this MTFP period are at Clarendon House, Oxford, and Windrush Court, Abingdon, both in June 2014. These properties will be vacated in line with those lease timescales, with staff accommodated within the retained estate through more efficient and effective use of office space and the implementation of an agile working policy.
- 7.2.2** Additional savings beyond the MTFP period are likely to arise from the implementation of a corporate agile working policy ensuring office space is minimised and that other significant lease surrenders can be realised beyond 2014/15. Locality reviews will also lead to other opportunities for rationalisation of the estate.
- 7.2.3** Beyond the current Asset Rationalisation Programme, the opportunity to surrender leases in future years provides a need for a medium-long term office strategy.
- 7.2.4** The Council's office strategy will be based on the following principles:
- *Minimising the size of our office portfolio* – ensuring that space requirements take account of a smaller organisation, whose staff work in a more agile way supported by technological improvements
  - *Co-location of staff and services* – proactively realising opportunities to co-locate with the districts, the health sector and other public sector bodies
  - *Using investment in the office portfolio to support the local economy* – where there is an identifiable need for investment ensuring that it supports wider economic growth priorities
- 7.2.5** The office model for Oxfordshire will comprise the following office hubs, supported by the Early Intervention Hubs:
- *A northern office hub* – based at Samuelson House in Banbury, but working with partners to explore opportunities for co-location of services as part of wider proposals for the regeneration of Banbury
  - *A southern office hub* – initially based around the existing location in Abingdon but potentially working with partners to explore opportunities that support shared ambitions for economic growth

- *A central office hub* – based around presence in Oxford, with a balance between presence in the city centre and other locations across the City, including the eastern side as well as potentially the west end.

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

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

### **7.3 Agile Working**

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

### **7.4 Disposals**

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

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

**7.4.2** The Council is required to achieve the ‘best consideration reasonably obtainable’ when it is disposing of land or buildings under s.123 Local Government Act 1972. If it seeks to dispose of land or buildings below the

market value, it must obtain the consent of the Secretary of State for Communities and Local Government.

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

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

## **7.5 Acquisitions**

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

- The acquisition will make a positive contribution to the current delivery of Council services.
- All other methods for the delivery of the service (including use of existing property and co-location with partners) have been investigated and an option appraisal has been undertaken which highlights acquisition as the most economic and efficient means of service delivery.
- The acquisition of the interest has potential for future strategic regeneration and/or redevelopment, or contributes to wider corporate objectives and appropriate funding has been identified.

## **7.6 Working with public sector partner organisations**

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

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

**7.6.3** The Council will pursue more informal, less adversarial and less resource intensive property occupation arrangements with partners (licence

agreements, Memorandums of Understanding, £/desk occupation charges), and is developing a *Sharing Occupation with Partners Policy*.

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

## **7.7 Development/Regeneration**

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

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

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

## **7.8 Community Asset Transfer**

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

**7.8.2** The Council will consider the disposal of land and property assets in accordance with the Community Right to Bid provisions of the Localism Act whereby community groups will be given the opportunity to develop a proposal and raise capital to bid for an “asset of community interest” when it comes to the open market

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

- a) Property revenue savings or capital receipts from the property are needed to contribute to Council savings or to ensure the continued provision of front line Council services;
- b) There is another Council, partner co-location or school need for the property which would be difficult to meet in any other way;

- c) Grant conditions for capital expenditure on the property prevent the asset being transferred or a change of use within a specified timescale.

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

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

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

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

## **7.9 Academy transfers**

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

**7.9.2** The Academies Act 2010 includes clear expectations that Academies should have a long leasehold interest unless the predecessor school held the freehold. A "two stage" conversion (Foundation and then Academy) could enable an Academy to obtain the freehold of the school site and is considered against the intentions of the Act. Therefore two stage conversions will be refused by the Council

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

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

## 7.10 Investment portfolio

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

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

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

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

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

## 7.11 Energy Management

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

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

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

## 7.12 Resilience

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

## 8.0 Service Delivery – Asset Implications

## **8.1 Registration Service**

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

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

## **8.2 Coroners Service**

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

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

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

## **8.3 Library Service**

**8.3.1** The Council has a statutory duty to provide a comprehensive and efficient Library Service. There are currently 43 Libraries throughout the County, together with 7 Mobile Libraries that service five mobile areas as well providing services to housebound residents. The Mobile Library service is under review. A number of the existing Libraries are Community Plus Libraries and there are also 50:50 supported Libraries. The emphasis during 2013/14 will focus on expanding the Self Service facilities, assisted by looking at greater co-location opportunities due to the potential implications regarding Health & Safety and Statutory Compliance. Online services will also be expanded enhancing the

collaboration that already exists with other public services and the Colleges and Universities.

- 8.3.2** As a result of a public consultation exercise, the Council has resolved that it will fully fund and resource all of the libraries that form part of its comprehensive and efficient library service. These core libraries are currently:

Abingdon, Banbury, Berinsfield, Bicester, Blackbird Leys, Botley, Carterton, Chipping Norton, Cowley, Didcot, Eynsham, Headington, Henley, Kidlington, Littlemore, Neithrop, Oxford Central, Summertown, Thame, Wallingford, Wantage and Witney.

- 8.3.3** The Council will also continue to provide a fully supported infrastructure (building, ICT, book stock and the installation of self-service) to those libraries which fall outside of our comprehensive and efficient library service. The Council will work with each of these libraries to establish a Friends Group to enable a shift in the balance of staffing in these libraries towards volunteers over a three-year period. For Community Plus libraries, this would mean one third volunteers and two thirds paid staff. These community plus libraries are:

Chinnor, Faringdon, Grove, Wheatley and Woodstock.

- 8.3.4** For Community Libraries this would mean one half volunteers and one half paid staff. These libraries are:

Adderbury, Bampton, Benson, Burford, Charlbury, Deddington, Goring, Hook Norton, Kennington, North Leigh, Old Marston, Sonning Common, Stonesfield, Watlington, Woodcote and Wychwood.

- 8.3.5** There are also other investment issues to consider in relation to the Oxford Central Library, which is one of the busiest libraries nationally, and should be treated as a priority within proposals for the redevelopment of the Westgate Centre.

## **8.4 Cultural Services**

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



need to be explored, perhaps in conjunction with a potential relocation of the current book store at Library HQ, Holton.

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

## **8.5 Fire & Rescue Service**

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

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

**8.5.3** The Fire & Rescue Service, as part of their Community Risk Management Plan, are looking positively towards co-location opportunities particularly with other OCC, District Councils or blue light services, which fits into the Council's wider ambition to work more closely with other public sector organisations.

**8.5.4** Asset management planning needs to consider the Fire & Rescue Service's response and workforce development strategies, particularly in relation to any new locations for fire stations. There is a need to ensure the delivery of

response standards and the availability of on-call personnel to be located within five minutes of retained fire stations.

- 8.5.5** Future population growth areas in Bicester, Witney, Wantage/Grove and Carterton (where the emergency response for the latter area specifically is provided by the Bampton, Burford and Witney Fire Stations) has implications for the service going forward due to potential increased risk.
- 8.5.6** There remains an aspiration to re-locate the fire station at Rewley Road in Oxford as this would release some, or all, of the site for redevelopment. There would also be the potential to co-locate a number of the functions it accommodates, perhaps as part of the Northern Gateway development. However a city centre fire station is still required due to Oxford being a major cultural and tourism centre, although a smaller site would suffice as non-emergency response functions (such as Fire Protection and Training) could be relocated elsewhere.
- 8.5.7** The current capital programme includes a project to re-locate the hot fire training facility at Rewley Road. This is due to the site not meeting all the training needs of the FRS and limitations placed on the facility due to its location adjacent to residential properties. Currently this project is on hold, with no allocated funding for 2013/14. Any move of the fire station from the site would require this facility to be re-located or training provided externally at additional revenue costs.
- 8.5.8** Furthermore, depending on the results of future development of the county, if suitable fire station sites can be found that can be seen to maintain or improve the Service's ability to effectively and efficiently cover the county's developing risk profile, then a business case(s) will be put forward for consideration.
- 8.5.9** The Fire & Rescue Service also has responsibility for the Council's Gypsy and Traveller Service at a number of locations within the County, as well as the OCC Emergency Planning Team. These services operate effectively and there are no major asset implications.

## **8.6 Trading Standards**

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

## **8.7 Countryside Service**

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

## **8.8 Waste Management**

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

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

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

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

## **8.9 Customer Services**

- 8.9.1** This service is split between Unipart House and Clarendon House in Oxford. The need to vacate Clarendon House by June 2014 as part of the Asset Rationalisation Programme will have implications for the future location of this service. Academy Transfers are resulting in a move away from direct services to schools over three years to 2015. The other services are currently under review. The Customer Service Centre at Clarendon House will relocate to County Hall in autumn 2013.

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

## **8.10 Property & Facilities**

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

## **8.11 Highways & Transport**

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

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

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

## **8.12 Public Health**

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

### **8.13 Outdoor Education**

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

### **8.14 Children's Homes**

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

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

### **8.15 Pupil Referral**

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

### **8.16 Early Intervention**

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

Council's main hub offices. There is likely to be increasing pressure on space due to closer working with partner organisations.

## **8.17 Children's Centres**

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

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

## **8.18 Children's Social Care and Youth Offending**

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

## **8.19 Education**

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

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

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

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

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

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

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

## **8.20 Special Schools**

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

## **8.21 Oxfordshire Skills and Learning Service**

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

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

## 8.22 Staff Housing

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

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

## 8.23 Adult Social Care

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

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

## 8.24 Homes for Older People

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



and Phase 2 is addressing the remaining eight homes. The OCP Contract is currently being reviewed in order to deliver changes to service strategy whereby there will be a withdrawal from residential home provision to be replaced with Extra Care Housing, specialist nursing and dementia homes either on existing or new sites.

## **8.25 Day Services**

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

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

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

## **8.26 Special Needs Housing**

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

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

## **9.0 Conclusion**

**9.1**

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

- On-going review of progress and actions against property policy objectives (by 2014/15)
- More comprehensive property performance information benchmarked against other local authorities (by 2014/15)
- Greater emphasis on the role of property assets in terms of growth (by 2014/15)

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## **TRANSPORT ASSET MANAGEMENT PLAN & PROGRAMME 2013/14 – 2014/15**

### **Introduction**

1. Oxfordshire County Council's Transport Asset Management Plan (TAMP) was approved by Cabinet in March 2008. The TAMP will be refreshed during 2013/14 with a view to being more asset lead and targeted and a consultative approach with members will be undertaken to set out the prioritisation for investment.
2. This report provides the 2-year rolling programme for all highway maintenance activities and all types of highway infrastructure including roads, footways, bridges, street lighting and drainage in accordance with the current TAMP. The 2013/14 schemes (in Annex B) were presented in draft at the locality meetings held in October 2012, as part of the visualised two year programme (2012/14). Comments were taken from the meetings and the schemes were developed in accordance with feedback and condition assessments.
3. Annex A provides the Structural Maintenance Annual Programmes funding allocation for the medium term and the funding for major schemes and other activity. The detailed 2-year Structural Maintenance Programme is provided in Annex B.

### **Asset consideration and prioritisation**

4. Each asset type has differing levels of deterioration and requires specific assessments to ensure that condition is maintained and risk is not increased which might lead to claims or the need for major investment. Each is discussed in turn below:

#### **Carriageways & Footways**

5. Carriageway structural maintenance activities include carriageway resurfacing and reconstruction, structural patching, surface dressing and specialist safety surfacing treatments.
6. Schemes are prioritised using a well-established rating system called HAMP (Highways Assessment Maintenance Priority). This produces relative need factors that effectively score roads and footways according to the level of deterioration present. However, this can sometimes result in relatively minor routes (low use) being promoted for treatment. In recognition of this issue, the Council has progressively applied a value-engineering approach to the assessment, prioritisation and design of carriageway maintenance schemes. This means that schemes can cost more initially (but not always) but with the benefit of savings later on. However, the timing of the work is also very

important so that interventions ideally take place before the onset of more serious and costly deterioration.

7. Scheme appraisals include assessments of the importance of the route in the network hierarchy and the effects on through traffic and the local community. Whilst funding remains at a premium, maintenance schemes on higher category routes will take precedence over lower category routes, unless there are particular circumstances or significant cost benefits that would override this precedent. This approach does not detract from the Council's duty to maintain the network in a safe condition. Defects identified through highway inspections or reported by the public will be investigated and repaired if there is an implication for safety.
8. The County's highway network is particularly susceptible to the effects of the external environment and climate change such as harsh winters, excessive heat and flooding, the latter of which has caused the Embankment slip at Bagley Wood (see paragraph 31). Water and ice entering the road construction are the main factors that cause widespread damage, with the prospect of massive repair costs and increased claims. To help address this, additional funds have been directed to surface dressing and similar treatments in the forward programme that economically seal road surfaces from water ingress. Effective targeting of these treatments and increased coverage should go some way to protecting vulnerable roads and footways.

### **Drainage**

9. Poor drainage is a major cause of early carriageway failure. More revenue funds will be directed in future to addressing local drainage issues such as grip and ditch clearing in an effort to keep road formations drier. Formal drainage investigations are now included in early feasibility work for schemes in the carriageways forward programme with costs built into the annual site investigation and works allocations.
10. The Flood and Water Management Act 2010 places a Duty on the Lead Flood Authority (Oxfordshire County Council) to manage and record all surface water flooding within the County, and to ensure a publically accessible register of flood structures. The Act also puts a requirement on the Authority for the improvement of the quality of water flowing through our drainage systems. A GIS application has been developed as part of a surface water pilot project that allows the mapping of drainage assets and the critical infrastructure. This in turn enables work to be directed to flood prone areas.

### **Bridges**

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

costs, and is investing one off money to survey key structures to support this activity.

12. Significant flood events such as that experienced in July 2007 and the more recent events in 2012 required emergency scour inspections (detailed underwater inspections) to be undertaken and then works to address any significant scour issues identified to be completed. Extreme winters require higher volumes of salt to be spread on the highway which is detrimental to the durability of steel and reinforced concrete bridges. Climate change does lead to more frequent extreme flood events, hotter summers and colder winters which can only accelerate the rate of deterioration of OCC's bridge stock.

