

# County Council

**9 February 2010**

## Agenda

## **Declarations of Interest**

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

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

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

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

### **Whose interests are included ...**

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

### **When and what to declare ...**

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

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

### **Taking part if you have an interest ...**

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

### **"Prejudicial" interests ...**

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

### **What to do if your interest is prejudicial ...**

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

### **Exceptions ...**

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

### **Seeking Advice ...**

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

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

To: **Members of the County Council**

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

**Tuesday, 9 February 2010 at 10.00 am**

**County Hall, Oxford**



Joanna Simons  
Chief Executive

January 2010

*Contact Officer:* **Marion Holyman**  
*Tel:* (01865) 810177; *E-Mail:* marion.holyman@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 - 26)**

To approve the Minutes of the meeting held on 12 January 2010 (CC1) to receive for information any matters 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. Section 85, Local Government Act 1972 - Approval of Absence**

**5. Official Communications**

**6. Appointments**

To make any changes to the membership of the Cabinet, scrutiny and other committees on the nomination of political groups.

**7. Petitions and Public Address**

**8. Medium Term Corporate Plan 2010/2011-2014/15 (CC8) (Pages 27 - 48)**

The Council's Medium Term Corporate Plan 2010/2011-2014/15 will set out the challenges facing the County Council, the rationale for our objectives, and identifies the priority and activities on which we will focus. The Strategy and Partnerships Scrutiny Committee reviewed the draft Plan and submitted comments to the Cabinet, who approved the draft on 19 January 2010.

The Plan is in two parts:

- A broad strategy document now presented to the Council for approval
- A delivery plan which sets out the detail of priorities and targets. This part of the Plan is still being developed and will be completed in the next few weeks. However, the Strategy & Partnerships Scrutiny Committee has seen a draft and commented on it. The intention is that the final version will be shared with Group Leaders before it is signed off.

A summary of the key elements of the Medium Term Financial Plan (MTFP) will also be included in the final version of the Plan.

A separate Annual Report will be produced in the summer, which will provide a review of the previous year, highlighting achievements and challenges faced and commenting on our performance.

**The Cabinet RECOMMENDS Council to approve the Corporate Plan 2010/11-2014/15 subject to the inclusion of the delivery plan, a summary of the Medium Term Financial Plan and any changes in the text approved by the Chief Executive after consultation with the Leader of the Council.**

**9. Service and Resource Planning 2010/11 to 2014/15 (Pages 49 - 234)**

Report of the Cabinet (**CC9**) and Supplementary Report by the Assistant Chief Executive and Chief Finance Officer (**CC9 Supplementary**). 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 and Green Groups propose to submit amendments to the budget proposals ((**CC9 Liberal Democrat**) and (**CC9 Green**) respectively) and these will be circulated separately.

***The Cabinet RECOMMENDS Council:***

***(a) (in respect of revenue) to approve:***

- (1) a budget for 2010/11 as set out in Annex 4 and a medium term plan to 2014/15 as set out in Annex 1;***
- (2) a budget requirement for 2010/11 of £389.870m;***
- (3) the Council Tax and Precept calculations for 2010/11 set out in Annex 5 to the report and in particular:***
  - (i) a precept of £281.192m; and***
  - (ii) a Council Tax for Band D equivalent properties of £1,161.71;***
- (4) the use of the LABGI reserve funding as set out in Annex 2b;***
- (5) the disposition of Dedicated Schools Grant as set out in Annex 6 to the report;***
- (6) virement arrangements for 2010/11 as set out in Annex 7 to the report;***

***(b) (in respect of treasury management) to approve:***

- (1) the Treasury Management Strategy Statement as at Annex 8 including the Prudential Indicators;***
- (2) that in relation to the 2010/11 strategy any further changes required be delegated to the Chief Finance Officer following consultation with the Leader and Cabinet Member for Finance and leaders of the Opposition and Labour group.***

***(c) to approve the Minimum Revenue Provision Methodology Statement as set out in paragraphs 10 to 14 of Annex 9.***

***(d) (in respect of Capital) to approve:***

- (1) the Capital Strategy at Annex 10 and Corporate Asset Management Plan at Annex 11;***
- (2) the Capital Programme for 2009/10 to 2014/15 as set out in the capital programme at Annex 12;***
- (3) the prudential indicators for capital set out in Annex 13 to the report.***

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## **Pre-Meeting Briefing**

There will be a pre-meeting briefing at County Hall on **Monday 8 February 2010 at 10.15 am** for the Chairman, Vice-Chairman, Group Leaders and Deputy Group Leaders

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## OXFORDSHIRE COUNTY COUNCIL

**MINUTES** of the meeting held on Tuesday, 12 January 2010 commencing at 10.00 am and finishing at 4.39 pm

**Present:**

Councillor Tony Crabbe – in the Chair

**Councillors:**

Alyas Ahmed	Janet Godden	Anne Purse
M. Altaf-Khan	Patrick Greene	G.A. Reynolds
Alan Armitage	Tim Hallchurch MBE	David Robertson
Lynda Atkins	Pete Handley	Rodney Rose
Marilyn Badcock	Jenny Hannaby	John Sanders
Mike Badcock	Tony Harbour	Larry Sanders
Maurice Billington	David Harvey	Don Seale
Norman Bolster	Steve Hayward	Bill Service
Ann Bonner	Mrs J. Heathcoat	Dave Sexon
Liz Brighouse OBE	Hilary Hibbert-Biles	Chip Sherwood
Iain Brown	Sarah Hutchinson	Roz Smith
Nick Carter	Ray Jelf	Val Smith
Louise Chapman	Peter Jones	Richard Stevens
Jim Couchman	Lorraine Lindsay-Gale	Lawrie Stratford
Roy Darke	A.M. Lovatt	John Tanner
Arash Fatemian	Kieron Mallon	Alan Thompson
Anda Fitzgerald-O'Connor	Charles Mathew	Melinda Tilley
Jean Fooks	Keith R. Mitchell CBE	Nicholas P. Turner
Mrs C. Fulljames	David Nimmo-Smith	Carol Viney
Anthony Gearing	Neil Owen	Michael Waine
Michael Gibbard	Zoé Patrick	David Wilmshurst
John Goddard	Susanna Pressel	

*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.*

**1/10 MINUTES**

(Agenda Item 1)

**RESOLVED:** that the Minutes of the meeting of Council held on 3 November 2009 be approved and signed, subject to the following amendment to Minute 86/09 shown by strikethrough and in italic type:

Member	Item	Nature
Brighouse	Item 14 (Motion from Councillor Hutchinson)	Personal – Father in sheltered accommodation where the warden service <del>has been</del> <i>may be</i> withdrawn

On Minute 85/09 (Apologies for Absence), the Chairman reported that he had seen Councillor Shouler recently; Councillor Shouler looked better and had thanked him for his letter conveying Council's best wishes.

On Minute 94/09 Question 3 (Questions on Notice from Members of the Council), Councillor Fooks said that the meeting of the Transport Decisions Committee due to be held on 7 January 2010 had been cancelled and matters due to be considered at that meeting would now be considered at the meeting on 11 February 2010. This would be 11 weeks from the meeting held in November and she asked when an additional meeting to consider the deferred matters would be convened. Councillor Rose agreed to respond to her in writing.

## 2/10 APOLOGIES FOR ABSENCE

(Agenda Item 2)

Apologies for absence were received from Councillors Belson, Hudspeth, Lilly, Malik, Shouler, Dr Skolar, Strangwood and D Turner.

## 3/10 DECLARATIONS OF INTEREST

(Agenda Item 3)

The following declarations of interest were made:

Member	Item	Nature
Stevens	Item 14 (Motion from Councillor Richard Stevens)	Personal – member of Downs Syndrome Oxford
Rose	Item 8 (Members' Allowances)	Personal and prejudicial – Board Member (Oxfordshire County Council's representative) on South East Fire and Rescue Control Centre
Hibbert-Biles	Item 10 (Oxfordshire Children and Young People's Plan 2010-13)	Personal - member of West Oxfordshire District Council and represents the district councils on Oxfordshire Children and Young People's Trust and Oxfordshire Children and Young People's Executive Board



## **4/10 OFFICIAL COMMUNICATIONS**

(Agenda Item 4)

The Chairman reported as follows:

- (i) Honorary Alderman Margaret Ferriman, who was a County Councillor for Banbury (Hardwick and Neithrop Divisions), had been made a MBE for services to community relations; she had helped found the Banbury District Racial Equality Council and was its current chairman;
- (ii) Councillor Elizabeth Ann Ducker, Leader of South Oxfordshire District Council, had been made a MBE for services to local government;
- (iii) Mrs Jean Heath had been made a MBE for services to Chadlington Primary School as a volunteer helper.

Council asked the Chairman to send their congratulations.

### (iv) Thanks to Staff and Community

“On behalf of all members I wanted to express my appreciation of the efforts displayed by staff of Oxfordshire County Council since the snow arrived last week. Throughout this difficult period, they have gone to remarkable lengths to get in and to help us to keep the county functioning. In many instances, those unable to make the journey are turning to their communities and helping to support neighbours when the snow has prevented them from getting out.

During these periods the media will always tend to focus on those staff keeping our highways clear. We should also be aware of those who work tirelessly behind the scenes, whether in front-line services in the community such as social care or behind the scenes in the support services that keep the front-line working. Many staff have made extremely difficult journeys throughout the week. They all make huge contributions to the continued successful functioning of the council.

I would also like to thank colleagues in district councils and other agencies and the army who have all been working closely together throughout the week. Close work with voluntary agencies such as Age Concern also allowed ensured county resources to be targeted more effectively.