### **Street Lighting**

13. A simple system is used to assess the structural safety of lighting columns that provides an indication of the lighting column condition, which then forms the basis of a series of road lighting condition indicators. The interim report published in June 2002 proposed that the road lighting condition indicator should initially be based on the age of the lighting columns and any indicators of residual life that can be determined, whilst also considering environmental factors and other elements, such as luminaires and cable networks.
14. With an average life expectancy of 30 years it would be necessary to renew an average of 1460 lighting columns per year in order to keep pace with natural deterioration in the condition of Oxfordshire's lighting stock. However, the current budget allocation allows a programme of work to replace approximately 900 columns a year which have reached the end of their expected life. There are over 58,000 lighting columns in the county.

### **Structural Maintenance Programme 2013/14 & 2014/15**

15. Annex B contains the programmes for structural maintenance for 2013/14 and 2014/15. They are presented in Asset type and schemes for each have been identified and the locality identified for further communication and clarity.
16. The main carriageway and footway schemes have been developed in advance where possible by allocating funding for advanced design and coring. This process allows for specific and appropriate treatments to be chosen, risk of Coal Tar to be identified and costed and therefore better cost estimates to be provided enabling more effective use of available budgets. Specific allocations of funding have been set aside within each year to ensure that this advanced work continues into future years to ensure that delivery can be assured and that the supply chain can be exploited for economy of scale and associated efficiencies.
17. Combined safety schemes are where there is low skid resistance and accident date recorded on particular roads. Schemes are evaluated by a combined assessment panel involving Asset management, Thames Valley Police and the council's Road Safety Advisor. This assessment is carried out late in the year to ensure that the sites of most importance are dealt with as soon as the

new funding is approved to reduce the likelihood of accidents and minimise the risk of insurance claims. Year 2 has an indicative allocation and schemes will be decided in the last quarter of the year for 14/15.

18. Routine surface dressing sites can only be presented for the first year of the programme as they are subject to pre-patching work a year in advance. All work is carried out within the summer months due to temperature sensitivities.
19. Pre-patching sites cannot be practically identified as a programme as these are iterative from condition assessments carried out within the same year. It is possible that some sites can be identified but they are subject to change dependent on the findings from the inspections. This work will determine the surface dressing programme for the 14/15 programme as highlighted above.
20. Footways are identified for both 2013/14 & 2014/15 and all 2013/14 schemes have been advanced designed to eliminate risk, confirm the treatment and obtain accurate budget estimates as per carriageway schemes.
21. Drainage schemes are identified for 2013/14 & 2014/15. Advanced design and investigation has not been undertaken for the 2013/14 programme, however, there is an allocation in 2013/14 & 2014/15 so that this is carried out in advance for the 2014/15 programme and beyond to eliminate risk, confirm the design/intervention works and obtain accurate budget estimates as per carriageway schemes. In addition, a third of the budget has been assigned to a "reactive works fund". This is due to the nature of the works as they are not readily visible and due to the flooding issues this year, flexibility to react must be maintained to manage the asset. There is also an allocation made for lining and contributions to schemes which is based on previous years' experience.
22. Bridges schemes are identified for 2013/14 & 2014/15. It is not possible to have advanced design in the majority of cases as the engineers have to dig up the road to enable decisions to be made on site in many cases. The costs for traffic management and advanced design in these cases would not be value for money and therefore the schemes are presented with a higher contingency within the budget figure. In addition, a reactive works fund is established based on experience of retaining walls works required within year and to deal with problems arising from underwater scour inspections. The bridge management system is integral to the asset management of bridges stock and this year it is necessary to assign some funding to secure a new one that can provide valuation information. The Commercial Leadership have recognised the risk of not having a robust system and have proposed that an entry be made for the programme.
23. Network Rail Electrification – A resource for the design of betterment associated with bridge decks being replaced or renewed has been assigned. This design resource is essential to ensure that the Network Rail programme is managed appropriately and that design considerations to facilitate the highways are implemented where appropriate.

24. Street Lighting column replacements and essential pole bracket replacements are identified for 2013/14. Previously this has been presented as a single line item but as the programme is known for 2013/14 this work can be visualised for all concerned. The 2014/15 programme has yet to be developed but this will move into a 2-year programme in next year's structural maintenance programme.
25. Oxford City's Section 42 allocation is based on a combination of capital and revenue maintenance activities. The City's qualifying capital schemes for carriageways and footways are included within the programme and the budget allocation is made to the city council for the delivery of these schemes. The City's surface dressing allocation is based on a proportional split of the County's surface dressing budget (capital). The City also receives a revenue allocation which is based on a proportion of the County's allocations for relevant routine maintenance activities.

### **Systems & Inventory**

26. The Council's highway network comprises over one million individual items of apparatus. A detailed knowledge of the location, type and condition of the highway inventory is vital to the establishment of appropriate service standards and efficient maintenance regimes. The Council has also a statutory duty in accordance with the new Flood & Water Management Act to publish a register of flood structures for interrogation by the public during 2011.
27. Bridge Management System is identified in the bridges programme to ensure that the control of work is improved and a full inventory can be maintained with confidence.
28. The Council has a framework of inventory and attributes visible on GIS that can be easily updated. It is a main objective of the current Transport Services Contract to update the inventory as part of the routine day to day business to ensure data is current and easily interrogated. There is also a pressing business need to digitise our large stock of highway records and plans.

### **Additional Pressures**

29. Asset Management are currently assessing the implications of new guidance relating to the exposure, treatment and disposal of coal tar and derivatives. These substances are found in many existing road constructions and are classified as hazardous waste. It is now known that coal tar will be identified at many locations on our network, however, the financial implications of dealing with the problem will only become clearer after further site investigation work and research has been carried out on each location. Where its presence is detected we may have to recycle material on site, or remove it to special treatment facilities or to the approved disposal sites. As a result of this there are some "donor" schemes identified within the forward programme that have "treated" ex-situ recycled material used to avoid costly hazardous waste disposal costs.

30. In the absence of further advice from government agencies, our approach to dealing with this problem is to undertake early site coring and testing and to design maintenance treatments to limit disturbance of the coal tar as far as possible or, where feasible, to utilise suitable on-site recycling methods that should help reduce disposal costs. Consequently, dealing with the coal tar will add significant costs in addition to the extra cost of increased coring and testing if recycling options and donor schemes cannot be found and the resultant material has to be disposed of as hazardous waste.
  
31. Embankment Stabilisation – A new entry to the programme has been made for the Embankment slippage at Bagley Wood funded from efficiencies in the current year programme and supplementary estimate. There are a further 7 sites of strategic network importance that are currently being monitored which would need to be addressed without delay if slippage is imminent, a provisional budget allocation has been included within the earmarked reserves of the capital programme for this purpose.

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## Annex A : Approved Resources Requirement for the next 4 years

<b>Table 1 - Structural Maintenance Budget Allocations - Annual Programmes (details shown in annex B) (£m)</b>					
	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Total</b>
Assessed Carriageway Schemes (inc Value Engineered and Advanced Site Investigation)	3.224	3.666	1.959	3.180	<b>12.029</b>
Safety Schemes	1.023	1.393	0.849	1.050	<b>4.315</b>
Routine Surface Dressing	1.800	1.950	1.281	1.515	<b>6.546</b>
Surface Dressing Pre-Patching	0.900	0.850	0.750	0.800	<b>3.300</b>
<b>Total Carriageways</b>	<b>6.947</b>	<b>7.859</b>	<b>4.839</b>	<b>6.545</b>	<b>26.190</b>
<b>Footways</b>	1.350	1.350	1.140	1.140	<b>4.980</b>
<b>Bridges</b>	1.410	0.965	0.780	0.700	<b>3.855</b>
<b>Street Lighting</b>	0.500	0.500	0.440	0.440	<b>1.880</b>
<b>Drainage</b>	1.100	0.950	0.845	0.754	<b>3.649</b>
<b>Total</b>	<b>11.307</b>	<b>11.624</b>	<b>8.044</b>	<b>9.579</b>	<b>40.554</b>

<b>Table 2- Structural Maintenance Budget Allocations (Major Schemes) (£m)</b>					
<b>Financial Period</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Total</b>
A4130 Bix Duals	4.320	0.430			<b>4.750</b>
A420 Shrivenham Bypass	0.195	2.728	0.362		<b>3.285</b>
A420/A34 Botley Road Jnctn & Cumnor Bypass	0.036	0.036	0.564	0.514	<b>1.150</b>
A415 Clifton Hampden	0.130				<b>0.130</b>
Thames Towpath	0.207				<b>0.207</b>
PROW Footbridges	0.100	0.100	0.100	0.100	<b>0.400</b>
Oxford Road, Bagley Wood Reconstruction	0.720	0.090			<b>0.810</b>
<b>Total</b>	<b>5.708</b>	<b>3.384</b>	<b>1.026</b>	<b>0.614</b>	<b>10.732</b>

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<b>ANNEX B</b>					
<b>TRANSPORT ASSET MANAGEMENT PLAN- STRUCTURAL MAINTENANCE PROGRAMME 2013/14 and 14/15</b>					
<b>(DETAILS OF THE ANNEX A Table 1)</b>					
<b>ID</b>	<b>Parish</b>	<b>Road Name</b>	<b>2013/14 Costs (£)</b>	<b>2014/15 Costs (£)</b>	<b>LOCALITIES</b>
<b>ASSESSED CARRIAGEWAY SCHEMES - (NON-PRINCIPAL ROADS PROGRAMME) - ANNEX B</b>					
<b>A- NON- PRINCIPAL ROAD PROGRAMME</b>					
	Radley	Thrupp Lane	0	78,000	ABINGDON
	Horton-cum-Studley	Oakley Road	154,475	0	KIDLINGTON AND YARNTON
	Oxford City (S42)	Pembroke Street, St Aldates to St Ebbes Street	0	61,000	OXFORD
	Piddington	Lower End, Arnott Rd Footpath to Blackthorne	177,707	0	BICESTER
	Little Wittenham	Little Wittenham Road, Christmas Cottage to 150m NW of Christmas	66,758	0	DIDCOT
	Oxford City (S42)	St Thomas Street	49,276	0	OXFORD
	Blackthorn	Marsh Gibbon Road	80,000	0	BICESTER
	Stanford in the Vale	High Street & The Green	0	306,000	FARINGDON
	Oxford	Park End Street (Worcester Rbt to Holybush Row)	0	254,000	OXFORD
	Advance Design		70,000	60,000	
	Contingency Allowance		0	57,346	
<b>TOTAL NON-PRINCIPAL ROAD SCHEMES</b>			<b>598,216</b>	<b>816,346</b>	
<b>B- VALUE ENGINEERED SCHEMES PROGRAMME</b>					
	Didcot	Station Road	0	100,000	DIDCOT
	Oxford (A Class)	St Aldates Northbound from Thames St to Const Joint St Traffic	342,389	0	OXFORD
	Moulsford	Halfpenny Lane, Approx 400m from A329	31,014	0	GORING AND HENLEY
	Freeland	Wroslyn Road, Blenheim Lane to The Green	250,676	0	WITNEY
	Clifton Hampden	A415 Clifton Hampden	150,000	0	BENSON, BERINSFIELD AND WALLINGFORD
	South Leigh	Stanton Hardcourt Rd, from Station Rd to B4449	208,613	0	WITNEY
	Abingdon	A415/A34 Marcham Interchange Rbt		34,000	ABINGDON
	Oxford	A420 London Road	0	282,200	OXFORD
	Oxford City (S42)	New High Street	64,769	0	OXFORD
	Bicester	Murdock Road	125,000	0	BICESTER
	Thame	Thame Park Road (Lodge Bend).	60,000	0	CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Ambrosden	B4011	45,130	0	BICESTER
	Woodeaton	B4027 Noke Bends	28,000	0	KIDLINGTON AND YARNTON
	Thame	Thame Park Road (Altingham Toll House Bend)	0	91,000	CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Kennington	The Avenue Section 2 (St Swithuns Rd to Kennington Rd)	0	214,000	ABINGDON
	Witney	Corn Street	0	410,000	WITNEY
	Abingdon	Preston Road	0	337,000	ABINGDON
	Thame	Cornmarket	0	252,000	CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Cumnor	B4044 Eynsham Road corner	0	391,500	ABINGDON
	Oxford City (S42)	Franklin Road	50,268	0	OXFORD
	Oxford City (S42)	Marsh Road	61,736	0	OXFORD
	Watlington	B480 Cuxham Road Roundabout	0	130,000	CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Oxford City (S42)	Hayfield Road	0	38,954	OXFORD
	Oxford City (S42)	Mere Road	0	121,000	OXFORD
	Residual Design for 13/14		10,000	0	
	Advance Design		201,225	170,000	
	Contingency Allowance		0	228,000	
	Advance Site Investigation		50,000	50,000	
<b>TOTAL VALUE ENGINEERED SCHEMES</b>			<b>1,678,820</b>	<b>2,849,654</b>	
<b>SUB-TOTAL ASSESSED CARRIAGEWAYS SCHEMES</b>			<b>2,277,036</b>	<b>3,666,000</b>	

ID	Parish	Road Name	2013/14 Costs (£)	2014/15 Costs (£)	LOCALITIES
<b>ADDITIONAL £1m ALLOCATION FOR CARRIAGEWAYS -- ANNEX C Table 2</b>					
	Chipping Norton	A44 Horsefair, New Street to 310 meters North	506,191	0	CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Sonning Eye	Playhatch Rd, from Henley Rd Roundabout to Lakeside Cottages	420,873		GORING AND HENLEY
	Residual Design for 13/14		20,000	0	
<b>TOTAL ADDITIONAL £1m ALLOCATION FOR CARRIAGEWAYS</b>			<b>947,064</b>	<b>0</b>	
<b>TOTAL ASSESSED CARRIAGEWAY SCHEMES</b>			<b>3,224,100</b>	<b>3,666,000</b>	
<b>COMBINED SAFETY SCHEMES PROGRAMME</b>					
<b>TOTAL COMBINED SAFETY SCHEMES</b>			<b>1,023,001</b>	<b>1,393,000</b>	
<b>ROUTINE SURFACE DRESSING SCHEMES PROGRAMME- ANNEX B</b>					
<b>TOTAL SURFACE DRESSING SCHEMES</b>			<b>1,800,000</b>	<b>1,950,000</b>	
<b>SURFACE DRESSING PRE-PATCHING SCHEMES</b>					
<b>TOTAL PRE-PATCHING SCHEMES</b>			<b>900,000</b>	<b>850,000</b>	
<b>TOTAL CARRIAGEWAYS</b>			<b>6,947,101</b>	<b>7,859,000</b>	

ID	Parish	Road Name	2013/14 Costs (£)	2014/15 Costs (£)	LOCALITIES
<b>FOOTWAYS PROGRAMME (ANNEX B)</b>					
	Oxford City (S42)	Regent Street	58,076		OXFORD
	Oxford City (S42)	Victoria Rd	91,741		OXFORD
	Oxford City (S42)	Stanway Rd	101,425		OXFORD
	Didcot	Edwin Rd	86,889		DIDCOT
	Adderbury	St Marys Rd	118,310		BANBURY
	Banbury	Oakland Rd	64,246		BANBURY
	Bicester	St Hughs Close	14,770		BICESTER
	Abingdon	Burton Close	31,097		ABINGDON
	Grove	Glebe Gardens	49,928		GROVE AND WANTAGE
	Didcot	Lloyd Rd	53,988		DIDCOT
	Adderbury	The Green	10,662		BANBURY
	East Hanney	The Green	27,236		GROVE AND WANTAGE
	Lower Heyford	Station Rd	29,624		KIDLINGTON AND YARNTON
	Kidlington	Marlborough Ave	61,702		KIDLINGTON AND YARNTON
	Sibford Gower	High Meadow	33,452		BANBURY
	Bloxham	Hyde Grove	15,206		BANBURY
	Middle Barton	South St	19,198		CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Bourton	Uplands Rise	31,476		BANBURY
	Carterton	Sycamore Drive	7,518		BURFORD AND CARTERTON
	Ardley with Fewcott	Ardley rd	16,050		BICESTER
	Kidlington	Link footpath, Oxford Rd to Crown Rd	14,442		KIDLINGTON AND YARNTON
	Broughton	Wykham lane	21,541		BANBURY
	Banbury	Nursery Drive	59,133		BANBURY
	Drayton	Whitehorns Way	20,528		ABINGDON
	Wallingford	St George's Road	8,188		BENSON, BERINSFIELD AND WALLINGFORD
	Thame	Cornmarket	23,569		CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Kingham	Churchill Road	43,734		CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Oxford	Blackbird Leys Road	22,755		OXFORD
	Banbury	Bridge Street	39,010		BANBURY
	Oxford	Gipsy Lane	22,764		OXFORD
	Cholsey	A329 Near Waterloo Bridge	59,900		DIDCOT
	Oxford	Oxford Road	41,062		OXFORD
	Oxford City (S42)	Catte Street		62,070	OXFORD
	Oxford City (S42)	Wellington Square		58,443	OXFORD
	Oxford City (S42)	Brasenose Lane		27,821	OXFORD
	Oxford City (S42)	Oriel Square		29,485	OXFORD
	Oxford City (S42)	Harebell Road		77,688	OXFORD
	Kennington	The Avenue		51,350	ABINGDON
	Chipping Norton	Over Norton Road		33,136	CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Henley	West Green		40,480	GORING AND HENLEY
	Horspath	College Way		97,178	CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Marston	Marston Road		70,186	OXFORD
	Culham	Sutton Bridge, Abingdon Road		7,560	BENSON, BERINSFIELD AND WALLINGFORD
	Thame	Queen's Avenue		56,440	CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Didcot	Brasenose Road		43,344	DIDCOT
	Wallingford	Wallingford Bridge		4,026	BENSON, BERINSFIELD AND WALLINGFORD
	Middle Barton	North Street		15,000	CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Ardley	Station Road		13,073	CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Banbury	St Leonard's Close		32,420	BANBURY
	Milton-Under-Whychwood	Frog Lane		34,428	CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Henley	Northfield End		21,788	GORING AND HENLEY
	Banbury	Link Footway - Waller Drive / Browning Road		66,406	BANBURY
	Oxford	A40 Northern Bypass Layby Westbound near Cherwell Bridge		8,093	OXFORD
	Tetsworth	A40 Tetsworth Atlington Stud Footway		21,000	CHALGROVE, THAME, WATLINGTON AND WHEATLEY
			10,000		
			40,780	40,000	
				438,585	
<b>TOTAL FOOTWAYS SCHEMES</b>			<b>1,350,000</b>	<b>1,350,000</b>	

ID	Parish	Road Name	2013/14 Costs (£)	2014/15 Costs (£)	LOCALITIES
<b>DRAINAGE SCHEMES (ANNEX B)</b>					
	Barford Road, Bloxham	Lay new pipe from existing system to ditch	10,000		BANBURY
	New Road, Bicester	Connect gullies to existing system	15,000		BICESTER
	B4100 Caversfield Roundabout, Bicester	Drainage Investigation & repairs	10,000		BICESTER
	A44 Rutten Lane/ Sandy Lane, Yarnton	Drainage Investigation & repairs	15,000		KIDLINGTON & YARNTON
	A44 Springhill Road, Begbroke	Drainage Investigation & repairs	15,000		KIDLINGTON & YARNTON
	Chalgrove	De-silt scheme	5,000		CHALGROVE, THAME, WATLINGTON & WHEATLEY
	Great Coxwell	Replace damaged pipe	10,000		FARINGDON
	Brize Norton, Station Road	Investigations & repair	50,000		CATERTON & BURFORD
	A40 Witney bypass	Various repairs	50,000		CATERTON & BURFORD
	A41 (J9-M40 to Bicester)	Continue existing works - ditch regrade	60,000		BICESTER
	Alvescot Station Road	Kerb Drainage to alleviate ponding	25,000		CATERTON & BURFORD
	Appleton with Eaton, Bablock Hythe Road	New 225mm dia drain from no.19 to ditch with 2no. gullies	30,000		ABINGDON
	Ascott Under Wychwood The Green	New drain	30,000		CHARLBURY, CHIPPING NORTON & WOODSTOCK
	Ascott Under Wychwood, London Road, North side of level crossing	New Culvert under road	20,000		CHARLBURY, CHIPPING NORTON & WOODSTOCK
	Asthall, Old Cottage (c/f)	Kerbing & Drainage to reduce ponding adjacent to property	15,000		CATERTON & BURFORD
	Aston Rowant, The Green (c/f)	Pipe repair and replacement	15,000		DIDCOT
	Begbroke, Spring Hill Road	Flooding - Enlarge gullies & system	25,000		KIDLINGTON & YARNTON
	Broughton, Danvers Barn	Upgrade outfall to ditch	10,000		FARINGDON
	Cassington, St. Peters Close	Replace culvert & upsize culvert	30,000		WITNEY
	Cholsey, Lapwing Lane	New highway drain	25,000		DIDCOT
	Hinton Waldrist, Church Street (c/f)	Replace piped ditch	30,000		GROVE & WANTAGE
	Leafield, The Green and Lower End	Kerbing and drains	15,000		CHARLBURY, CHIPPING NORTON & WOODSTOCK
	Oxford, Florence Park, Cowley	Contribution to flood relief works for Campbell Road	40,000		OXFORD
	Oxford, Old Abingdon Road, Near Go Outdoors	Repair damaged drainage	10,000		OXFORD
	South Leigh, Shores Green (c/f)	Replace culverts	40,000		WITNEY
	Southmoor, Blandy Avenue (c/f 08/09)	New soakaway and pipework	20,000		FARINGDON
	Wroxton, Main Street (Phase 3)	Replace stone drain	30,000		BANBURY
	West Street Chippin Norton	New gully and pipe run to addresss standing water	5,000		
	A40 A415 slip to A40 B4477, Witney	Drainage Repair		160,000	CATERTON & BURFORD
	Ascott Under Wychwood The Green	New drain		25,000	CATERTON & BURFORD
	Bampton, Various	Repair Asset Report Defects		20,000	CATERTON & BURFORD
	Black Bourton	Replace Outfall Pipe		25,000	CATERTON & BURFORD
	Kiddington Canyon	Provide channel & connect to existing		30,000	CHARLBURY, CHIPPING NORTON & WOODSTOCK
	Kidlington, Springfield Road & Edinburgh Place	Improve existing system		40,000	KIDLINGTON & YARNTON
	Littleworth, Buckland Road	Provide 150mm system		10,000	CHALGROVE, THAME, WATLINGTON & WHEATLEY
	North Leigh, East End	Improve existing systems		25,000	WITNEY
	Salford, Lower End	New highway drain		60,000	CHARLBURY, CHIPPING NORTON & WOODSTOCK
	Stonesfield, Cockshoot Close	Improve existing system		40,000	CHARLBURY, CHIPPING NORTON & WOODSTOCK
	South Leigh	Upsize Culvert		20,000	WITNEY
	Witney, West End	Drainage Investigation & Repair		20,000	WITNEY
	Wroxton, Main Street (Phase 3)	Replace stone drain		25,000	BANBURY
	Reactive Works Fund	In Year Capital works Identified	295,000	300,000	
	Countywide	Advanced design/investigariion	50,000	50,000	
	Countywide	Lining	50,000	50,000	
	Countywide	Contributions to Major Schemes	50,000	50,000	
<b>TOTAL DRAINAGE SCHEMES</b>			<b>1,100,000</b>	<b>950,000</b>	

ID	Parish	Road Name	2013/14 Costs (£)	2014/15 Costs (£)	LOCALITIES
<b>BRIDGES PROGRAMME</b>					
	Railtrack Bridge Assessments (Bridgeguard 3) and Vehicle Incursion review	Strength Assessment of Railtrack Bridges and BRPB Bridges	6,000		
	Assessment of disused rail bridges (12 approx)	Inspection & Assessment of BRPB Bridges	30,000	30,000	
	Bridges Principal rds Inspection/Assessment (Oxfordshire)	Physical support for Principal Inspection programme, e.g. access traffic management	50,000	50,000	
	Newbridge Maintenance & Monitoring	Special Inspections for weak bridge	10,000	10,000	FARINGDON
	Wovercote Temp Lights	Load mitigation until replacement bridge is constructed	7,000	7,000	OXFORD
	Brickfield Subway Reconstruction Fund	Ongoing annual capital contribution to future structure replacement	7,000	7,000	DIDCOT
<b>BRIDGES STRUCTURAL MAINTENANCE SCHEMES</b>					
	Dyers Hill	Current 7.5 tonne TRO strengthening or reconstruction required. Listed	240,000		CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Stert Culvert Repairs.	Strengthening of 100m section	290,000		ABINGDON
	Isis Bridge Waterproofing	Concrete repairs, waterproofing, resurfacing and joint replacement.		340,000	OXFORD
	Weirs Mill Major Maintance	Concrete repairs, waterproofing, resurfacing and joint replacement.		200,000	OXFORD
	Weirs Mill Post-tension Inspection	Post tensioning inspection , assessment		80,000	OXFORD
	Wheatly River Bridge	cross year funding (carried from 2012/13)	400,000		CHALGROVE, THAME, WATLINGTON AND WHEATLEY
	Kingham Bridge	Testing and repairs	20,000		CHARLBURY, CHIPPING NORTON AND WOODSTOCK
	Gaunt House Mill	Testing, Concrete repairs, waterproofing and resurfacing.	60,000		WITNEY
	Manor Railway 1117	Concrete repairs, waterproofing, resurfacing and joint replacement.	100,000		DIDCOT
	West Mill	Resurfacing (existing is failing)		40,000	FARINGDON
	Cottesmore Footbridge 6068	Post-tensioning review, Concrete Repair, Waterproofing, Joints, Parapets height. Pier protection?	35,000		OXFORD
	Winterbrook Bridge Joint Replacement	Joints & access hatches and hatch leakage damage.	30,000		DIDCOT
	Robsart Bridge	Joint Replacement. A420	20,000		ABINGDON
	Upgrade of low bridge signage	Low Bridge signage review and metrification	15,000	35,000	
	Reactive works fund	To cover unprogrammed urgent structure defects that materialise during the year, e.g. joint failures, retaining wall collapses		105,000	
	Network Rail Electrification Betterment Design Resource		60,000	61,000	
	Bridge Management System		30,000		
<b>TOTAL BRIDGES SCHEMES</b>			<b>1,410,000</b>	<b>965,000</b>	

ID	Parish	Road Name	2013/14 Costs (£)	2014/15 Costs (£)	LOCALITIES
<b>STREET LIGHTING</b>		Column replacement Programme			
<b>Essential Column Replacement Schemes - Life Expired</b>					
	Berinsfield PH1 - various	31	29,000		BENSON, BERINSFIELD AND WALLINGFORD
	Berinsfield PH2 - various	15	19,000		BENSON, BERINSFIELD AND WALLINGFORD
	Berinsfield PH3 - various	22	25,000		BENSON, BERINSFIELD AND WALLINGFORD
	Churchill Rd Oxford	29	27,000		OXFORD
	Kelbourne Rd Oxford	37	33,000		OXFORD
	Merewood Ave Oxford	28	38,000		OXFORD
	Ringwood Rd Oxford	29	40,000		OXFORD
	Downside Rd Oxford	27	36,000		OXFORD
	Kiln Lane Oxford	28	37,000		OXFORD
	Lytton Rd Oxford	54	53,000		OXFORD
	Lucca Drive Abingdon	14	14,000		ABINGDON
	Blandford Road Oxford	42	42,000		OXFORD
	Church Way Oxford	28	18,200		OXFORD
	Ashurst Way Oxford	19	20,000		OXFORD
	Shiplake - various roads	25	20,000		GORING AND HENLEY
<b>Essential Pole Bracket Replacements - Life Expired</b>					
	Adderbury	41	32,800		BANBURY
	Epwell	16	12,800		BANBURY
	Drayton	4	3,200		BANBURY
	2014/15 Programme to be determined			500,000	
<b>TOTAL STREET LIGHTING SCHEMES</b>			<b>500,000</b>	<b>500,000</b>	
<b>TOTAL STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES</b>			<b>11,307,101</b>	<b>11,624,000</b>	



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## Capital Strategy 2010/11 to 2014/15 – refreshed 2013/14

### Introduction

1. The Capital Strategy sets out the County Council's capital investment plans and explains how capital investment contributes to the Council's Vision and Priorities. It shows how the Council prioritises, targets and measures the performance of its limited capital resources. It also shows how the Council intends to maximise the value of its investment and sets out the framework for determining capital spending plans and the effective use of capital resources which are both robust and sustainable.
2. This Capital Strategy covers three main sections:
  - *Delivering Corporate Priorities*; in this section the capital needs and aspirations of the Council are presented in the context of the national and local pictures and the Council's existing asset base.
  - *Capital Strategy – Use of Capital Resources*; in this section financial options to deliver key capital investments are presented.
  - *Capital Programme- Governance, Development & Implementation*; in this section the capital investment policies, governance and decision-making structures are described.
3. The County Council manages a significant capital investment portfolio, which addresses the priorities identified within the corporate Asset Management Plan (AMP) and the Transport Asset Management Plan (TAMP), incorporating the Local Transport Plan (LTP).