Our schools have also made major efforts to stay in touch with pupils throughout the week and to re-open quickly so that students could attend to take examinations yesterday.

Over this difficult week, stories have emerged of people taking great care to ensure that those more vulnerable are cared for. Such stories range from simple milk or prescription runs to emergency hospital relays and even in one case to enable a wedding to take place. Farmers have also been very helpful with their efforts to clear the snow. They show the true character of our county and those who live here.

I'd ask you to join me in expressing our sincere appreciation of the dedication displayed by our staff, colleagues and local residents."

Council concurred with his sentiments.

## **5/10 APPOINTMENTS - STANDARDS COMMITTEE**

(Agenda Item 5)

The Council was advised that the Standards Committee had considered at its meeting on 10 December 2009 a report on membership of the Committee. The Committee had been advised that Regulation 4 of the Standards Committee (England) Regulations 2008 stated 'an Authority must ensure that ... where it is operating executive arrangements ..., only one Member of its Standards Committee is a Member of the Executive'. There had been recent debate as to whether or not this provision required the appointment of a Cabinet Member or whether this was a matter of discretion for the Council. The Committee had also been advised that the Leader of the Council had added 'governance' to the Deputy Leader's Portfolio of responsibilities.

**RESOLVED:** (on a motion by the Chairman and seconded by the Vice-Chairman and carried by 52 votes to 7) to increase the Councillor membership of the Standards Committee to 7 Members and to agree the appointment of the Cabinet Member with responsibility for Governance to the Committee (currently Councillor Robertson).

## **6/10 PETITIONS AND PUBLIC ADDRESS**

(Agenda Item 6)

Mr D Pratley presented 4 petitions opposing proposed controlled parking zones, including Magdalen Road. The petitions were referred to the Transport Decisions Committee.

## **7/10 MEMBERS' ALLOWANCES**

(Agenda Item 8)

The Council had before them a report by the Monitoring Officer (CC8).

**RESOLVED:** (on a motion by Councillor Mitchell and seconded by Councillor Robertson and carried by 53 votes to 8) that:

- (a) An allowance of £2,000 per annum should be payable to the councillor serving as the Oxfordshire Corporate Director on South East Fire and Rescue Control Centre Ltd during 2009/10. This allowance should be backdated to 1 April 2009, but not linked to the existing index. This special responsibility allowance to be reviewed for 2011/12.
- (b) The indexation currently applied to the basic allowance and special responsibility allowances for councillors be lifted to allow the freezing of these allowances for 2010/11. This arrangement to be reviewed for 2011/12.

- (c) A full review of allowances to be undertaken in 2010. The Council to be invited to express its views to the Panel as to what specifically it wishes to be considered in that review.

(Councillor Rose left the room for this item.)

## **8/10 FINANCIAL PROCEDURAL RULES**

(Agenda Item 9)

The Council had before them a report by the Monitoring Officer and Assistant Chief Executive and Chief Finance Officer (CC9).

**RESOLVED:** (on a motion by Councillor Mitchell and seconded by Councillor Robertson and carried by 45 votes to 11) to approve the amendments to the Financial Procedure Rules, as set out in paragraphs 3 – 10 of the report.

## **9/10 OXFORDSHIRE CHILDREN AND YOUNG PEOPLE'S PLAN 2010-13**

(Agenda Item 10)

The Council was advised that, at its meeting on 15 December 2009, Cabinet had considered a report, together with the full draft Plan, which outlined the outcome of the formal consultation and the priorities, aims and objectives of the plan. Copy of the Plan was attached as an Annex (CC10).

Cabinet had endorsed the Plan and had recommended its approval by Council, alongside all other partners in advance of the final approval by the Oxfordshire Children and Young People's Trust at its meeting in January.

Councillor Chapman moved and Councillor Waine seconded the adoption of the recommendation. In moving the report, Councillor Chapman thanked Sian Rodway for her work on the Plan.

Councillor Brighthouse moved and Councillor V Smith seconded the following amendment shown in italic type:

“Council is RECOMMENDED to:

- (a) approve the Children and Young People's Plan, subject to any final editorial adjustments by the Oxfordshire Children and Young People's Trust Board in consultation with the Director for Children, Young People & Families; *and*
- (b) *include in the Delivery Plan the Setting up of Action Groups in the 9 Deprived Small Areas. Such action groups to include the elected members for the area and to encourage more effective stakeholder engagement, better use of resources and "place shaping" in these the County's most disadvantaged areas.*”

After debate, the amendment was lost by 50 votes to 10.

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

#### **10/10 REPORT OF THE CABINET**

(Agenda Item 11)

Council was advised that paragraph 7 of the report was within the Cabinet Portfolio for Growth & Infrastructure and not Transport Implementation.

The Chairman reported that he had agreed, under Rule 18 of the Scrutiny Procedure Rules, that the decision by the Leader of the Council to grant a lease to Thame United Football Club in respect of land owned by Oxfordshire County Council should be exempt from Call-In as it was deemed urgent and any delay would seriously prejudice the Council's interests in that the decision of the Thame Town Council the following day - and the financial viability of the scheme itself - was dependent on the decision of the County Council and the matter needed to be determined as soon as possible so that the commencement of the works might start by February 2010 in order to qualify for funding from a number of bodies including the Football Association.

**RESOLVED:** to note that paragraph 7 of the report was within the Cabinet Portfolio for Growth & Infrastructure and not Transport Implementation and to note the report by the Chairman.

#### **11/10 QUESTIONS WITH NOTICE FROM MEMBERS OF THE COUNCIL**

(Agenda Item 12)

14 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 the Annex to the Minutes.

#### **12/10 ORDER OF BUSINESS**

**RESOLVED:** to vary the order of business to enable item 14 and subsequent items, if appropriate, to be considered before item 13 as Council was running ahead of time but did not wish to start consideration of item 13 until after the lunch break.

#### **13/10 MOTION FROM COUNCILLOR RICHARD STEVENS**

(Agenda Item 14)

Councillor Stevens moved and Councillor Hutchinson seconded the following motion:

"This Council recognises the vital importance of respite care for children with disabilities and their carers. Council also acknowledges that caring for children with disabilities can entail significant financial investment by the families involved, and notes the concerns raised in the Oxford Mail on 11 December 2009 that Oxfordshire residents fear the loss or reduction of respite care funding. Council recognises that high quality respite care services for children with disabilities are the hallmark of a civilised society and therefore asks the Cabinet to pledge its support for respite care for children with disabilities by:

- (a) ensuring that funding for such services will not be reduced; and
- (b) ensuring that respite care for children with disabilities will not be the subject of "streamlining" or efficiency measures the results of which are not reinvested back directly into such services; and
- (c) providing reassurance to the carers of children with disabilities who rely on such respite care services that current service levels will be maintained or increased."

After debate, the motion was lost by 44 votes to 20.

#### **14/10 MOTION FROM COUNCILLOR ZOÉ PATRICK**

(Agenda Item 15)

Councillor Patrick moved and Councillor Purse seconded the following motion:

"This Council notes:

- (a) the national concessionary bus pass scheme was intended to help elderly people and those with disabilities lead a more active life;
- (b) the scheme does not currently help those elderly people and those with disabilities who find it hard to access commercial bus services and who rely on community transport schemes;
- (c) the new national bus passes, unlike many of the old "local schemes" cannot be used to fund trips with community transport providers;
- (d) the e-petition on the 10 Downing Street website for which this motion seeks support: <http://petitions.number10.gov.uk/commtransport/>.

This Council asks the Cabinet:

- (a) to write to the Department of Transport to ask that legislation is changed to allow use of national concessionary bus passes with regulated community transport providers;
- (b) to encourage councillors and members of the public to support the e-petition on the issue of community transport."

After debate, the motion was lost by 50 votes to 9.

**15/10 MOTION FROM COUNCILLOR VAL SMITH**

(Agenda Item 16)

Councillor V Smith moved and Councillor Brighthouse seconded the following motion:

“This Council values our youth services and takes seriously the representations we have received from many young people and others; we share their opposition to proposals to cut and reduce youth services in the County.

Council asks the Cabinet to consider carefully how it will provide and support sufficient positive activities for young people in Oxfordshire, taking close account of both local needs and its legal obligation to provide sufficient positive activities for young people.

We welcome the increases we have seen from the government both in resources for play facilities and in ring-fenced money to protect vulnerable young people and those at risk of dropping out or getting involved in crime. We appreciate the breadth of the services provided by the County's dedicated youth workers - and thank all for whom this is a calling as well as a job.

We recognise the provision the service makes for many ages, many needs and all social classes - and value the provision in all parts of our County.

We underline our commitment to young people in the County and to protecting our youth services. We oppose any cuts in youth provision and youth workers and call on the Cabinet instead to bring forward proposals to extend the youth service - an investment in everybody's future.”

After debate, the motion was lost by 44 votes to 17.

**16/10 THEMED DEBATE - EDUCATIONAL ATTAINMENT**

(Agenda Item 13)

The Council had before them a report by Councillor Liz Brighthouse, Leader of the Labour Group (CC13).

Councillor Brighthouse moved and Councillor Stevens seconded the adoption of the recommendation.