### Delivering Corporate Priorities through Capital Investment

#### Local Government Finances

4. The 2010 Spending Review introduced significant reductions in real terms to local authority settlements, capital funding to local authorities was reduced by 45%. Changes in Public Works Loans Board (PWLB) rates also saw the cost of borrowing for local authorities increased by nearly 1%. These changes meant that the size of the capital programmes has reduced significantly. The reduction in revenue budget allocations makes it difficult for the Council to increase its prudential borrowing provision significantly.
5. Local Authorities are further challenged *to tighten* their asset management strategies. As a major owner and occupier of property, local authorities are required to justify holding land and buildings and to dispose of assets that are surplus to requirements. This places further pressure on local authorities to sell major assets. At the same time, the reduction in funding and the Big Society agenda are generating pressure for the Council to transfer assets to local community organisations especially where there is a risk that the service will be discontinued without the transfer.

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6. On the other hand, the SR2010 announced a significant devolution of financial control to local authorities and removed ring fencing around many resources. The Government is planning to roll out the community budget model across the country as a way of bringing different national and local funding strands together into a single local funding pot in order to enable various different agencies to work together. This approach brings further flexibility to the use of resources and helps deliver services more cheaply through a joined-up approach in service delivery. It is likely that this model will have an influence on how capital allocations will operate in the near future.
  7. From 2013/14 the new local government finance system based on relocalising business rates replaces the current Formula Grant allocations. It aims to give local authorities the ability and incentives to increase economic development in their areas. At the same time, a number of new financial instruments and tools for infrastructure financing are being introduced. The common feature of these instruments is their link with future income streams or underlying assets that necessarily require long-term capital investment planning. These new instruments combined with the introduction of a “general power of competence” will significantly change the funding composition of the Council’s medium to long-term capital investment plan.

#### **Local Picture - Population**

8. Oxfordshire’s population in 2011 was 656,800 and one in six people, 103,700 were over the age of 65. It is the most rural county in the South East region; almost 40% of Oxfordshire's population lives in rural areas, a similar proportion lives in or around the market towns<sup>1</sup>, whilst one quarter of the county's population lives in the City of Oxford.
9. It is forecast that Oxfordshire’s population will continue to grow. The number of people aged 85 and over is expected to rise by 10% in three years from 2012-15. It is expected that there will be an increase in the number of clients with learning disabilities as well as an increase in this client group’s life expectancy. In addition, an increase in the number of children requiring school places is expected over the medium and longer term. This will result in an erosion of spare capacity in many primary schools and in time, secondary schools.

#### **Local Picture - Economic Development and Housing Growth**

10. Oxfordshire will experience significant housing growth over the next fifteen to twenty years. Growth points have been designated within the county at Oxford and Didcot. Bicester (through the identification of North West Bicester as a location for an Eco-town) and Grove/Wantage are other county towns where major housing growth is planned.
11. Initial analysis of long-term infrastructure implications of future growth shows that significant investment in schools and transport infrastructure will be required. In addition, considerable investment in extra care housing, community facilities, green infrastructure and recreational resources is needed. It is not yet clear what scale of

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

investment will be required by our partners responsible for health and utilities infrastructure.

12. The Council faces challenges in managing this growth in a way that both meets economic, housing and regeneration pressures and provides sufficient infrastructure. The increased housing development, population growth and aging profile create demands both for infrastructure investment and better quality public services, while at the same time there is a significant reduction in the available capital funding at national and local level. Other major considerations include the protection of the environment and responding to the challenges of sustainability.

### County Council's Infrastructure and Asset Base

13. The County Council has a wide range of infrastructure and property assets including schools, offices, highways depots, roads, bridges, park and ride sites, waste recycling centres, libraries and museums. The Council's capital assets were valued at £1,407.0m in the 2011/12 Statement of Accounts. The summary of the balance sheet is set out in the table below.

Category	Net Book Value £m
Intangible Assets	2.1
Land & Buildings	969.7
Assets Under Construction	9.9
Surplus Assets	4.0
Vehicles & Plant	93.9
Infrastructure	322.8
Investment Properties	4.5
Assets Held for Sale	0.1
<b>TOTAL</b>	<b>1,407.0</b>

### Non-Schools Property Infrastructure

14. The corporate Asset Management Plan for 2013/14 – 2016/17 reflects changing priorities in relation to asset management. This is a necessary response to the Business Strategies, growth pressures, sustainability and environmental drivers and new work patterns. The objectives are set out at Page 11 of Annex 10a.
15. Historically, the Asset Management Plan has identified that only 45% of the overall asset portfolio, composed of approximately 830 properties, is fit for purpose with a maintenance backlog of £77m. A condition survey has recently been undertaken by the Council's partner for property and facilities, Carillion/Capita Symonds. This has identified that the maintenance backlog now stands at £65.8m. The challenge is to reduce the size and cost of the portfolio and reconfigure it in a way that is aligned and supports corporate priorities and service need.

### Schools Infrastructure

16. One of the key investment challenges for the Council is the rapid and substantial growth in demand for primary school places forecast over the period 2011/12 – 2016/17 in Oxford City, Henley, Banbury and Abingdon in particular. Although, there

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remain surplus school places across the secondary schools estate, a general demand for secondary places is likely to emerge from 2015/16 onwards given earlier pressures in some areas due to the mis-match between available places and the demand pattern.

17. The shape of the education sector is changing. The ascent of Free Schools and Academies<sup>2</sup> will influence the Council's strategy around how investment is shaped across the schools' estate in the medium to long-term. Over the coming years, the Council will shift away from being the direct provider of education towards being a commissioner. These changes to school organisations are likely to have an impact on the required school infrastructure and lead to the use of available capital funding to support more collaborative working among schools and other education partners.
18. The Council intends to use the majority of its Education grant allocation to address the basic needs pressure. It will also use the capital maintenance allocation to address this pressure and needs with respect to the condition of the schools' infrastructure with a strong emphasis on and alignment to the Health & Safety, Energy Reduction and Basic Needs Programmes.

#### **Transport Infrastructure**

19. The Council has a statutory responsibility to maintain the transport infrastructure in a safe condition. The Transport Asset Management Plan identifies the need to develop a more detailed network hierarchy for maintenance given that the current investment level only sufficient to manage a decline in the condition of the infrastructure. Slight increases in capital funding from 2013/14 will not be sufficient to address the existing maintenance backlog and there will be a consequential increase in the demand for reactive maintenance and in the cost of repairs.
20. The Council also aims to create an efficient and effective highway network, maximising access to education, employment and other services, reducing congestion, carbon emissions and other environmental impacts, and supporting growth and development. The Local Transport Plan (2011/30) stresses that a substantial level of investment in transport infrastructure and services is needed to support the new developments planned in local development frameworks. It identifies major packages of transport investment to support growth and development at Science Vale UK and Eco-Bicester, along with several other major development locations.
21. The significant level of cuts in capital settlements means that the majority of the funding will be used for structural maintenance schemes for the foreseeable future. The reduced availability of other capital funding places increased importance on other funding mechanisms such as developer contributions to help deliver the highest priority needs.
22. The government has provided the opportunity to establish a Local Transport Board (LTB) which will receive local major scheme funding devolved from the Department of Transport from 2015. LTBs will be voluntary partnerships between Local Authorities,

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<sup>2</sup> The Academies Act 2010 indicates that liability of principal or interest on debt cannot be transferred to academies. This means that the Council's level of debt will remain the same irrespective of the number of schools that convert to Academies. However its asset value will decrease.

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Local Enterprise Partnerships and other stakeholder organisations. Funding will be determined by population and Oxfordshire is expected to receive an allocation will be £16m over the period 2015-19. As a partnership, it is important that an open and transparent assessment framework and a robust appraisal process that is independent of the scheme promoter is in place. The Department for Transport also require a lead authority to act as the Accountable Body for the devolved funding and it is proposed, that as the Local Transport Authority that the County Council take on this role.

## Capital Strategy - Use of Capital Resources

23. It is of the utmost importance that the Council's limited capital resources are managed effectively. The Council ensures its effectiveness in this area by:

- Allocating capital resources in line with corporate objectives and priorities and considering what outcomes can be achieved by a particular project and how effectively it uses corporate capital resources;
- Using capital resources prudently and flexibly in line with the agreed capital funding strategies to ensure their affordability, longevity and sustainability;
- Providing contingencies across the capital programme to manage the resources pressure arising from housing growth and uncertainties related to ongoing service transformations.

### Central Government Settlements

24. The Council is committed to achieving more flexible use of settlement allocations. This flexibility is key to achieving the most effective use of capital resources and to generating efficiency savings for local areas by increasing the potential for multi agency working. In order to achieve this, the capital programme is considered as a single corporately owned programme. The determination of priorities for the overall capital programme is very transparent and broad member engagement is at the heart of the decision-making process.

25. Where capital allocations and grants are issued as "not ring-fenced", the Council uses the opportunity to allocate these resources in line with the Council's priorities based on this capital strategy and the underpinning asset management plans. Ring-fenced or earmarked funding received from central government will be used for the purposes for which it is issued in line with grant/allocation conditions.

### Usable Capital Receipts

26. Council policy is to treat capital receipts as a corporate resource, not automatically allowing the originating service to utilise them. The Council seeks to maximise capital receipts from the disposal of surplus land and buildings, unless another option gives greater overall benefit. This approach will stay firmly in place while it is likely that there will be increased pressure to sell major assets and reduce the size of the property portfolio. Although services can still make a case for the replacement of an asset, the Council, in principle, does not support the ring-fencing of capital receipts for the re-provision of assets.

27. The Corporate Asset Management Plan sets out the policies around disposal of the Council's property assets, including school buildings (Page 17 of Annex 10a).<sup>3</sup> It also sets out the principles for Community Asset Transfer under the 'big society agenda'. (Page 19 of Annex 10a).

### **Prudential Borrowing**

28. The Council has established a strong links between the use of prudential borrowing and the delivery of its Business Strategy. Prudential borrowing is currently used to fund:

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

29. The Council's policy to utilise prudential borrowing to finance capital investment where there is a clear proven need can only be applied where the borrowing does not result in unacceptable increases in Council Tax levels. Prudential indicators require that the revenue implications of every initiative are taken into account when determining the affordability of prudential borrowing proposals. As part of its medium term planning process the Council also evaluates the relative merits of revenue funding versus capital funding proposals. In the case of capital proposals it ensures that there is on-going revenue funding available to meet the impact of any additional borrowing requirements.

### **External Funding and Project Specific Grants**

30. The Council will try wherever possible to influence investment through the targeted use of its limited capital resources to lever in other investment where these meet the Council's priorities and objectives.

31. Any external resources, once secured, will be used for the purposes for which they are issued as per the guidance and conditions determined by funding providers. The Council will evaluate long-term implications of accepting any external funding provision, in particular any impact on the revenue budget and such projects only proceed if they are affordable and demonstrate value for money.

32. The Council also enhances this strategy by working within the broader context (such as the Local Enterprise Partnership (LEP)) to align available funding streams including

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<sup>3</sup> The overall details of the policy may be affected by the Land Transfer Scheme Regulations. Local authority owned land that is no longer used for maintained schools to be transferred for the use of an Academy or Free School. The Secretary of State has the power to transfer the land if it is required from a local authority if that land has been used for the purposes of a maintained school in the last 8 years. If the local authority is already using the land for another purpose, the land can still be transferred.

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those from partner organisations at local, sub-regional, regional and national levels. The Council has been working with the LEP, the City and District Councils to bid for a City Deal, which will help the transformational growth of the area through investment in the knowledge economy. The Council employs this approach to ensure that funding is generated for the longevity of the capital strategy and the capital programme and makes maximum impact.

#### **Funding Growth and Developer Contributions/ Community Infrastructure Levy**

33. The Council is proactive in ensuring, as far as possible, that all additional capital investment needs arising from new developments are funded from developer contributions. It has benefited from a good track record of identifying infrastructure needs arising from new developments and securing developer contributions to enable required infrastructure delivery.
34. However, developer contributions historically have not been able to fund all new infrastructure requirements and the scale of infrastructure provision needed to respond to the identified level of growth requires a different approach to capital investment planning and a stronger emphasis on funding infrastructure. In addition, the range of contributions now sought from development has broadened, meaning that less money is available for more 'traditional' contributions such as schools and transport.
35. The Community Infrastructure Levy (CIL) comes into full operation in April 2014. This levy based mechanism is a contribution from all new development towards the cost of infrastructure. This includes transport schemes, flood defences, schools, hospitals and other health and social care facilities. Developer contributions will still apply in site specific infrastructure required to mitigate the impact of a specific development. The Charging Authority (which in two tier areas such as Oxfordshire will be the District Councils) must first establish that there is a need to introduce the Levy based on the infrastructure needed to support planned levels of growth within its area. If there is a funding gap between the cost of the infrastructure required and the level of funding likely to be available, CIL can be introduced. A CIL rate is then determined which can be differentially set according to geographical area or by development type. CIL will give developers greater certainty about their role and contribution and will deliver a more predictable income stream for the Council towards infrastructure. As the Charging Authorities will be the District Councils in Oxfordshire, the County Council will need to seek an agreement with each Charging Authority the contribution from CIL towards the cost of services and infrastructure which it provides.