During the debate, the following suggestions were made:

Schools and Governing Bodies

- It is important that care is taken to recruit charismatic, talented, and committed head teachers within Oxfordshire who understand the

importance of employing smart new teachers, who, with the support of a strong head teacher, are equipped to make a difference in the lives of their pupils;

- Head teacher time in the classroom is set at a very low 3 hours. Could consideration be given to raising this? A particularly inspirational head teacher could raise an average teacher to one who is equally as inspirational;
- Governing Bodies should support those talented teachers who give children in primary schools their initial thirst for knowledge. Few governors realise the key role they have in raising educational achievement;
- Governors to ensure in particular that looked after children, children on the Action Plus, SEN, CAPs and Safeguarding programmes, persistent absentees, those at risk, excluded children and young carers are sufficiently supported, perhaps by following a sample as they proceed through their schooling;
- At least one suitably inspired adult should be supporting the child, particularly the vulnerable child, as it proceeds through its schooling, particularly its primary schooling;
- Educational attainment could rise if more attention is given to increasing home/school links when a child begins to exhibit problems in the classroom;
- The child with a chaotic background would benefit from 'one to one' learning, perhaps with other students sitting alongside them. This would be a new form of discipline for the child;
- To acknowledge that educational achievement is as important as educational attainment and each should receive equal recognition within Oxfordshire. Some young people will never reach the points of attainment due to a disability or to Special Educational Needs. Data is available on a national basis making it possible to compare the two to show how communities can develop these themes;
- Consideration could be given to the question of whether it is a good use of time and resources to test children once during the last year of their primary schooling and then immediately again when they enter their secondary school;
- Schools should ensure that children leaving primary schools are ready for their secondary schooling;
- The application of discipline in schools in a consistent manner by strong head teachers would assist children to discipline themselves;
- The attainment levels of the most able children could be raised, given the right support;
- Increased numbers of male teachers to be recruited to act as role models for children who do not have a father figure within the household.

#### Local Authorities

- Every Oxfordshire councillor should take on a school governor role, be an active member of that Governing Body and engage with their school. Oxfordshire governors are well supported by an effective 'Governor Services' unit who give clear guidance and training to all governors and

schools who seek it. Members are in a prime position, indeed all governors are, with the help of Governor Services and advisers, to challenge their school if it is deemed necessary and exercise accountability to their local community;

- Members who are governors could be encouraged to disseminate their knowledge and expertise of the Council and its operation, and of their local communities by not serving too long on one governing body before moving on to another within their area. This might also enable them to challenge more effectively;
- An Annual Meeting of the Governing Body could be held at which parents and governors could be given the 'bigger picture', about how the directorate is structured in terms of support for disadvantaged pupils, together with information on policies and strategies, such as the Anti-Bullying Strategy;
- The Council could take steps to encourage its partners/stakeholders to take a greater part in raising attainment levels and their challenge;
- More publicity and outreach is required to publicise the benefit to the child of the Children's Centres. It is important to work with the authority's partners to alert people to this;
- The Council should challenge Cabinet members and Education Officers on examples of best practice found from other schools and other local authorities; and ask how this information is disseminated;
- To approach the Ministry of Defence with a request that children affected by the movement of troops across an area should not be moved to another school without thought being given to how this could be avoided; given the adverse effects this can have not only on the affected children's school career, but on the viability of the school;
- The role of the Council needs to be about accountability leading to good outcomes for Oxfordshire's most vulnerable children. This could be achieved via the use of national and local data, targeting and by the increased utilisation of self evaluation processes;
- The local authority could make a difference by increased focus on areas of the greatest deprivation, as highlighted in the report of the Director of Public Health. Children living in poverty with a disability could be targeted, for example;
- The levels of educational attainment could be improved by putting resources into breaking the cycle of deprivation in particular areas. For example, 30% of children living in East Oxford achieve grades A – C at GCSE, in West Oxfordshire the level rises dramatically to 70%;
- The Council to continue to support fully the action being taken to address the educational needs of children with emotional and behavioural difficulties, for example the work of the Head Teacher of the Virtual School for Children Looked After;
- Deprivation can also exist where people are 'asset rich and cash poor';
- In recent years this Council has put a significant amount of effort into raising the bar of educational attainment. Bearing in mind that there are a number of measures currently being employed, some of which are already bearing fruit, and one which has achieved national recognition, this authority should consider how it might take the lead in this area, how it could challenge, not only locally but nationally if deemed necessary;



- Children's Centres could assist in laying down the core skills, the foundations prior to entry into infant/primary schooling. The PEERS Project stressed the importance of neural and language development at an early stage, via talk and play. Proactive early years intervention would reduce fire fighting for teachers and bring many other benefits, particularly for deprived children;
- The Council to find a way of safely opening up the school to the positive aspects of what the whole community could offer the child and the family, but at the same time ensuring that the school is focusing only on the child's educational needs;
- Research has shown that children from better supported homes, starting their education at 3 years old, overtake those children who are less supported at age 5/6 years. Therefore, to target only the most deprived children might not be the solution. An earlier start to schooling could also raise attainment levels;
- If a young person is in a place where they feel safe and secure they will learn and achieve. There are groups of children who do not have a sound family support network to draw upon and thus there is a need to intervene earlier, perhaps via some project work;
- More investment in the county's education services is required, particularly during this recession, in order to give hope for the future;
- To avoid the loss of children with high ability from Oxfordshire's state schools, early selection is required in order that they be given challenge and inspiration and to avoid these children becoming 'lost in the system';
- Good accommodation is essential for effective learning, hence the importance of continuing focus on the 'Building Schools for the Future' project;
- Increased facility should be given within the school curriculum for those children who wish to learn a trade or take up an apprenticeship;
- Extra curricular activities such as music via the County Music Service and via school choral societies help to build up confidence. This could lead to more engagement in school activities and increased educational attainment. District and parish councils are able to offer the use of sports clubs and leisure centres and encourage involvement in sponsored events;
- Blame should not be apportioned should a child's educational attainment be not achieved, but instead, focus should be placed on the intention to make a difference
- Whatever action the Council takes within the educational attainment area, it should be aiming to level up and not down.

**RESOLVED:** (nem con) to note the paper and to suggest ways in which greater involvement by all stakeholders can be encouraged and supported.

**17/10 MOTION FROM COUNCILLOR JOHN TANNER**

(Agenda Item 17)

Councillor Tanner moved and Councillor J Sanders seconded the following motion:

“This Council believes that the County Council's parking policies are unfair to the residents of Oxford.

The Council is concerned that we made an excessive profit of £559,000 from Pay & Display and Residents Parking in Oxford last year.

The Council calls on the Cabinet:

- (a) to scrap parking charges for Oxford residents who wish to park in their own street;
- (b) to fund residents' parking schemes from Pay & Display or Park & Ride charges;
- (c) not to encourage drivers to park on pavements;
- (d) to act against drivers who park their cars illegally on double yellow lines;
- (e) to request the police to act against drivers who obstruct the pavement or park dangerously at street corners.”

After debate, the motion was lost by 44 votes to 9.

**18/10 MOTION FROM COUNCILLOR RICHARD STEVENS**

(Agenda Item 18)

Councillor Stevens moved and Councillor Tanner seconded the following motion:

"This Council notes ULT's withdrawal from the proposals to make Oxford School an academy and calls on Cabinet to find a way forward for the school which commands confidence amongst parents, pupils and the wider community. Noting that continued uncertainty about the school's status has the potential to disrupt continued good progress at Oxford School, Council further asks the Cabinet to consult widely and urgently on options that meet the need of present and future students of Oxford School, including a Co-operative Trust solution."

After debate, the motion was lost by 36 votes to 19.

..... in the Chair

Date of signing ..... 2010

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

Questions	Answers
<p><b>1. COUNCILLOR ALAN ARMITAGE</b></p> <p>Small laminated notices have been attached to innumerable posts on the canal towpath between Oxford and Kidlington stating: "Notice to Anglers: Due to recent cases of Weil's disease in North Oxfordshire, angling is currently not permitted anywhere along the canal. This policy remains in place until further notice."</p> <p>The logos of the county council and of British Waterways are shown beneath. It was reported at a recent meeting of the City of Oxford Canal Partnership that BW had not approved this, and does not consider a ban on angling along the Oxford canal to be needed.</p> <p>Was the county council responsible for placing these signs, and, if so, by what authority?</p>	<p><b>COUNCILLOR JIM COUCHMAN, CABINET MEMBER FOR ADULT SERVICES</b></p> <p>I should first like to thank Dr McCarthy (PCT) for providing me with a very full answer to paragraph 1 of the question.</p> <p>Advice to prohibit angling along the Oxford – Kidlington stretch of the canal due to a risk of infection was not given by either involved local authority (City and Cherwell) or by us (Health Protection Agency) who would be the usual sources of advice for such issues. Queries to the county council and British Waterways given the reported presence of these logos on the notices did not identify the origin of these notices. Specifically the health and safety lead for British Waterways covering our patch did not and would not recommend restricting angling for these reasons, noting that their remit does not usually include infectious disease risk apart from for their own staff. Within the county council the legal department were able to confirm that they have not been involved in this issue and environment and economy were also unaware – although the query to them was during the current period of heavy snow with reduced capacity to follow up immediately. I understand that you are following up internally with your countryside services.</p> <p>Regarding more general advice on angling in relation to Weil’s disease (Leptospirosis). Leptospirosis is a notifiable disease under public health law. A total of three suspected or confirmed cases have been reported to me in Oxfordshire during 2009, one fatal. None of these was associated with angling, although one was associated with other exposures to canal water. Angling is not a typical exposure in this disease.</p> <p>The infection can be present in the urine of many animals including cattle, dogs and rats. These animals host different species of leptospirae. The more severe forms of the disease are generally due to exposure to rat urine. This can be direct exposure to urine but is more usually by contact with water or soil contaminated by rat urine. Contact with broken skin or mucous membranes (e.g. mouth) are the main routes for transmission.</p>

Questions	Answers
	<p>The main risk from angling would be wading in contaminated water (unlikely for canal angling) or exposing cut skin to contaminated water. The risk can be greatly reduced by wearing suitable protective clothing, ensuring that broken skin is not exposed to contaminated water, and washing hands before eating after contact with river water. I would advise that following these precautions by anglers and others (canal boat owners etc) would be more proportionate to the risk than removing permission for angling which is a low risk activity.</p> <p><b>Reply from Councillor Rodney Rose (Paragraphs 2 and 3 of the Question)</b></p> <p>With reference to the second part of the question, we have checked with Environment &amp; Economy's Highways, Drainage and Countryside sections and none of them put the signs up. It has been suggested that perhaps the Environment Agency did so but we have not received a response from them as at 7 January 2010. Once it is clarified if they put the signs up (and if they did not do so) Environment &amp; Economy will discuss further with British Waterways about whether the signs should remain.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>I thank Councillor Couchman for his detailed reply and for confirming that it is not the view of this Council in any of its guises that angling should not be taking place. Councillor Rose says that they are continuing to try to find out who put these signs on posts and things all the way between Oxford and Kidlington along the Canal. It might help for him or one of the officers to have one of the signs because they definitely were there: they are not any longer because the anglers have taken them all down, quite rightly. I would like to ask when he has identified who is responsible for putting up these signs (because it is presumably one of our</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>I am quite happy to agree that with Councillor Armitage. I must say this was one of the more mysterious questions with which I have been challenged over the last 4 years and I am as interested as he is to see whether the good Dr McCarthy is able to find out who actually did put the signs up.</p>

Questions	Answers
partners), that they should liaise with the Oxford City officer who has specific responsibility for promoting angling?	
<p><b>2. COUNCILLOR LARRY SANDERS</b></p> <p>What is the cost of the Oxford School IEB, including pro rata salaries of members employed by the County Council?</p>	<p><b>COUNCILLOR MICHAEL WAINE, CABINET MEMBER FOR SCHOOLS IMPROVEMENT</b></p> <p>The anticipated cost (based on other IEBs) will be very roughly £1000 per month.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>From what budget will this £1000 per month come? Does it come from the Council's budget or from the School's budget?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>My assumption is that it will come from the Council's budget for Raising Achievement Service as this is a significant intervention.</p>
<p><b>3. COUNCILLOR LARRY SANDERS</b></p> <p>If ULT were to be given Oxford School as an academy, and did not purchase services from the County Council, how much income would the Council lose per year as compared with the present situation?</p>	<p><b>COUNCILLOR MICHAEL WAINE, CABINET MEMBER FOR SCHOOLS IMPROVEMENT</b></p> <p>The total loss of income for services provided would be c£211,000, based on services bought back in 2009-10, but equally they would be services that the Local Authority would no longer need to provide, therefore neutralising the loss!</p>
<p><b>4. COUNCILLOR LARRY SANDERS</b></p> <p>Is it the Council's intention to sell the footprint of the 1930s building or the footprint of the whole built-up site?</p>	<p><b>COUNCILLOR MICHAEL WAINE, CABINET MEMBER FOR SCHOOLS IMPROVEMENT</b></p> <p>The Expression of Interest (EOI) submitted to the DCSF said "<i>It is proposed that the footprint of the original Oxford School buildings (1930s build) be considered for disposal to generate a capital receipt to contribute to the primary school element of the academy should this be an agreed outcome of the feasibility stage. It may be possible to dispose of additional built area footprint as the County Council owns an adjacent playing field which could be added to the academy site to ensure sufficient playing fields.</i>" This EOI is no longer valid since the withdrawal of ULT as a sponsor. The Council's intentions in this respect will next be dependent on a new EOI agreed with a new sponsor. I understand that the governing body had previously expressed a wish to dispose of some property to fund</p>

Questions	Answers
	new build.
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>I do not find the answer helpful. I asked the question as to what the intention of the Cabinet is in terms of selling off parts of the Oxford School site. The answer is we will find out when we come to the end of the expression of interest procedure which will be, as Councillor Waine knows, at the very end. I wonder if he would not think it would be better to allow the stakeholders to have a voice in the formation of these plans which are of great interest, of course, to the entire community?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>My understanding is that there was discussion in the previous governing bodies around this and whether the school went down the 'Building Schools for the Future' route or whether it went down the 'Academy' route. The view was taken that if I can call them the 'old buildings' (the basic school as it is now) would have potential to be sold, they would prefer to site the new buildings away from there and the sale of that site would go towards the cost of the new buildings and they would be able to maximise on what was put up because whether they were 'Building Schools for the Future' or 'Academy', it is unlikely that the whole school would be rebuilt.</p>
<p><b>5. COUNCILLOR LARRY SANDERS</b></p> <p>Does the Cabinet intend to build a Nursery School, a Primary School, a Special School and a replacement Secondary School on the present site (minus the area which is to be sold)?</p>	<p><b>COUNCILLOR MICHAEL WAINE, CABINET MEMBER FOR SCHOOLS IMPROVEMENT</b></p> <p>These options would have been explored as part of the feasibility study following on from approval of the EOI. The feasibility study, like the consultation, must now wait until a new EOI is agreed with a new sponsor.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>These are really the same questions as they are very important and large scale issues at stake. The Cabinet in its expression of interest mentioned all these things in the previous one which failed after a year of creating chaos in the school and I may say that some of us expected it to fail and warned the Cabinet</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>The expression of interest was put in in August of 2009 and in fact we were, as a local authority, introduced to ULT as their preferred sponsor some 14 months ago. The process went through discussion within the governing body and at this level and as far as we were concerned we wished to maintain all options open. It has been our intention all the way through to look to the possibility of putting a primary school on site which would involve a nursery school and as far as the special school provision is concerned that question has been answered before because it has been asked by Councillor Fooks and maintain options open. If we did not maintain those options, I am quite sure that there would be</p>

<b>Questions</b>	<b>Answers</b>
<p>Member about that but it is not unusual for them not to listen. The question is: did decisions left to the last minute leave people in the dark? Why would it not be better to come out front: if there is no sign of a decision, all the better? Let everyone have a voice who is entitled to have a voice.</p>	<p>members here, in the future, if suddenly the whole thing closed in on us and we needed room on site, who would say 'Why was provision not made when you were looking at the Oxford School site?' So, at the moment, we are just holding options open for this.</p>
<p><b>6. COUNCILLOR LARRY SANDERS</b></p> <p>What is the range of prices the Cabinet anticipates the sale of Oxford School land to raise?</p>	<p><b>COUNCILLOR MICHAEL WAINE, CABINET MEMBER FOR SCHOOLS IMPROVEMENT</b></p> <p>Land valuation on the site ranges from £1.6m per hectare (estimated current value) up to £3m per hectare which might be anticipated if the market recovers.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>It means that the amount of money that the Cabinet expects to - or could - get from sale of the Oxford School land is a very considerable amount of money. I wonder if it would be possible for Councillor Waine to assure us that the interests of the children and the community of Oxford School would be uppermost, rather than this rather large sum of money which closure through an academy would make available for the County?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>The answer to that is 'Yes' and, until these figures were given, this did not figure largely in our discussions because our discussion has been wholly around the whole school improvement issue and not to do with property cost issues.</p>
<p><b>7. COUNCILLOR LARRY SANDERS</b></p> <p>All the political parties that elect County or City Councillors in the areas from which Oxford School pupils come, and Oxford City Council itself, have said publicly that they do not consider the</p>	<p><b>COUNCILLOR MICHAEL WAINE, CABINET MEMBER FOR SCHOOLS IMPROVEMENT</b></p> <p>Major decisions about changes in a school's status (such as this) are made by the Cabinet. These decisions are informed by the outcome of formal and informal consultation and take account of local members' views, among others. The consultation is relation to Oxford school is on hold for the reasons explained above.</p>

Questions	Answers
<p>proposed academy to be in the best interests of the children and their communalities. Why are the views of these elected representatives being ignored?</p>	
<p><b>8. COUNCILLOR LARRY SANDERS</b></p> <p>Will Councillor Waine assure us that, if a clear majority of responses to the forthcoming consultation are opposed to the School being closed to be turned into an academy, that the Council will abandon that project?</p>	<p><b>COUNCILLOR MICHAEL WAINE, CABINET MEMBER FOR SCHOOLS IMPROVEMENT</b></p> <p>While Cabinet decisions are informed by consultation outcomes they are not driven by a simple arithmetical analysis of responses. Responses need to be evaluated and weighted; final decisions need to be driven by the Cabinet's wider objectives which, in this case, are to ensure the best possible deal for the pupils of Oxford school and the wider community.</p>
<p><b>9. COUNCILLOR ANNE PURSE</b></p> <p>At a time when we as a Council should be doing our best to save energy, the design of the new reception area, with the single main door letting cold air directly into the entrance hall, appears to be far less energy efficient than what it replaced. In turn, this makes conditions unpleasant for staff working in the area. Was this new reception area designed bearing in mind the Council's need to save energy?</p>	<p><b>COUNCILLOR KEITH MITCHELL, LEADER OF THE COUNCIL</b></p> <p>The refurbishment of County Hall was certainly planned with the objective of improving energy efficiency quite significantly. For example, the removal of the partitions will have helped the heating and air circulation system to work in the manner for which it was designed and the new light fittings are much more efficient than the older ones. The improved performance of the building will have been offset by the increase in the number of occupants and the increased use of IT. We are still awaiting the detailed consumption figures by floor before and after refurbishment but, when they are available, I will provide them and will also have some analysis done so that they can be expressed as consumption by occupant which is probably the fairer measure.</p> <p>When the design of reception was being worked on we were emphatic that the temperature levels for the reception staff needed to be acceptable at all times and that we wished to avoid having to close the automatic doors other than under exceptional circumstances. The air cushions that were specified have a high level of barrier and are generally very effective. However, there have undoubtedly been problems. Initially it seems that the heating in the reception area was not coming on early enough and one of the radiators was not working. They have now both been dealt with. We are continuing to monitor the temperature and, over the past few days, it has generally been acceptable but there have been a couple of occasions when it has been lower than it should be. During periods such</p>