#### **The Rolling Fund**

36. The Council has established a forward funding arrangement to enable investment in infrastructure on the back of future funding secured through developer contributions or other funding streams. The Rolling Fund is used as a flexible forward funding mechanism to facilitate the development and timely provision of critical infrastructure that support the delivery of planned growth or development
37. This is a mechanism by which the Council uses initial public money to forward-fund major infrastructure schemes where infrastructure is needed to support the planned development. The cost of infrastructure is then recovered from public and private sector funding streams as they come forward.

38. The Fund comprises a contribution from flexible developer contributions and the County Council's share of the new homes bonus payment for 2011/12<sup>4</sup>. The priorities under this fund will be agreed by the Cabinet. The Council will use this system as a complementary mechanism in order to address infrastructure bottlenecks in the County.

#### **Alternative Funding Models to Meet the Investment Challenge**

39. The level of funding available from central government and the private sector is constantly changing and current economic conditions put further constraints on available future infrastructure funding. There are a number of innovative funding options and delivery models available or under development to support infrastructure delivery.

40. The Council will consider these options and models to address potential future funding requirements in consultation with its partners. It is acknowledged that these options and models need to be fully evaluated to determine the most appropriate solution based on the nature of the infrastructure need, the scale of the funding gap and the availability of funding sources offered by Central Government. The Council is also aware that a major constraint when employing the instruments listed below in practice is the minimum level of capital that must be raised through their use.

41. Alternative funding models include:

- Public Private Partnerships (PPP),
- Private Finance Initiative (PFI)
- Local Asset Backed Vehicles (LABVs)
- Tax Increment Financing
- Local Authority Bonds

#### **Capital Programme Contingency**

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

43. The Council continues to employ a financing strategy for its capital programme at the end of each financial year. This is aimed at minimising the on-going liabilities to the Council's revenue budget arising from capital investment. The first calls on capital resources are therefore external funding (including S106). This is followed by grants & contributions, supported borrowing and capital receipts and reserves. The final calls, where necessary, are on prudential borrowing.

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<sup>4</sup> which will be paid each year for six years up to 2017/18



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

## **The Capital Programme: Governance, Development & Performance Management**

### **Capital Programme**

45. The current capital programme for 2012/13 to 2016/17 totals £395.2m capital investment and covers a wide range of projects. While it is good practice to have a five-year capital programme, the Council recognises that as the economic outlook is uncertain and the policy framework is evolving, it is important to have a flexible approach to investment decisions. Therefore, in line with the Medium term Financial Plan; the Capital Programme will be for a four year period this year to 2016/17. In addition, only the first two years of the programme are considered as “the firm capital programme”. The figures for the years 2015/16 onwards are a draft and constitute the “provisional” part of the capital programme.
46. This provisional programme includes some indicative projects where no firm costings or business cases have been produced. As these projects are not part of the firm capital programme, they can only be progressed after a formal approval process has been followed and if funding is available. Consequently, decisions about which projects are brought forward into the firm capital programme rest with the Cabinet. Where there is urgency, projects can be brought forward into the firm programme with the joint approval of the Chief Finance Officer and the Director for Environment and Economy after consultation with the Leader of the Council. Such urgent decisions are then reported to the Cabinet at the earliest opportunity as part of the Financial Monitoring Report.

### **Governance**

47. In developing a truly corporate approach to strategic capital investment, infrastructure and asset planning, the Council recognises that a strong capital governance structure is essential in fulfilling this vision and ensuring success in the capital arena. The Capital governance arrangements are set out in full in the Constitution.

### **Principles of Prioritisation and Capital Resource Allocation**

48. The Council’s capital programme deals with a wide range of property and other infrastructure asset needs across all service areas. The Council recognises the challenges around making prioritisation decisions when comparing the relative merits of investment into these assets. It therefore has a set of agreed principles for prioritising capital investment proposals.
49. The application of these principles ensures that the Council allocates capital resources in line with corporate objectives and priorities and considers what outcomes can be achieved by a particular project and how effectively it uses our very limited corporate

capital resources. These principles are integrated into the service and resource planning process.

50. Our capital prioritisation principles for investment are to:

- comply with our statutory duties;
- improve the efficient and effective delivery of our services; and
- promote economic growth.

**Priority 1:** projects which enable compliance with our legal/ statutory duties including projects which address any infrastructure deficits related to statutory compliance.

**Priority 2:** projects which maximise leverage from external partnerships and bodies (e.g. LEP) in order to deliver agreed infrastructure priorities (e.g. SPIP).

**Priority 3:** projects where a major proportion is funded from S106, CIL, grant or revenue contributions.

**Priority 4:** projects that facilitate economic development and housing growth but require the majority of funding to be met from the council.

**Priority 5:** projects that address cross-cutting issues, facilitate joint-working with partners or generate new/ additional income.

**Priority 6:** other projects.

51. Schemes which generate sufficient revenue savings to cover the cost of capital within at least 10 years, or are self-financed through prudential borrowing will be considered on a case by case basis alongside other bids which are subject to prioritisation.

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

### **Capital Programme Development & Implementation**

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

**Technical Assessment (Options, Deliverability and Affordability Appraisals)**

54. The Council is committed to ensuring that each investment decision represents the best use of resources and the best long-term solution for the authority and its citizens as a whole. This is critical for the long-term future of the Council's infrastructure base. In order to ensure the wise and responsible use of resources, each investment decision is based on a full consideration of all possible solutions and a full recognition of life cycle cost.
55. The Council employs technical assessment processes for evaluating readiness and value for money of all its capital investment proposals. The agreed principles are:
- Analyse a range of possible solutions at both the option appraisal and feasibility phases of each major capital investment;
  - Base the options appraisal and feasibility study on the life cycle costs of possible solutions, including the discounted cost of future expenditures to determine their affordability;
  - Explore different project delivery models that, where possible, include partnerships, sharing costs with other organisations, obtaining grant contributions or generating revenue income;
56. Similar processes are also in place for prioritising and resourcing Highways Maintenance schemes, which are peer reviewed within a value engineering process. The merits of each scheme are assessed in conjunction with condition survey information, build-ability, value for money and environmental factors. A priority list of schemes is developed that addresses Oxfordshire's strategic objectives whilst contributing to improving national road condition indicators

**Performance Management**

57. The capital programme is updated quarterly and its performance is reported six times a year to the Cabinet as part of the Business Strategy & Financial Monitoring report. The Council's use of capital resources indicator was 91% at the end of 2011/12. This adjusted use of capital resources is equal to the performance of 2010/11 and is still within the tolerances recommended by best practice.

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# Draft Capital Programme 2012/13 - 2016/17

February 2013



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## CAPITAL PROGRAMME: 2012 / 13 TO 2016 / 17

Programme	Capital Investment Programme (latest forecast)						CAPITAL INVESTMENT TOTAL £'000s
	Current Year	Firm Programme		Provisional Programme			
	2012 / 13 £'000s	2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	
Children, Education & Families 1 - OCC	21,551	34,821	32,683	42,585	31,981	2,000	165,621
Children, Education & Families 2 - Schools Local Capital	5,207	3,881	1,695	1,695	1,695	0	14,173
Social & Community Services	3,615	12,730	1,615	3,495	12,318	0	33,773
Environment & Economy 1 - Transport	19,873	20,665	27,319	10,954	10,853	0	89,664
Environment & Economy 2 - Other Property Development Programmes	1,101	6,378	9,552	8,286	3,534	0	28,851
Chief Executive's Office	1,021	576	655	500	0	0	2,752
<b>TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE</b>	<b>52,368</b>	<b>79,051</b>	<b>73,519</b>	<b>67,515</b>	<b>60,381</b>	<b>2,000</b>	<b>334,834</b>
Earmarked Reserves	0	1,000	23,952	14,853	17,621	12,000	69,426
<b>TOTAL ESTIMATED CAPITAL PROGRAMME</b>	<b>52,368</b>	<b>80,051</b>	<b>97,471</b>	<b>82,368</b>	<b>78,002</b>	<b>14,000</b>	<b>404,260</b>
<b>TOTAL ESTIMATED PROGRAMME RESOURCES</b>	<b>56,164</b>	<b>89,625</b>	<b>82,546</b>	<b>70,229</b>	<b>75,792</b>	<b>3,745</b>	<b>378,101</b>
In-Year Shortfall (-) / Surplus (+)	3,796	9,574	-14,925	-12,139	-2,210	-10,255	-26,159
Cumulative Shortfall (-) / Surplus (+)	26,362	30,158	39,732	24,807	12,668	10,458	203

SOURCES OF FUNDING	2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18	CAPITAL RESOURCES TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
SCE(R) Formulaic Capital Allocations - Credit Approval	0	0	0	0	0	0	0
SCE(C) Formulaic Capital Allocations - Grant	33,461	44,152	51,739	30,505	31,301	0	191,158
SCE(R) Supplementary Credit Approval	0	0	0	0	0	0	0
SCE(C) Supplementary Grant Approval	0	0	0	0	0	0	0
Devolved Formula Capital- Grant	5,063	3,881	1,695	1,695	1,695	0	14,029
Prudential Borrowing	1,513	11,612	6,940	7,640	17,034	0	44,739
Grants	5,328	11,029	329	200	65	0	16,951
Developer Contributions	5,234	8,382	18,666	27,825	21,596	3,745	85,448
District Council Contributions	737	70	5	0	0	0	812
Other External Funding Contributions	247	451	128	0	0	0	826
Revenue Contributions	735	474	766	692	208	0	2,875
Schools Contributions	50	0	0	0	0	0	50
Use of Capital Receipts	0	0	17,203	7,209	3,893	0	28,305
Use of Capital Reserves	0	0	0	6,602	2,210	10,255	19,067
<b>TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED</b>	<b>52,368</b>	<b>80,051</b>	<b>97,471</b>	<b>82,368</b>	<b>78,002</b>	<b>14,000</b>	<b>404,260</b>
<b>TOTAL ESTIMATED PROGRAMME RESOURCES AVAILABLE</b>	<b>56,164</b>	<b>89,625</b>	<b>82,546</b>	<b>70,229</b>	<b>75,792</b>	<b>3,745</b>	<b>378,101</b>
Usable Capital Receipts C/Fwd	9,420	10,888	20,462	5,537	0	0	0
Capital Reserve C/Fwd	16,942	19,270	19,270	19,270	12,668	10,458	203



## CHILDREN, EDUCATION &amp; FAMILIES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2012 / 13 £'000s	2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
<b><u>Primary Capital Programme</u></b>										
Oxford, Wood Farm - replacement of existing buildings (ED749)	6,037	3,400	2,820	480	0	0	0	12,737	6,700	3,300
Banbury, The Grange - 6 classroom block to replace temporary classrooms (ED739/1)	1,071	540	19	10	0	0	0	1,640	569	29
Bayards (New Scheme) - replacement of existing buildings and additional space to meet basic need	80	200	1,600	3,200	1,000	520	0	6,600	6,520	6,320
<b>Primary Capital Programme Total</b>	<b>7,188</b>	<b>4,140</b>	<b>4,439</b>	<b>3,690</b>	<b>1,000</b>	<b>520</b>	<b>0</b>	<b>20,977</b>	<b>13,789</b>	<b>9,649</b>
<b><u>Secondary Capital Programme</u></b>										
Wantage, Fitzwaryn - Phase 2 (Modernisation & new Post 16 accommodation) (ED715)	2,312	760	13	0	0	0	0	3,085	773	13
<b>Secondary Capital Programme Total</b>	<b>2,312</b>	<b>760</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,085</b>	<b>773</b>	<b>13</b>
<b><u>Academy Programme</u></b>										
Oxford Academy (ED678)	33,418	149	50	50	0	0	0	33,667	249	100
Oxford Spires Academy (ED805)	52	2,000	5,500	308	198	0	0	8,058	8,006	6,006
<b>Academy Total</b>	<b>33,470</b>	<b>2,149</b>	<b>5,550</b>	<b>358</b>	<b>198</b>	<b>0</b>	<b>0</b>	<b>41,725</b>	<b>8,255</b>	<b>6,106</b>

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2012 / 13 £'000s	2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
<b><u>Provision of School Places (Basic Need)</u></b>										
Existing Demographic Pupil Provision (Basic Needs Programme)	332	1,000	8,000	9,000	7,600	6,553	2,000	34,485	34,153	33,153
11/12 Basic Need Programme Completions	1,878	116	21	0	0	0	0	2,015	137	21
Reducing Out of County Provision for SEN Pupils	38	125	1,750	1,500	337	0	0	3,750	3,712	3,587
Wantage, Charlton - Phase 2 Foundation & Studio (ED787)	289	870	21	0	0	0	0	1,180	891	21
Oxford, Windale - Phase 2 (ED792)	189	540	41	0	0	0	0	770	581	41
Oxford, St Nicholas - Phase 2 (ED788)	78	420	12	0	0	0	0	510	432	12
Woodeaton - Modular Classroom (ED791)	15	210	0	0	0	0	0	225	210	0
West Oxford - Modular & Internals (ED790)	119	15	6	0	0	0	0	140	21	6
Yarnton, William Fletcher - Phase 2 (ED799)	19	499	7	0	0	0	0	525	506	7
Oxford, New Marston - Phase 3 (ED797)	11	384	10	0	0	0	0	405	394	10
Oxford, Rose Hill (ED807)	27	440	3	0	0	0	0	470	443	3
Oxford, Cutteslowe - (Phase 2) 2 class modular (ED796)	5	390	18	0	0	0	0	413	408	18
Woodstock, - (Phase 1) Internal alterations (ED809)	0	60	4	0	0	0	0	64	64	4