Questions	Answers
	<p>as this which we might have to accept will not be as exceptional as they have been in the past, I think that it is inevitable that the automatic doors will need to be closed. I have asked for a report on the implications of that but my current understanding is that there have been very few visitors in wheelchairs or other visitors who might have a difficulty because of the closure of the automatic doors. I will continue to monitor the situation.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>I do understand that there has been a number of hiccups and problems with the entrance hall but I am specifically asking about the air cushioning in this instance. I had hoped that some lessons had been learnt from the problems with the doors that arose at Speedwell House. I had understood that air cushions were quite a high energy way of maintaining a barrier and that double doors were much more energy efficient:: I may be wrong in that but I would like further information about why an air cushion was chosen, if indeed that was a specific choice, and whether that choice was based on any environmental considerations such as the energy use or saving or whatever. I would like more information especially on these specific issues as we did have a double door system previously which we now have not got.</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>I am no expert on air cushions or double doors: I will secure a technical answer and forward it. I will say that the old double doors system irritated me incredibly because you could not get through it at a sensible pace. It snapped you between the first and the second set of double doors unless you crawled through. Rather more importantly, I think what has happened in the reception area in County Hall is a huge improvement on what we had before: it is much more welcoming to visitors, much more able to accommodate groups of people when they come, has internet access, is more comfortable for the staff, is better equipped for the disabled, does bring reception and hallkeepers together and provide better security and so in about 99.9% of the case is successful. We will see what we can do about the draught and I will get a technical answer about the double doors.</p>
<p>NOTE: The Chairman advised that Councillor Hudspeth was not present at the meeting because he was away on Council business. The Chairman invited Councillor Tanner to put his supplementary questions to Questions 10, 11 and 12 and Councillor Hudspeth would be asked to provide written answers to them.</p>	

Questions	Answers
<p><b>10. COUNCILLOR JOHN TANNER</b></p> <p>Given the claimed parlous state of the County's finances, should Oxfordshire not follow the example of Oxford City Council and redouble its efforts to shrink its carbon footprint? Will the Cabinet member say how much could be saved for the taxpayer if the Council's carbon footprint was reduced by a quarter over 3 years?</p>	<p><b>COUNCILLOR IAN HUDSPETH, CABINET MEMBER FOR GROWTH &amp; INFRASTRUCTURE</b></p> <p>The Council has been improving its energy efficiency for many years prior to setting the challenging target of reducing its carbon footprint by 18% by 2012. The Council continues to be committed to hitting this target, ensuring an absolute and sustained reduction in its carbon footprint.</p> <p>The Carbon Management Programme's Strategy and Implementation Plan anticipated that the 18% target would avoid up to £11 million of costs associated with carbon. The Council is in the process of achieving this through, for example, investing in part-night street lighting over the next 2 years which will achieve £1million savings over the next 5 years.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>I am pleased that the County Council has now upped its programme on reducing carbon omissions: I think we all welcome that. I wonder whether Councillor Hudspeth would consider raising them to 25% over that period as a small district council called Oxford City has done and thereby saving an extra £4m, more than £4m a year which could be put into the black hole which the Cabinet has created with their assumptions about future spending. It is another £4m that could be spent on pet projects by the Tory backbenchers.</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>See above note.</p>
<p><b>11. COUNCILLOR JOHN TANNER</b></p> <p>Will the Cabinet member tell Council when he expects Viridor to appeal against the refusal of planning permission for an</p>	<p><b>COUNCILLOR IAN HUDSPETH, CABINET MEMBER FOR GROWTH &amp; INFRASTRUCTURE</b></p> <p>The Council is procuring residual waste treatment to reduce the amount of household waste that is landfilled to meet EU and national targets, and avoid substantial fines and payment of increases in landfill tax. Methane is a powerful greenhouse gas over 20 times</p>

Questions	Answers
<p>incinerator (or energy from waste plant) at Ardley? What discussions have Council officers had with Viridor and others about a more environmental alternative, should the appeal not succeed?</p>	<p>more harmful than CO<sub>2</sub>. Diverting waste away from landfill will reduce the amount of methane gas which is released from landfills and therefore provide real environmental benefits too.</p> <p>Viridor Waste Management are the Council's preferred bidders for the delivery of a treatment facility and as a Member of the Cabinet with portfolio for Waste Management we welcome the planning appeal that Viridor have now submitted.</p> <p>The new contract will only be for the treatment of residual waste that is remaining after recycling and composting. Oxfordshire is currently achieving a county wide recycling and composting rate of over 47% and is on course to exceed the target of 55% recycling and composting by 2020 in the Oxfordshire Joint Municipal Waste Strategy. Alongside the introduction of food waste treatment and food waste collections from households by the district councils, having in place residual waste treatment will result in Oxfordshire achieving what the Government has recently described as zero waste. This will mean virtually no municipal waste being landfilled.</p> <p>The Council also remains committed to an energy from waste incinerator to dispose of residual waste in Oxfordshire. Incineration is a well proven and established technology and there are 20 incinerators in the UK, 128 in France, 65 in Germany, 30 in Denmark, 29 in Sweden and 28 in Switzerland. There are three incinerators just down the road in Hampshire and others in Birmingham, Coventry, Dudley, Wolverhampton, Stoke-on-Trent and Sheffield. There are incinerators in the centres of Paris and Vienna and two on the outskirts of London.</p> <p>Energy from waste also has very good environmental performance. In an evaluation of different technologies energy from waste with combined heat and power scored best with the smallest carbon footprint. Energy from waste without combined heat and power scored on a par with the best of the mechanical biological options. Energy from waste offers a very good environmental solution to dealing with residual waste and far far better than landfill.</p> <p>Fine tuning of the contract has now commenced with Viridor to clarify and confirm their commitments and to prepare the final contract documentation. The contract is expected to</p>

Questions	Answers
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>I am grateful to Councillor Hudspeth for a very long answer and I am sorry that he did not answer either of the questions that I put. When does he expect the public inquiry to be held? I am assuming he means sometime in the spring: can he confirm that and can he give us a date as soon as possible? He does not mention that there will be any discussions about the environmental alternatives should the plan for incineration fail. Would he again look at that and see if that is a possibility?</p>	<p>be awarded in Spring 2010.</p> <p><b>SUPPLEMENTARY ANSWER</b></p> <p>See above note.</p>
<p><b>12. COUNCILLOR JOHN TANNER</b></p> <p>Despite the talk of 'access to Oxford' will the Cabinet member agree that traffic congestion, particularly in the rush hours, is getting worse? Will he introduce bus priority measures, on the Oxford ring road and at Junction 9, to enable commuters from Abingdon, Witney, Bicester and elsewhere to get in and out of Oxford more quickly?</p>	<p><b>COUNCILLOR IAN HUDSPETH, CABINET MEMBER FOR GROWTH &amp; INFRASTRUCTURE</b></p> <p>The South East Plan places an obligation on the City and District Councils in Oxfordshire to accommodate high levels of development (over 50,000 new homes) between now and 2026. This will of course place additional strains on the County's transport network and congestion is projected to increase if appropriate measures are not taken. The Access to Oxford project is being developed to help support this growth, as well as tackling existing problems on the network</p> <p>The highways elements of the Access to Oxford project are in the Regional Funding Programme for 2013/14, 2014/15 and 2015/16. This will include schemes to tackle congestion on the Southern Approaches to Oxford (approaching and through Littlemore, Heyford Hill, Kennington and Hinksey Hill Roundabouts), on the Northern Approaches (approaching and through Wolvercote, Pear Tree, Loop Farm, Kidlington and Cutteslowe Roundabouts) and on the A34 itself. Officers are currently working on a Feasibility Study for this project, due to be published in February 2010. This study will outline the possible schemes that could be delivered as part of Access to Oxford and will identify significant opportunities for bus priority through these junctions as well as schemes to reduce</p>

Questions	Answers
	<p>congestion for all road users. Following environmental surveys and a period of consultation during 2010, preferred schemes will be identified and worked up in more detail so that they can be presented in a business case to the Department for Transport in 2011. Assuming approval from the Department for Transport is forthcoming, which we have every reason to believe will be, any planning enquiries that may be needed can be completed during 2012 so that construction can commence when the money becomes available in 2013.</p> <p>As well as the Access to Oxford proposals, the Highways Agency are expected to commence improvement works on M40 Junction 9 later this spring. This scheme has arisen following continued lobbying by the County Council and is expected to reduce queuing significantly, particularly on the A41 approach from Bicester and on the southbound exit from the M40. The County Council will continue to lobby for further improvements to ensure this junction is able to cope with projected traffic growth in the long term.</p> <p>Congestion indicators measuring 'the journey time per mile in the morning peak' and 'journey time reliability in the morning peak' have been calculated on a quarterly basis since October 2008.</p> <p>When comparing Quarter 3 data from 2008 to 2009 there is evidence of a minimal increase in congestion. There is however insufficient data available to give a categorical response to this question. It is anticipated in 12 months' time that conclusions regarding congestion patterns will be made with greater confidence, when a complete two year data set will be available. Statistics collated to date, show a significant difference in congestion between the school term time and non-term time periods. It also suggests that congestion levels in Oxford are seasonal, with a decrease from July to October.</p> <p>Oxfordshire County Council also monitors the number of vehicles traveling into central Oxford during the morning peak. Although this is not a specific measurement of congestion, the data reflects the overall traffic trends on a quarterly basis. Over recent years, traffic volumes during peak periods have shown little change. Data collated thus far for 2009/10 for the morning peak suggests that that traffic levels have slightly decreased compared with 2008/9.</p>