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast									
		Current Year £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s	
			2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17				2017 / 18
			£'000s	£'000s	£'000s	£'000s	£'000s				£'000s
Orchard Meadow, - (Phase 1) Internal alterations (ED819)	0	76	4	0	0	0	0	80	80	4	
Cholsey (ED783)	39	1,100	640	21	0	0	0	1,800	1,761	661	
<b>Provision of School Places Total</b>	<b>3,039</b>	<b>6,245</b>	<b>10,537</b>	<b>10,521</b>	<b>7,937</b>	<b>6,553</b>	<b>2,000</b>	<b>46,832</b>	<b>43,793</b>	<b>37,548</b>	
<b><u>Growth Portfolio - New Schools</u></b>	Note: This section of the programme shows available funding and not the full scheme cost										
<b><u>South Oxfordshire</u></b>											
Didcot, Great Western Park - Primary 1 (14 classroom)	0	25	200	4,700	2,800	403	0	8,128	8,128	8,103	
Didcot, Great Western Park - Primary 2 (14 classroom)	0	0	0	25	200	3,180	0	3,405	3,405	3,405	
Didcot, Great Western Park - Secondary (Phase 1)	0	25	250	750	10,000	7,567	0	18,592	18,592	18,567	
<b><u>Cherwell</u></b>											
Bodicote, Bankside - 10 classroom	0	25	75	325	3,000	1,364	0	4,789	4,789	4,764	
Bicester, Gavray Drive - 7 classroom	133	10	50	250	2,750	835	0	4,028	3,895	3,885	
Bicester - Secondary P1 (incl existing schools)	0	25	200	800	6,400	5,268	0	12,693	12,693	12,668	
Bicester, South West - 14 classroom	11	100	3,750	2,749	305	0	0	6,915	6,904	6,804	
Upper Heyford - New Primary School	0	0	0	25	3,000	1,673	0	4,698	4,698	4,698	
Bicester Exemplar Eco-development - Primary 1 Phase 1 (7 classroom)	0	0	3,000	3,000	525	0	0	6,525	6,525	6,525	
Project Development Budget	0	0	50	100	100	0	0	250	250	250	
<b>Growth Portfolio Total</b>	<b>144</b>	<b>210</b>	<b>7,575</b>	<b>12,724</b>	<b>29,080</b>	<b>20,290</b>	<b>0</b>	<b>70,023</b>	<b>69,879</b>	<b>69,669</b>	

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2012 / 13 £'000s	2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
<b>Annual Programmes</b>										
Schools Access Initiative	861	500	500	400	400	400	0	3,061	2,200	1,700
Health & Safety - CE&F	30	0	0	0	0	0	0	30	0	0
Health & Safety - Schools	304	400	400	400	400	400	0	2,304	2,000	1,600
Temporary Classrooms - Replacement & Removal	263	430	200	330	330	310	0	1,863	1,600	1,170
Schools Accommodation Intervention & Support Programme	59	70	200	150	150	150	0	779	720	650
School Structural Maintenance (inc Health & Safety)	7,642	5,031	4,225	3,250	2,250	2,250	0	24,648	17,006	11,975
Schools Energy Reduction Programme	0	240	750	750	750	750	0	3,240	3,240	3,000
<b>Annual Programme Total</b>	<b>9,159</b>	<b>6,671</b>	<b>6,275</b>	<b>5,280</b>	<b>4,280</b>	<b>4,260</b>	<b>0</b>	<b>35,925</b>	<b>26,766</b>	<b>20,095</b>
<b>Other Schemes &amp; Programmes</b>										
Aiming High (Short Breaks)	0	52	60	0	0	0	0	112	112	60
Loans to Foster/Adoptive Parents (Prudentially Funded)	247	90	90	90	90	293	0	900	653	563
Great Tew (Contribution) Conditional Approval	0	0	0	0	0	0	0	0	0	0
North Leigh - Temporary Classroom	0	56	0	0	0	0	0	56	56	0
Small Projects	1,275	174	40	20	0	0	0	1,509	234	60
<b>Other Schemes &amp; Programmes Total</b>	<b>1,522</b>	<b>372</b>	<b>190</b>	<b>110</b>	<b>90</b>	<b>293</b>	<b>0</b>	<b>2,577</b>	<b>1,055</b>	<b>683</b>

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2012 / 13 £'000s	2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
Retentions & OSCR	6,669	1,004	242	0	0	0	0	7,980	1,311	307
<b>CE&amp;F CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>63,503</b>	<b>21,551</b>	<b>34,821</b>	<b>32,683</b>	<b>42,585</b>	<b>31,981</b>	<b>2,000</b>	<b>229,124</b>	<b>165,621</b>	<b>144,070</b>
<u>Schools Capital</u>										
Devolved Formula Capital		5,207	3,881	1,695	1,695	1,695	0	14,173	14,173	8,966
<b>School Local Capital Programme Total</b>		<b>5,207</b>	<b>3,881</b>	<b>1,695</b>	<b>1,695</b>	<b>1,695</b>	<b>0</b>	<b>14,173</b>	<b>14,173</b>	<b>8,966</b>
<b>CE&amp;F CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>63,503</b>	<b>26,758</b>	<b>38,702</b>	<b>34,378</b>	<b>44,280</b>	<b>33,676</b>	<b>2,000</b>	<b>243,297</b>	<b>179,794</b>	<b>153,036</b>

## SOCIAL AND COMMUNITY SERVICES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2012 / 13 £'000s	2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
<b>COMMUNITY SAFETY PROGRAMME</b>										
<b>Fire &amp; Rescue Service</b>										
Bicester Fire Station Upgrade (SC108)	287	150	11	0	0	0	0	448	161	11
Fire Equipment	0	75	275	150	0	0	0	500	500	425
Joint Control room	0	90	800	10	0	0	0	900	900	810
Relocation of Rewley Training Facility	0	0	50	50	500	0	0	600	600	600
Fire Review Development Budget	0	0	50	100	450	0	0	600	600	600
<b>Gypsy &amp; Travellers Sites</b>										
Redbridge Hollow Phase 2 (SS106)	957	790	6	0	0	0	0	1,753	796	6
<b>COMMUNITY SAFETY PROGRAMME TOTAL</b>	<b>1,244</b>	<b>1,105</b>	<b>1,192</b>	<b>310</b>	<b>950</b>	<b>0</b>	<b>0</b>	<b>4,801</b>	<b>3,557</b>	<b>2,452</b>
<b>SOCIAL CARE FOR ADULTS PROGRAMME</b>										
<b>Mental Health</b>										
Mental Health Projects	454	77	0	0	0	0	0	531	77	0
<b>Residential</b>										
HOPs Phase 1- New Builds	0	0	10,503	0	0	0	0	10,503	10,503	10,503
Townlands Care Home, Henley	0	0	0	0	0	7,775	0	7,775	7,775	7,775
<b>Specialist Housing Programme (inc ECH - New Schemes &amp; Adaptations to Existing Properties)</b>										
ECH - New Schemes & Adaptations to Existing Properties	417	461	593	1,100	2,375	4,269	0	9,215	8,798	8,337

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
ECH - Greater Leys (SS105)	400	400	210	0	0	0	0	1,010	610	210
ECH - Shotover (SS104)	600	600	0	0	0	0	0	1,200	600	0
<b>Day Centres</b>										
Banbury Day Centre (SS97)	11	570	19	20	0	0	0	620	609	39
Deferred Interest Loans (CSDP)	142	150	160	160	170	274	0	1,056	914	764
<b>SOCIAL CARE FOR ADULTS PROGRAMME TOTAL</b>	<b>2,024</b>	<b>2,258</b>	<b>11,485</b>	<b>1,280</b>	<b>2,545</b>	<b>12,318</b>	<b>0</b>	<b>31,910</b>	<b>29,886</b>	<b>27,628</b>
<b>STRATEGY AND TRANSFORMATION PROGRAMME</b>										
New Adult Services System (SC107)	297	195	33	0	0	0	0	525	228	33
<b>STRATEGY &amp; TRANSFORMATION PROGRAMME TOTAL</b>	<b>297</b>	<b>195</b>	<b>33</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>525</b>	<b>228</b>	<b>33</b>
Retentions & Minor Works	377	57	20	25	0	0	0	479	102	45
<b>S&amp;CS CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>3,942</b>	<b>3,615</b>	<b>12,730</b>	<b>1,615</b>	<b>3,495</b>	<b>12,318</b>	<b>0</b>	<b>37,715</b>	<b>33,773</b>	<b>30,158</b>

## ENVIRONMENT &amp; ECONOMY - HIGHWAYS &amp; TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast									
		Current Year	Firm Programme			Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2012 / 13 £'000s	2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s				
<b>NETWORK DEVELOPMENT PROGRAMME</b>											
Thornhill Park & Ride Extensions	555	1,519	1,250	175	0	0	0	3,499	2,944	1,425	
London Road Bus Lane	0	0	500	500	0	0	0	1,000	1,000	1,000	
Kennington & Hinksey Roundabouts	99	300	1,000	1,497	0	0	0	2,896	2,797	2,497	
<b>NETWORK DEVELOPMENT PROGRAMME TOTAL</b>	<b>654</b>	<b>1,819</b>	<b>2,750</b>	<b>2,172</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,395</b>	<b>6,741</b>	<b>4,922</b>	
<b>ROAD SAFETY PROGRAMME</b>											
Other Small & Completed Road Safety Schemes	0	50	5	0	0	0	0	55	55	5	
<b>ROAD SAFETY PROGRAMME TOTAL</b>	<b>0</b>	<b>50</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>55</b>	<b>55</b>	<b>5</b>	
<b>OXFORD TRANSPORT STRATEGY PROGRAMME</b>											
Fairfax Rd/Purcell Rd Cycle Link	7	0	49	129	0	0	0	185	178	178	
New Headington Transport Improvements	439	85	0	13	0	0	0	537	98	13	
LSTF Cycle Improvements	0	100	0	0	0	0	0	100	100	0	
Woodstock Rd, ROQ (project development)	0	20	55	0	0	0	0	75	75	55	
Frideswide Square	385	142	250	2,553	370	0	0	3,700	3,315	3,173	



Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Other Small & Completed OTS schemes	0	563	114	0	0	0	0	677	677	114
<b>OXFORD TRANSPORT STRATEGY PROGRAMME TOTAL</b>	<b>831</b>	<b>910</b>	<b>468</b>	<b>2,695</b>	<b>370</b>	<b>0</b>	<b>0</b>	<b>5,274</b>	<b>4,443</b>	<b>3,533</b>
<b><u>TOWNS PROGRAMME</u></b>										
<b><u>LARGER TOWNS</u></b>										
<b><u>BANBURY</u></b>										
Banbury: Higham Way Access Road	29	100	80	0	0	0	0	209	180	80
Other Small & Completed Banbury Schemes	0	67	125	25	0	0	0	217	217	150
<b><u>BICESTER</u></b>										
Bicester Town Centre Access Imps	0	500	660	150	0	0	0	1,310	1,310	810
Bicester Perimeter Road (Project Development)	0	0	300	700	0	0	0	1,000	1,000	1,000
<b><u>WITNEY</u></b>										
Other Small & Completed Witney Schemes	0	0	15	98	0	0	0	113	113	113
<b><u>SCIENCE VALE UK (SVUK)</u></b>										
SVUK Highway Schemes (project development)	228	120	40	99	0	0	0	487	259	139
Other Small & Completed SVUK Schemes	0	112	0	0	0	0	0	112	112	0

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18			
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s			
<b><u>SMALLER TOWNS</u></b>										
A44 Crossing, Yarnton	6	209	0	0	0	0	0	215	209	0
Other Small & Completed Smaller Towns Schemes	0	54	104	34	0	0	0	192	192	138
<b><u>RURAL AREAS</u></b>										
Other Small & Completed Rural Areas Schemes	0	14	126	0	0	0	0	140	140	126
<b>TOWNS PROGRAMME TOTAL</b>	<b>263</b>	<b>1,176</b>	<b>1,450</b>	<b>1,106</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,995</b>	<b>3,732</b>	<b>2,556</b>
<b><u>PUBLIC TRANSPORT PROGRAMME</u></b>										
Didcot Station Forecourt	1,887	1,658	2,667	478	0	0	0	6,690	4,803	3,145
SVUK Premium Routes (LTP3)	55	75	0	0	0	0	0	130	75	0
Other Small & Completed Public Transport Schemes	0	0	10	0	0	0	0	10	10	10
<b>PUBLIC TRANSPORT PROGRAMME TOTAL</b>	<b>1,942</b>	<b>1,733</b>	<b>2,677</b>	<b>478</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,830</b>	<b>4,888</b>	<b>3,155</b>
LTP1 Schemes	0	0	0	132	0	0	0	132	132	132
East-West Rail (contribution)	0	0	0	660	660	660	0	1,980	1,980	1,980
Integrated Transport Future Programme-LTP3	0	0	0	1,500	424	0	0	1,924	1,924	1,924
<b>OTHER INTEGRATED TRANSPORT TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,292</b>	<b>1,084</b>	<b>660</b>	<b>0</b>	<b>4,036</b>	<b>4,036</b>	<b>4,036</b>
<b>INTEGRATED TRANSPORT STRATEGY TOTAL</b>	<b>3,690</b>	<b>5,688</b>	<b>7,350</b>	<b>8,743</b>	<b>1,454</b>	<b>660</b>	<b>0</b>	<b>27,585</b>	<b>23,895</b>	<b>18,207</b>

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18			
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s			
<b>STRUCTURAL MAINTENANCE PROGRAMME</b>										
Carriageway Schemes (non-principal roads)	0	3,506	3,224	3,666	1,959	3,180	0	15,535	15,535	12,029
Footway Schemes	0	1,750	1,350	1,350	1,140	1,140	0	6,730	6,730	4,980
Surface Treatments	0	4,036	3,723	4,193	2,880	3,365	0	18,197	18,197	14,161
Street Lighting Column Replacement	0	500	500	500	440	440	0	2,380	2,380	1,880
Drainage	0	1,100	1,100	950	845	754	0	4,749	4,749	3,649
Bridges	0	1,323	1,410	965	780	700	0	5,178	5,178	3,855
Public Rights of Way Foot Bridges - Replacement & Repairs Programme	0	0	100	100	100	100	0	400	400	400
Rural Roads Dressing & Treatments	0	500	500	0	0	0	0	1,000	1,000	500
<b>STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL</b>	<b>0</b>	<b>12,715</b>	<b>11,907</b>	<b>11,724</b>	<b>8,144</b>	<b>9,679</b>	<b>0</b>	<b>54,169</b>	<b>54,169</b>	<b>41,454</b>
<b>Bridges - Major Schemes</b>										
Bayswater Brook Reactive Works	0	79	0	0	0	0	0	79	79	0
<b>Detrunked &amp; Principal Roads - Major Schemes</b>										
A4158 Oxford Iffley Road (Phase 2)	408	584	0	0	0	0	0	992	584	0
Thames Towpath Reconstruction (Sonning Eye, Goring, Farmoor)	58	200	207	0	0	0	0	465	407	207