<b>Questions</b>	<b>Answers</b>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Does he want to tell the public that they will have to wait until 2013 before there will be any improvements to the congestion situation or would he like me to do it?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>See above note.</p>
<p><b>13. COUNCILLOR LARRY SANDERS</b></p> <p>The situation regarding Oxford School has changed significantly since the Cabinet first entered negotiations towards giving it as an Academy to ULT. The School did very well in the 2009 exams, with the highest CVA in the County, and ULT has been forbidden to take on new schools because of its difficulties. The DCSF seems to have suggested that the County should carry on searching for another Academy organisation for Oxford School. This would mean an additional period of uncertainty which would be damaging to the School. Would Councillor Waine consider removing the uncertainty by allowing the School to continue as a Foundation School, while monitoring its results to see if it continues to make satisfactory progress?</p>	<p><b>COUNCILLOR MICHAEL WAINE, CABINET MEMBER FOR SCHOOLS IMPROVEMENT</b></p> <p>The school's recent results are welcome but the school remains of concern to the Local Authority. As a National Challenge school the need for a significant structural solution remains and every effort is being made to address this as swiftly as possible. Some uncertainty is, regrettably, inevitable but, in the short term, the interests of current pupils will be protected as the IEB seeks to secure a sound basis for future improvement in the school and promote high standards of educational achievement. The school remains as a Foundation school in the meantime.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>I am very disappointed in the answer. It means that there will a further period of uncertainty which will cause Oxford School staff to start to leave and pupils</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>Our understanding from the outset as far as Oxford Community School was concerned was that we were being asked to put in place significant structural change and that is why from the very outset the Department itself put forward the view that the academy route was the route and equally the Government's National Challenge advisers also underline that route.</p>

Questions	Answers
<p>not to come to us, neither of which are good for the children at the school. I would like to ask him though if he would kindly look up the national challenge rules. My understanding is that there is no requirement that a significant structural solution be imposed if the school improves within the next two or three years and my understanding is that there is no need for structural change i.e. no need for an academy if the school has been improving. While we cannot be sure that it will improve and we cannot be sure that it will not, could he look that up and come back with an answer to this?</p>	<p>The situation is such that yes I would not disagree with those who say that in terms of contextual value added performance Oxford Community School is at the top as far as Oxfordshire is concerned. When one actually looks at the raw scores it is at the other end and this is where you get the dichotomy as far as those two are concerned and you need to read the two very closely together. I will loot from things I was going to say in the debate that is coming up under Councillor Stevens's motion. In terms of structural change in that school, for 5 years, with one exception, there has been a trend of a falling roll and to what extent is that falling roll in itself the major part of the school's problem. That is something structural which needs restructuring. If you actually look at the schools that serve the Oxford School, within close proximity, no school sends over 50% of their children to Oxford School: the nearest place is Larkrise School which sends something like 45% of its pupils. The nearest school, I understand is St Christopher's, and they send 30% of their pupils. This is why a structural option is the only way.</p>
<p><b>14. COUNCILLOR LARRY SANDERS</b></p> <p>The Business Improvement and Efficiency Strategy for 2010/11 to 2014/15 for Social and Community Services, Older People, has the following entry at SCP 16:</p> <p>“Continuing Care- Implications of PCT Changes in Eligibility”. These amount to increased pressures of:</p> <p>£1.1 million in 2010/11  .8 million in 2011/12  .5 million in 2012/13  .2 million in 2013/14</p> <p>(a) What is the evidence which the PCT has given to the County Council to justify these substantial reductions in NHS responsibility for</p>	<p><b>COUNCILLOR JIM COUCHMAN, CABINET MEMBER FOR ADULT SERVICES</b></p> <p>It is clear that Oxfordshire Primary Care Trust is now applying the national regulations for NHS Continuing Healthcare and its funding more rigorously than hitherto. In a response to a query from a service user's son, the PCT's Interim Head of adult community nursing and continuing care wrote in October:-</p> <p>“Over the past six months the Oxfordshire continuing healthcare assessment process for eligibility has been subject to a thorough review so as to ensure it is in line with the latest national guidance from the Department of Health. Our continuing healthcare assessments are carried out by using a national decision support tool, and the decision about eligibility at panel is made by qualified health and social care professionals against these domains. The decision is subject to an external review to ensure equity and a robust process. Whilst we can make minor adjustments to the documentation we are required to follow national guidance and therefore are not able to change the process substantially.</p> <p>Our assessors use the available evidence in their assessments, following this panel members review this evidence against the descriptor levels.”</p>

Questions	Answers
<p>Continuing Care?</p> <p>(b) What legal advice has the Council received about the acceptability of the PCT's attempts to change the eligibility criteria which have been established by national legislation and case law?</p> <p>(c) How will the County Council make sure that the criteria and their application are legally correct and seen to be correct?</p>	<p>From the above it is clear that the PCT has tightened their assessments to fall in line with national advice. If substantial evidence is not produced applications are now turned down. As a result of this tightening of eligibility, Oxfordshire County Council is now challenging more decisions on behalf of service users and disputes have resulted which have gone 50/50.</p> <p>At my request a thorough investigation of the way in which NHS continuing healthcare is being administered is being undertaken currently by senior managers. Cllr. Sanders' question highlights the need to consider legal aspects and this will be done, along with finding out how comparator authorities are faring with this complex issue. It should be remembered that NHS continuing healthcare is administered by the Primary Care Trust and that we play a minor role. The sums included at SCP 16 as pressures for the period 2010/11 to 2013/14 are a precaution against a reducing number of service users qualifying for Continuing Healthcare payments and becoming a charge to the County Council either immediately or as self-funders capital dwindles to the upper threshold for social payment.</p>
<p><b>SUPPLEMENTARY QUESTION</b></p> <p>Councillor Couchman in his answer says that the PCT are changing their criteria. I think it is important to say that previously they were approving far less than the average and they now approve a full NHS payment for people with severe disabilities. We have now reached pretty much the average and now they seem to be wanting to go backwards. Is there any room in this whole system for any kind of public scrutiny to see exactly what does happen with regard to the way in which these complex issues are handled?</p>	<p><b>SUPPLEMENTARY ANSWER</b></p> <p>As I have said in my answer I have requested an in-depth study of the way in which this scheme is being administered at the present time and I am sure that we will provide that as soon as possible and bring it to the appropriate scrutiny committee.</p>



# **Oxfordshire County Council**

## **Corporate Plan**

**2010/11 – 2014/15**

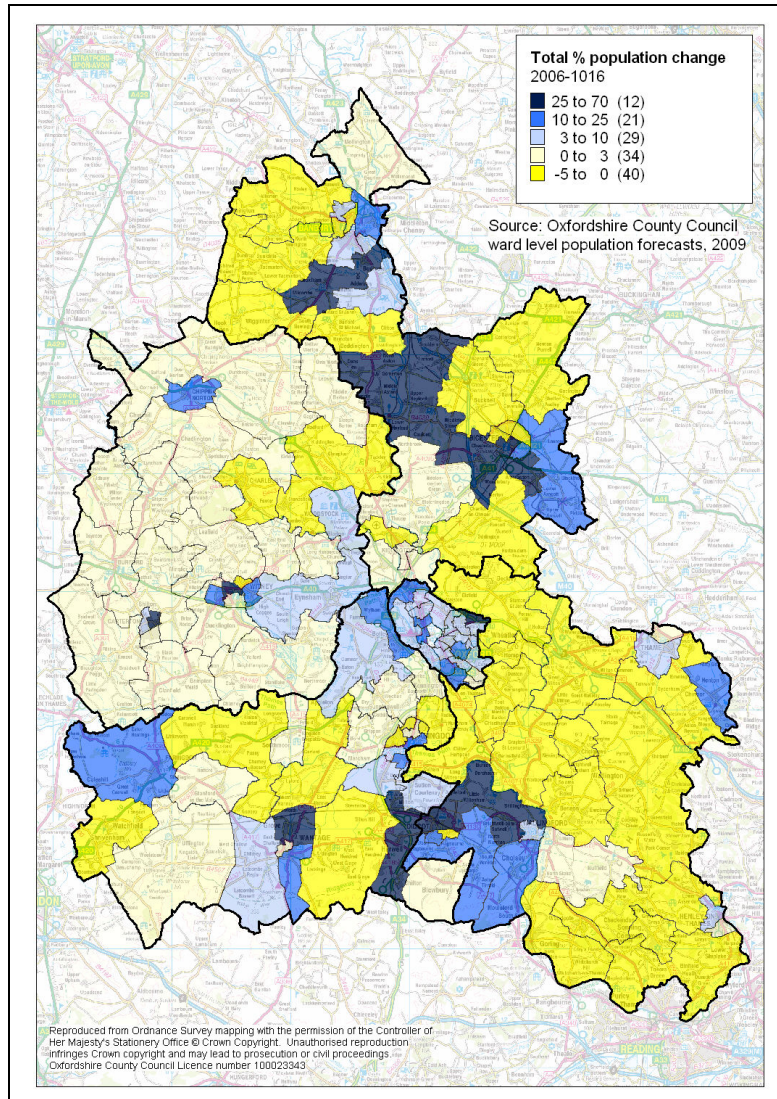
**Foreword from Councillor Mitchell / Joanna Simons**

**TO FOLLOW**

## About Oxfordshire

Oxfordshire is the most rural part of the South East but has grown rapidly in recent years. The population is currently 635,000 and will continue to increase, with the growth distributed largely in and around Oxford City, Bicester and Didcot. There may also be a decline in population in a number of rural areas. See figures 1 and 2.

**Figure 1: Population change 2006 to 2016**



Source: Oxfordshire County Council ward population forecasts, 2009

The county has tremendous assets: people like to live and work here because the environment is attractive; there are good links to other parts of the country; we have a successful economy built around the universities and related high tech industries and businesses; we enjoy good public services and the population is more healthy and prosperous than virtually any other county in the UK. Of course there are downsides:

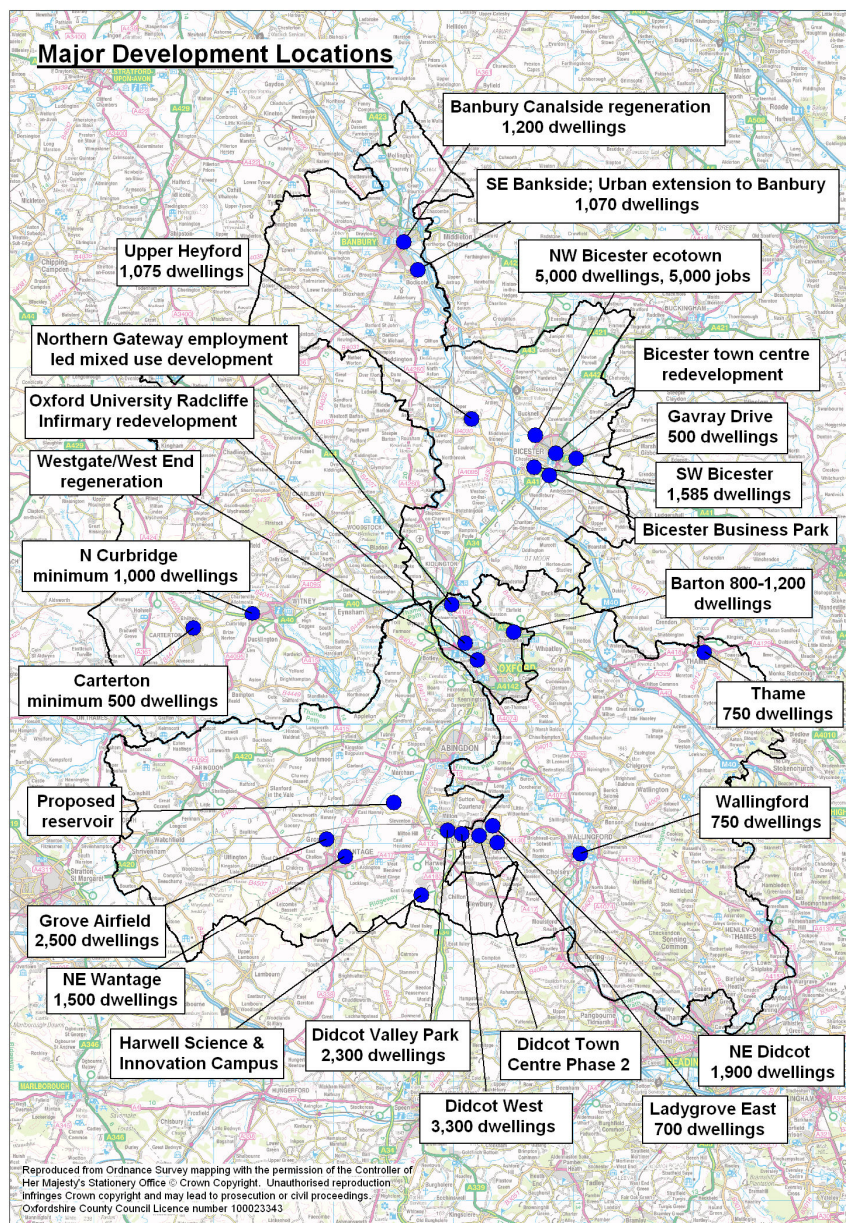
- The economic downturn continues to challenge local businesses, put jobs at risk and reduce resources for public services;
- Traffic congestion and pollution is growing;

- Housing availability and affordability remain a problem despite the recent dip in house prices;
- There are pockets of disadvantage and a cycle of deprivation, which needs to be broken;
- There are skills shortages and particular concerns about young people aged 16-25 years who are not in education, training or employment.

We are working with national, regional and local partners to address the problems but overall Oxfordshire is a success story.

More information is available in 'This is Oxfordshire 2009', the key facts about Oxfordshire produced by the Research and Intelligence team and available at the Oxfordshire Data Observatory [www.oxfordshireobservatory.info](http://www.oxfordshireobservatory.info)

Figure 2: Major Development Locations



Source: Oxfordshire County Council, 2009

## Our Strategic Objectives

<b>World Class Economy</b>	<b>Healthy and Thriving Communities</b>	<b>Environment and Climate Change</b>	<b>Better Public Services</b>
<b>Breaking the Cycle of Deprivation (cross-cutting theme)</b>			

Our strategic objectives are consistent with Oxfordshire 2030, the county's long term plan which has been agreed with partners following extensive public and stakeholder engagement. Details of Oxfordshire 2030 can be found at: [www.oxfordshirepartnership.org.uk](http://www.oxfordshirepartnership.org.uk)

More detail about specific services can be found in directorate plans and service business plans at [www.oxfordshire.gov.uk](http://www.oxfordshire.gov.uk)

This Corporate Plan is in two parts:

Part 1 – summarises our broad strategic direction

Part 2 – sets out examples of our short and medium term delivery commitments.

## Our Principles

We are committed to:

- **Low tax** – reducing year-on-year the annual increase in council tax.
- **Real choice** – providing services to meet the requirements of residents. This supports our commitment to providing services in ways that best suit the differing requirements and circumstances of the varying people and parts of our diverse county rather than expecting residents' needs to fit our services.
- **Value for money** – streamlining service delivery and improving cost effectiveness year on year.

## Our Values

In delivering services we will be guided by these six underpinning values:

- **Customer focus** – putting the needs of our customers first and improving opportunities for local people to have their say and get involved with council decision-making.
- **Honesty** – being prepared to admit where we need to do better and communicating the reasons if we are not able to meet the needs of local communities.
- **One team** – working collectively as a county council and valuing and developing our staff to perform to the best of their abilities and deliver excellent services.
- **Involvement** – providing opportunities for our communities, our stakeholders and our staff to help shape our services and feeding back so that people know how local views influence decision-making.
- **Can-do** – seeing problems and issues as opportunities and looking for solutions, rather than viewing difficulties as obstacles to what we want to achieve.
- **Efficient and effective** – making the best use of our resources, skills and experience to deliver services to the community, learning from our successes and constantly challenging ourselves to do better.

## Focus on Communities

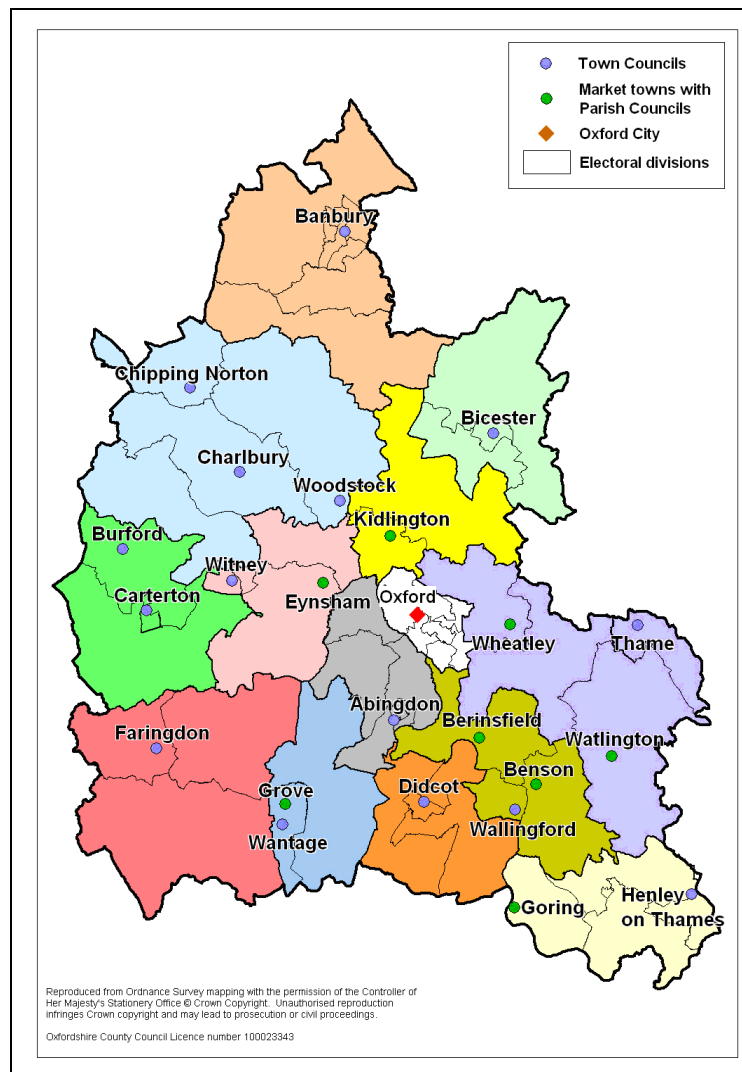
Oxfordshire is a diverse county. The challenge for the County Council and its partners is to deliver its strategic objectives in a way that fits with the needs of local people and local communities. We are determined that a 'one size fits all' approach should be avoided wherever possible, as our 'real choice' commitment implies.