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18			
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s			
A4130 Bix dual carriageway	0	382	120	3,998	430	0	0	4,930	4,930	4,548
A420 Shrivenham Bypass	0	135	195	2,728	362	0	0	3,420	3,420	3,285
A420/A34 Slip Road	0	0	36	36	564	514	0	1,150	1,150	1,150
A415 Clifton Hampden	0	0	130	0	0	0	0	130	130	130
Kennington, Oxford Road (Bagley Wood) Reconstruction	0	90	720	90	0	0	0	900	900	810
<b>STRUCTURAL MAINTENANCE MAJOR SCHEMES TOTAL</b>	<b>466</b>	<b>1,470</b>	<b>1,408</b>	<b>6,852</b>	<b>1,356</b>	<b>514</b>	<b>0</b>	<b>12,066</b>	<b>11,600</b>	<b>10,130</b>
<b>STRUCTURAL MAINTENANCE PROGRAMME TOTAL</b>	<b>466</b>	<b>14,185</b>	<b>13,315</b>	<b>18,576</b>	<b>9,500</b>	<b>10,193</b>	<b>0</b>	<b>66,235</b>	<b>65,769</b>	<b>51,584</b>
<b>HIGHWAYS &amp; TRANSPORT CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>4,156</b>	<b>19,873</b>	<b>20,665</b>	<b>27,319</b>	<b>10,954</b>	<b>10,853</b>	<b>0</b>	<b>93,820</b>	<b>89,664</b>	<b>69,791</b>

Note: Please see Appendix B for a list of developer funding held for specific purposes for which schemes are not yet included in the programme.

## ENVIRONMENT &amp; ECONOMY CAPITAL PROGRAMME (EXCLUDING TRANSPORT)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2012 / 13 £'000s	2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
<b><u>ASSET STRATEGY IMPLEMENTATION PROGRAMMES</u></b>										
Asset Strategy Implementation Programme	4	50	250	2,850	1,175	523	0	4,852	4,848	4,798
Cricket Road Centre Closure (including Unipart House works)	96	52	0	0	0	0	0	148	52	0
<b>ASSET STRATEGY IMPLEMENTATION PROGRAMME TOTAL</b>	<b>100</b>	<b>102</b>	<b>250</b>	<b>2,850</b>	<b>1,175</b>	<b>523</b>	<b>0</b>	<b>5,000</b>	<b>4,900</b>	<b>4,798</b>
<b><u>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME</u></b>										
SALIX Energy Programme	991	212	200	210	240	208	0	2,061	1,070	858
Energy Strategy Implementation (Non-Schools)	0	173	200	400	600	600	0	1,973	1,973	1,800
Energy Tax Reduction Programme (Street Lighting)	57	0	0	0	63	0	0	120	63	63
<b>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME TOTAL</b>	<b>1,048</b>	<b>385</b>	<b>400</b>	<b>610</b>	<b>903</b>	<b>808</b>	<b>0</b>	<b>4,154</b>	<b>3,106</b>	<b>2,721</b>
<b><u>ANNUAL PROPERTY PROGRAMMES</u></b>										
Minor Works Programme		300	200	200	200	29	0	929	929	629
Health & Safety (Non-Schools)		24	24	24	24	24	0	120	120	96
<b>ANNUAL PROPERTY PROGRAMMES TOTAL</b>	<b>0</b>	<b>324</b>	<b>224</b>	<b>224</b>	<b>224</b>	<b>53</b>	<b>0</b>	<b>1,049</b>	<b>1,049</b>	<b>725</b>

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2012 / 13	2013 / 14	2014 / 15	2015 / 16	2016 / 17	2017 / 18			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>WASTE MANAGEMENT PROGRAMME</b>										
Kidlington WRC	201	0	0	0	0	0	0	201	0	0
Waste Recycling Centre Infrastructure Development	0	0	0	0	2,799	0	0	2,799	2,799	2,799
Alkerton WRC	0	25	150	1,400	175	0	0	1,750	1,750	1,725
Oxford Waste Partnership PRG Allocation	413	104	53	0	0	0	0	570	157	53
<b>WASTE MANAGEMENT PROGRAMME TOTAL</b>	<b>614</b>	<b>129</b>	<b>203</b>	<b>1,400</b>	<b>2,974</b>	<b>0</b>	<b>0</b>	<b>5,320</b>	<b>4,706</b>	<b>4,577</b>
<b>CORPORATE PROPERY &amp; PARTNERSHIP PROGRAMMES</b>										
Broadband (OxOnline) Project	0	0	5,000	4,000	2,860	2,000	0	13,860	13,860	13,860
Spendlove Centre, Charlbury	0	0	30	318	0	0	0	348	348	348
Non-Schools Property Structural Maintenance Programme	0	0	150	150	150	150	0	600	600	600
<b>CORPORATE PROPERY &amp; PARTNERSHIP PROGRAMMES TOTAL</b>	<b>0</b>	<b>0</b>	<b>5,180</b>	<b>4,468</b>	<b>3,010</b>	<b>2,150</b>	<b>0</b>	<b>14,808</b>	<b>14,808</b>	<b>14,808</b>
Retentions (completed schemes)		161	121	0	0	0	0	282	282	121
<b>ENVIRONMENT &amp; ECONOMY (EXCLUDING TRANSPORT) CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>1,762</b>	<b>1,101</b>	<b>6,378</b>	<b>9,552</b>	<b>8,286</b>	<b>3,534</b>	<b>0</b>	<b>30,613</b>	<b>28,851</b>	<b>27,750</b>

## CHIEF EXECUTIVE'S OFFICE CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2012 / 13 £'000s	2013 / 14 £'000s	2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s			
<b>COMMUNITY SERVICES PROGRAMME</b>										
<b>Libraries</b>										
Introduction of RFID (Radio frequency identification) self service in Libraries - Phase 1 (CS9)	1,064	55	141	0	0	0	0	1,260	196	141
Introduction of RFID (Radio frequency identification) self service in Libraries-Phase 2 (CS11)	0	700	185	80	0	0	0	965	965	265
Bicester Library	0	25	100	575	500	0	0	1,200	1,200	1,175
<b>County Heritage &amp; Arts</b>										
Abingdon Town Council (CS10)	100	200	0	0	0	0	0	300	200	0
<b>COMMUNITY SERVICES PROGRAMME TOTAL</b>	<b>1,164</b>	<b>980</b>	<b>426</b>	<b>655</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>3,725</b>	<b>2,561</b>	<b>1,581</b>
<b>Partnerships</b>										
Grants to Voluntary & Community Groups	134	41	0	0	0	0	0	175	41	0
Big Society Fund	239	0	0	0	0	0	0	239	0	0
Super Connected Cities Bid	0	0	150	0	0	0	0	150	150	150
<b>PARTNERSHIPS PROGRAMME TOTAL</b>	<b>373</b>	<b>41</b>	<b>150</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>564</b>	<b>191</b>	<b>150</b>
<b>CHIEF EXECUTIVE'S OFFICE CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>1,537</b>	<b>1,021</b>	<b>576</b>	<b>655</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>4,289</b>	<b>2,752</b>	<b>1,731</b>

**Capital Programme 2012/13 to 2016/17**

Grant bids and allocations not yet included in the Capital Programme

Ref.	Scheme/ Programme Area/ Grant Name	Status	Description	Amount £000	Year
(1)	<b>Children, Education &amp; Families</b> Performance Reward Grant	3	Individual Service Target Areas	38	
(2)	Short Breaks	3	Provide opportunities for disabled children and young people to have enjoyable experiences which help them become more independent and form friendships outside their family. (agreed allocation to SEN residential)	250	2012/13
(3)	Early Years Entitlement for Disadvantaged Two Year Olds	2	the most disadvantaged 20% of two year olds will receive a statutory entitlement to 15 hours a week of free pre-school education and be extended to 40% of two year olds from September 2014.	872	2013/14 & 2014/15
	<b>Sub-Total Children, Education &amp; Families</b>			<b>1,160</b>	
	<b>Social &amp; Community Services</b>				
	<b>Sub-Total Social &amp; Community Services</b>			<b>0</b>	
(4)	<b>Environmental &amp; Economy</b> Performance Reward Grant	2	Public Service Board agreed an allocation to the County Council for Broadband.	96	2012/13
(5)	Performance Reward Grant	2	Public Service Board agreed an allocation to the County Council for Adult Skills.	145	2012/13
	<b>Sub-Total Environmental &amp; Economy</b>			<b>241</b>	
(6)	<b>Chief Executive's Office</b> New Homes Bonus	2	New unringfenced revenue grant allocation. To be included within the Rolling Fund.	1,559	2011/12 & 2012/13
	<b>Subtotal Chief Executive's Office</b>			<b>1,559</b>	
	<b>Total</b>			<b>2,960</b>	

**Key:**

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



**Capital Programme 2012/13 to 2016/17****Transport Developer Contributions -schemes not yet included in the Capital Programme**

This appendix shows the available developer funding for specific purposes or provisional allocations from flexible agreements agreed in principle by the Capital Investment Board, where a scheme is not yet included in the capital programme.

When an initial assessment and costing of a scheme has been carried out, if the cost is within the funding available the scheme will be brought into the Capital Programme.

If the cost is greater than the available funding and the scheme is to be progressed, approval to allocate additional flexible resources will be sought.

Inclusion into the programme will be reported as part of the monthly Financial Monitoring Report to the Cabinet.

	Estimate of Spend 12/13	Estimate of Spend 13/14	Expenditure 14/15 Onwards
<b>BANBURY</b>			
Banbury, Ermont Way - cycling and public transport improvements		£93,465	
Banbury, Ermont Way - cycling and public transport improvements		£35,218	
Banbury, Middleton Road Area - cycling and public transport improvements		£13,916	
A4260 Oxford Road, Highway and junction improvements at Sainsburys and Hightown			£493,357
Improve Community Bus Facilities in Bridge Street		£8,200	
<b>BICEFSTER</b>			
Connectivity in the south (project development and design)		£124,800	
Evergreen 3 Highway Works		£120,000	
<b>DIDCOT</b>			
Didcot, Northern Perimeter Road		£775,570	
<b>EARINGDON</b>			
Faringdon: public transport improvements - bus stop laybys and shelters		£60,723	
<b>WALLINGFORD</b>			
Wallingford, Wantage Road -possible enhanced crossing or speed cushions		£50,265	
<b>WANTAGE</b>			
Wantage / Grove, Grove St - bus shelter		£1,204	
Wantage / Grove, Portway - pedestrian crossing		£7,878	
Wantage, Grove Street -highway infrastructure including traffic calming/improvements in Grove Street		£132,446	
<b>WITNEY</b>			
Witney, Newlands - clearway marking		£2,564	
Witney, Bridge Street Mill		£13,211	
Witney, Bridge St or Witan Way ped crossing		£105,610	
Witney, Witan Way ped crossing		£12,287	
Witney, Witan Way mini roundabout		£11,012	
<b>RURAL SOUTH OXON</b>			
Chinnor: public transport infrastructure - new bus shelters		£15,000	
Goring-on-Thames -General transport measures		£1,543	
Lewknor: The Old Inn, Postcombe - public transport infrastructure			
Wallington Road, Benson, Pelical crossing and traffic calming on the B4009			
<b>RURAL WEST OXON</b>			
Long Hanborough: tree planting at access of former Oxford Scientific Film Studios.		£1,600	
<b>TOTALS</b>	£162,235	£1,424,277	£493,357

### Capital Programme 2013/14 to 2016/17 Schemes Remaining On Hold

These schemes have been placed on hold under the Capital Budget Setting Process for 2012/13. However, they will be considered for entry into the programme as part of the future Service and Resource Planning

Ref	Directorate	Project/ Programme Name	Total project cost £000	Project Specific Funding Available £000	Flexible Funding Required £000	Priority Category
1	E&E - Transport	Bicester Market square (developer contribution funded scheme)	1,000	1,000	0	5
2	S&CS	Banbury Regeneration Scheme	5,785	110	5,675	5
3	S&CS	Thame Fire Station - relocation to new site	2,300	0	2,300	6
<b>TOTAL</b>			<b>9,085</b>	<b>1,110</b>	<b>7,975</b>	

#### Priority Categories:

- Priority 1 Statutory Requirements & Infrastructure Deficit
- Priority 2 Revenue Savings & Service Transformation
- Priority 3 Substantially Externally Funded
- Priority 4 Portfolio Rationalisation
- Priority 5 Economic development & housing growth
- Priority 6 Cross-cutting, joint working, income generation

**Capital Programme 2013/14 to 2016/17****NEW FUNDING STREAMS****Internal Rolling Fund**

The Cabinet agreed to establish a capital rolling fund to facilitate, through forward funding, the timely provision of infrastructure that supports planned growth. The fund is set up as a £6.5m fund initially and its allocation will be determined by the Cabinet based on the recommendations by the Capital Investment Board in April 2012.

Provisional allocations agreed as part of the 2013/14 to 2016/17 budget setting process (not yet reflected in the capital programme):

M40 / Junction 9 - contribution to Highways Agency Scheme	Up to £2m
Bicester Park & Ride - development & design	£0.3m
Winey, Downs Rd	tbc

**Growing Places Fund**

A proposal by the Oxfordshire Local Economic Partnership for the Growing Places Fund was approved in 2012. The fund is set up as a Rolling Fund and will be used to unlock stalled projects that support economic growth and to act as a catalyst for proposals that enable investment in jobs to be made by the private sector. The LEP determines the allocation of these resources. The County Council is acting as an accountable body for the fund.

Provisional allocations agreed by the OLEP:

	Revenue (£000)	Capital (£000)
Super Connected Cities Bid Preparation	20	
Enterprise Zone Manager	120	
West Oxfordshire villages 21st century broadband	28	
Super Connected Cities		300
Harwell Oxford employment access road		1,500
Milton Park employment access link		1,400
Globally competitive Enterprise Zone broadband		2,100
<b>TOTAL</b>	<b>168</b>	<b>5,300</b>
Available funding	<b>684</b>	<b>8,370</b>
Remaining Balance	<b>516</b>	<b>3,070</b>

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## Budget Consultation Summary

1. This Annex sets out the key messages from Oxfordshire County Council's public consultation exercises carried out to support the Council's Service and Resource Planning.
2. The Cabinet's proposals for the 2013/14 budget take into consideration the outcomes of the public consultation exercises summarised in this Annex.

### Oxfordshire Voice Budget Consultation

3. Fieldwork was carried out using a self-completion method (either a postal or an online survey) between Monday 15<sup>th</sup> October and Friday 23<sup>rd</sup> November 2012. The preferred method of completion was recorded during the recruitment stage. Panellists were either sent a postal or online questionnaire depending on their preference. Of the 1,357 residents who responded to the survey, 989 did so via post and 368 completed the survey online. During fieldwork, one reminder was sent out to non-responders.
4. Two-thirds (66%) of respondents are satisfied with services provided by Oxfordshire County Council with a quarter neutral. There are no significant differences in opinion by demographic sub-groups.
5. Key services of importance to residents, when statistical conjoint (subconscious trade-off) analysis is conducted are:-
  - Child protection
  - Fire and Rescue
  - Services for older people
 This ranking of services is calculated through respondents stating, how important it is for the Council to provide each individual service in comparison with another service.
6. The three services ranked highest when respondents were asked to spontaneously cite which are most valued by them are slightly different:-
  - Fire and Rescue
  - Public Transport
  - Highways
7. The most valuable services to respondents emerge differently to the trade-off analysis as they focus on different states of mind. Conjoint analysis requests respondents to make an objective judgement of importance of one service against another which is then analysed as a whole. In contrast, a subjective opinion is given on the value of a service to an individual and is often what is likely to be most top-of-mind to them or to be used by them.

Conjoint analysis enables the Council to focus on what services are likely to be most important for residents overall whereas the spontaneous value of a service offers the Council insight into what is currently of most relevance to them.

8. Half of the respondents do not think central government should pass on the budget deficit to local authorities. For council tax planning, the majority think it should only be increased in line with inflation with just 15% stating it should be increased above this level to deal with economic pressures. A quarter of respondents would prefer to see council tax frozen at the current level.
9. Four in ten respondents have faith that the council will do what's right for Oxfordshire and a similar proportion that it is providing value for money.
10. A full copy of this report is published on Council's consultation calendar available at [www.oxfordshire.gov.uk/consultation](http://www.oxfordshire.gov.uk/consultation).

### **Comments on Overall Budget Proposals**

11. Between 4 January 2013 and 1 February 2013, Oxfordshire County Council invited comments on its 2013-14 budget proposals.
12. 4 people took up this opportunity to have their say. Comments are summarised below:
  - General feedback on the consultation - Given the importance of the budget it should be easier to comment on budget proposals rather than having to sift through links from other pages.
  - Concern was expressed at a proposal to freeze council pay at 1% even though the cost of food was estimated to rise by 5%. It was suggested that council services should be reduced to the core to and that services that were 'nice to have' are no longer an option.
  - It was suggested (by someone who didn't live in Oxfordshire) that money could be saved on concessionary travel by reducing the hours that it can be used in. They suggested following other local county and metropolitan areas with a reduction to a 09.45 start and a 22.30 finish Monday to Friday.
  - The Chairman of the Oxfordshire Group of the Civil Service Pensioners Alliance (CSPA) took the opportunity to reply with a number of further questions about the possible reduction of services used by pensioners that might be affected by possible budget cuts.

**BUSINESS STRATEGY & SERVICE AND RESOURCE  
PLANNING 2013/14 – 2016/17**

**Cross Cutting Community Impact Assessment – First Assessment  
January 2013**

**1. Introduction and approach to budget setting**

- 1.1. The Council's budget proposals were published on 4 January 2013 in papers going to Scrutiny Committees. Comments from Scrutiny Committees will be fed back to Cabinet for consideration on 29 January 2013. The final budget will be set by the Council on 19 February 2013.
- 1.2. Halfway through our four-year financial plan, we are on track to deliver the £119m savings already announced in previous council budgets. A combination of the recent Government funding announcement and growing pressures in some areas means a further £46m needs to be saved between 2013/14 and 2016/17. Some of the savings will be reinvested in services – particularly children's services and adult social care. The Council is committed to protecting frontline services and avoiding redundancies as far as possible.
- 1.3. However the council is conscious that the proposed budget for 2013/14 to 2016/17 still includes some significant changes and these may have an impact on communities and particular groups defined in equalities legislation. This report therefore provides a summary of key issues arising in the full assessments produced for each change.

**2. The Council's Assessment Process**

- 2.1. Section 149 of the Equalities Act 2010 ("the 2010 Act") imposes a duty on the Council to give due regard when exercising its functions to the need to:
  - eliminate any conduct which is prohibited by or under the 2010 Act;
  - advance equality of opportunity between persons who share any of the protected characteristics listed in section 149(7); and
  - foster good relations between persons who share a relevant protected characteristic and those who do not.
- 2.2. Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.
- 2.3. The need to advance equality of opportunity involves having due regard to the need:
  - to remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
  - to take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs of other people, and

- to encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- 2.4. The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding. Compliance with these duties may involve treating some persons more favourably than others; but that does not permit conduct which would otherwise be prohibited by the 2010 Act.
- 2.5. One way in which the Council can show that it has had due regard to the statutory needs is by assessing the impact of proposed budget and services changes on service users and Council-paid staff, particularly in relation to people with a “protected characteristic”. These protected characteristics are:
- Age** (people of different age groups)
  - Disability** (e.g. physical or sensory impairments, long-term illnesses and conditions, hidden impairments such as a heart condition, frailty, learning disabilities or mental health problems)
  - Gender and Gender Reassignment**
  - Ethnicity** (including race and nationality)
  - Religion/belief** (including people with no religion or belief)
  - Sexual orientation**
  - Marriage and civil partnerships**
  - Pregnancy & Maternity**
- 2.6. In addition to the characteristics above, the Council also considers the effect of the proposals on particular communities (e.g. urban, rural, deprived).
- 2.7. The assessment process the Council has undertaken involves:
- A high-level Council wide assessment of the broad impacts on the groups and interests defined above. This paper considers the impacts of key budget proposals, but does not examine proposals that have already been implemented or agreed by Cabinet.
  - An individual service-level assessment of the potential impact on vulnerable groups for each proposal, where a significant change to the service is proposed. These are available on the council’s public website [here](#).
- 2.8. Proposals may change as a consequence of the political process or consultation with service users and residents. We will therefore revise assessments as required once formal decisions on individual service changes are taken. Comments on draft and initial assessments are therefore welcome and help ensure we have fully considered the impact of decisions on communities and staff.
- 2.9. We hold and actively use data and other evidence to ensure that the council, as far as is possible, is aware of and able to serve the needs of particular communities and groups in Oxfordshire. For example our strong Joint Strategic Needs Assessment is a critical tool, being used across adults and



children's services to identify groups where particular needs are not being met and who are experiencing poor outcomes. We also have a Needs Analysis focusing on children and young people that supports the council's Children and Young People's Plan. We also publish datasets on the [Oxfordshire Insight](#) website, making key information about the county available to staff, partner organisations, and the wider community. We use all these tools as a guide to support individual service level impact assessments and ensure that decisions that are being taken, as far as possible, protect services for those most in need.

## **Early Assessment of possible implications of proposals**

### **3. Rural and Deprived Communities**

- 3.1. Four of our districts are classified as rural, and almost one-third of our population (28%) lives in settlements of fewer than 10,000 people. Nearly half of the population (49%) live in the market towns with more than 10,000 people. The largest settlement is Oxford with a population of close to 152,000 (23% of the county's population).
- 3.2. Oxfordshire has generally low overall levels of deprivation. However there are ten areas in Oxford City and two in Banbury which fall within the 20% most deprived areas in the country. It should be noted that deprivation extends beyond these specific areas, but may be hidden within the overall affluence of an area potentially making the impact on individuals even greater.
- 3.3. The reduction in the highways maintenance fund and the removal of the Area Stewards Fund in 2014/15 might mean a reprioritisation of resources onto roads with greater traffic flows. However, by prioritising the overall highway maintenance budget (including rural routes) on the basis of good asset management principles we will ensure that the condition and safety of the county's roads, as well as issues arising from customer feedback are addressed within the scope of the available resources. On-going dialogue with local councillors and rural communities will ensure that maintenance issues are captured and prioritised accordingly.

### **4. Age and disability**

- 4.1. 16% of the population is over pension age (now 65 years for both genders) and this is expected to increase to over 20% by 2031. Numbers of the very elderly (85 years plus) are projected to more than double by 2031. In the 2011 Census 14% of residents reported having a limiting long-term illness, health problem or disability which limited their daily activities or work.
- 4.2. As well as those issues identified in the "Communities" section above, older people and those with disabilities are more likely to be users of social care than the rest of the population.
- 4.3. Extra funding has become available to relieve some of the pressure on the older people's pool budget caused by rising demand and complexity of

cases, and we are increasing resources available to social work teams helping to reduce delays in getting people discharged from hospital. We will continue to invest in both preventive and reablement services to help older people and people with disabilities remain independent, safe, and less likely to need more complex care later.

4.4. The Council continues to move social care to self-directed support, meaning that individuals can take responsibility for their own care and are able to arrange the provision of services most beneficial to them. As the commissioner of services in future the council will play a role in clustering suppliers and managing the costs of services.

## 5. Gender

5.1. Women use some public services more than men. For example there are more women in old age than men and therefore women are more likely to need social care.

5.2. The proposals for changes to adult social care funding assume a greater dependence upon informal carers to continue caring. We know that two thirds of carers are women (carers survey 2009). Spending on carers has been protected in the proposals in recognition of their contribution and the vital role they play.

5.3. Over 80% of the Council's workforce is comprised of female workers (rising as high as 96% in some services such as Early Years). Changes in staffing or conditions might therefore affect women in greater numbers. We will continue to carefully monitor the impact of changes to the workforce as a result of the budget proposals, to ensure employment policies are applied fairly and to minimise any disproportionate impact on any particular groups. The Council annually publishes a review of its progress in promoting equality of opportunity within the workforce.

## 6. Ethnicity

6.1. People from minority ethnic backgrounds make up 15.4% of the county's population, with variations across the districts ranging from 6.6% in West Oxfordshire to 34.7% in Oxford City. In addition, 14.1% of the county's population were not born in the UK.

6.2. Two proposals may affect service provision and access to services for people of particular ethnicities or nationalities:

- Adjustments to Hate Crime reporting Service (MANTRA funding)
- The introduction of human rights assessments for care leavers over the age of 18 who are asylum seekers with All Rights Exhausted status and moving a specific budget for asylum seekers into the general fund for Adult Social Care.

- 6.3. Stop Hate UK now provide the hate-crime reporting service so that people in Oxfordshire remain able to confidentially report hate crimes and receive appropriate support.
- 6.4. In the past, the council has provided specific budgets for asylum seekers. A reduction in the number of eligible asylum seekers needing support has meant that this additional funding has not been required at the levels we have been setting aside for it. It is also likely that changes to both to legislation and how the UK Border Agency operates will result in fewer asylum seekers being eligible in the future. There will be no change to the service provided to this group as the council has a duty to support eligible individuals regardless of the budget and the way they are supported will not change.
- 6.5. In addition, the council proposes to introduce human rights assessments (HRA) for care leavers who are 18 or over and are asylum seekers with All Rights Exhausted (ARE) status. The UK Border Agency (UKBA) and the Home Office are expecting all local authorities to undertake these assessments and will only fund local authorities for 3 months after the decision of ARE status if a HRA has been undertaken. The outcome of the majority of these assessments will be that support services should cease and they should be assisted in returning to their country of origin. Most of our AREs are already connected within their communities, friends and occasionally family by the time their status is confirmed. Withdrawing services should not therefore generally result in destitution. All are offered Voluntary Assisted Returns to their country of origin, which offers financial support for flights and start up funds, and where they would not be destitute and could work.
- 6.6. As well as those issues identified in the discussion above, many minority ethnic groups such as refugees, recent migrants and victims of racial harassment may have particular service needs which are impacted by the budget proposals. We will use our Joint Strategic Needs Assessment and other evidence to ensure that as far as possible we protect service provision for those most in need.

We will continue to support all those who are eligible for our services, including those with illnesses and conditions that are more prevalent amongst minority groups such as HIV/AIDS discussed below. The wider provision of personal budgets will provide greater choice in the way all people who use adult social care services are able to meet their individual needs.

## **7. Sexual orientation**

- 7.1. The removal of funds that have been budgeted for in previous financial years but then not required from the HIV/AIDS budget might have an impact on communities and groups where incidence of HIV/AIDS is higher than county or national norms. Although transmission rates of HIV/AIDS in Oxfordshire are not significantly associated with particular sexual orientations, the incidence of HIV/AIDS is much greater amongst men who have sex with men than amongst the heterosexual population as a whole. In addition, there is

also a high prevalence amongst people from Black African backgrounds, regardless of sexuality. The existing service is partly delivered through venues and materials targeted at these high-risk groups. As the surplus funding has not been spent in this area in recent years and there is no evidence of any unmet needs, there should not be a negative impact if this funding is removed from the budget.

**8. Other protected characteristics**

8.1. At this stage we have not identified any specific impacts of our proposals on people sharing the protected characteristics listed below, beyond those issues discussed above:

**Religion/belief**  
**Gender reassignment**  
**Marriage/civil partnerships**  
**Pregnancy & Maternity**

**SUE SCANE**

**Assistant Chief Executive**

Background papers: Nil

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