To facilitate this we have identified 14 localities across Oxfordshire (see figure 3), which are centred on the city and our market towns. We will work with partners to join up services in each of these areas and to connect and engage with local people.

However we recognise that some areas face more significant challenges in terms of development, regeneration and inequalities than others. In consequence we will place particular emphasis in six localities – Oxford City, Banbury, Bicester, Didcot, Abingdon and Carterton – where there is either significant development planned or a need to address inequalities or both.

In our Delivery Plan you will see examples of how our strategic objectives are reflected in action in particular localities, although this does not provide comprehensive coverage of all our work.

**Figure 3: Oxfordshire's Fourteen Localities**



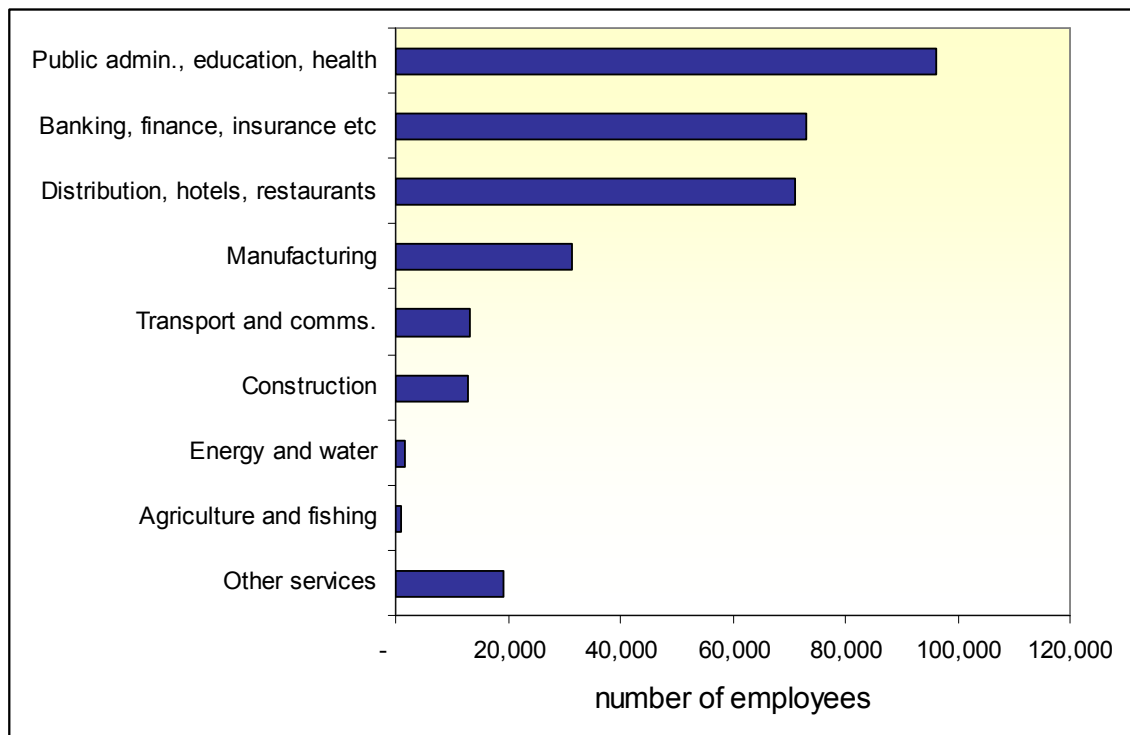
Source: Oxfordshire County Council, 2009

## World Class Economy

Despite the recession, Oxfordshire has one of the strongest economies in the South East, which is itself the powerhouse of the national economy. Oxfordshire is globally competitive in areas such as high performance engineering, bioscience, medical instruments and publishing. Maintaining this competitiveness is central to the long term prosperity of the county. At the same time, it is an attractive county, much of it rural, with an outstanding built environment.

The combination of a good environment and a thriving economy is a major strength: many employers cite the quality of Oxfordshire's environment as a key factor in the success of their businesses. This also suggests that maintaining a very high quality environment will be key to Oxfordshire's future success and our aspiration is achieve this while fostering further economic growth. More broadly, we want to see the South East region among the top 10 high performing regions in the world, with Oxfordshire contributing significantly to achieving this ambition.

**Figure 4: Employment by broad sector, 2008**



Source: Office of National Statistics, Annual Business Inquiry, 2008

Oxfordshire's economy has been one of the fastest growing in the country, particularly in terms of gross value added. The county's employment structure has changed significantly, notably in the dramatic decline in the numbers employed in the motor industry over the last 25 years. However the number of cars produced by BMW at the Cowley plant is greater than was achieved by British Leyland in the past, when employment was much higher. Employment in the public sector increased significantly in the first part of the 21<sup>st</sup> century, particularly in education.

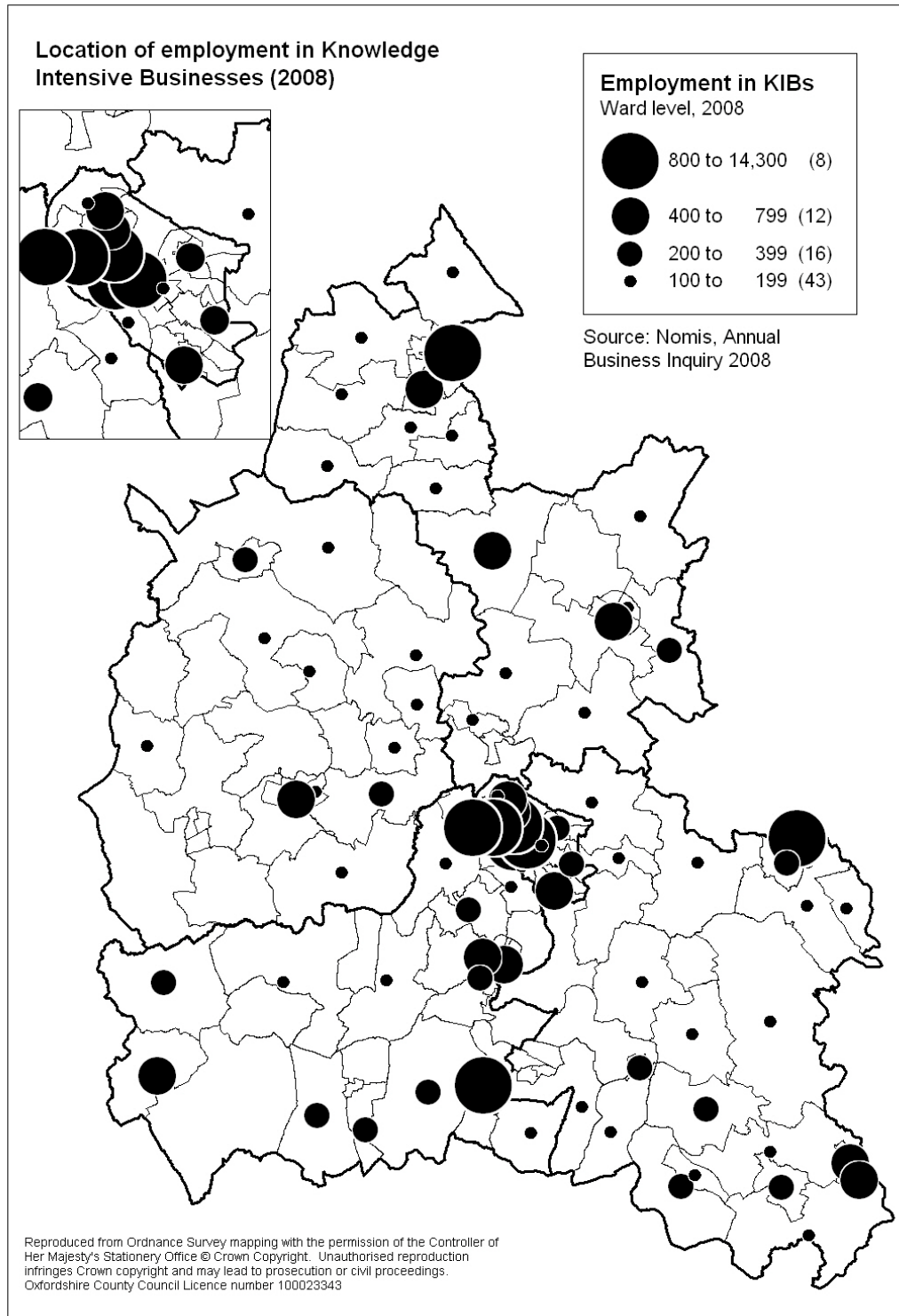
Tourism is an important sector of the local economy, but remains under exploited. While Oxford is understandably the main magnet for visitors, many tourists are also



drawn to the more rural parts of the county and notably to the Cotswolds. Our aim is to increase the length of time visitors stay in the county and to encourage them to spend on goods and services provided by local businesses.

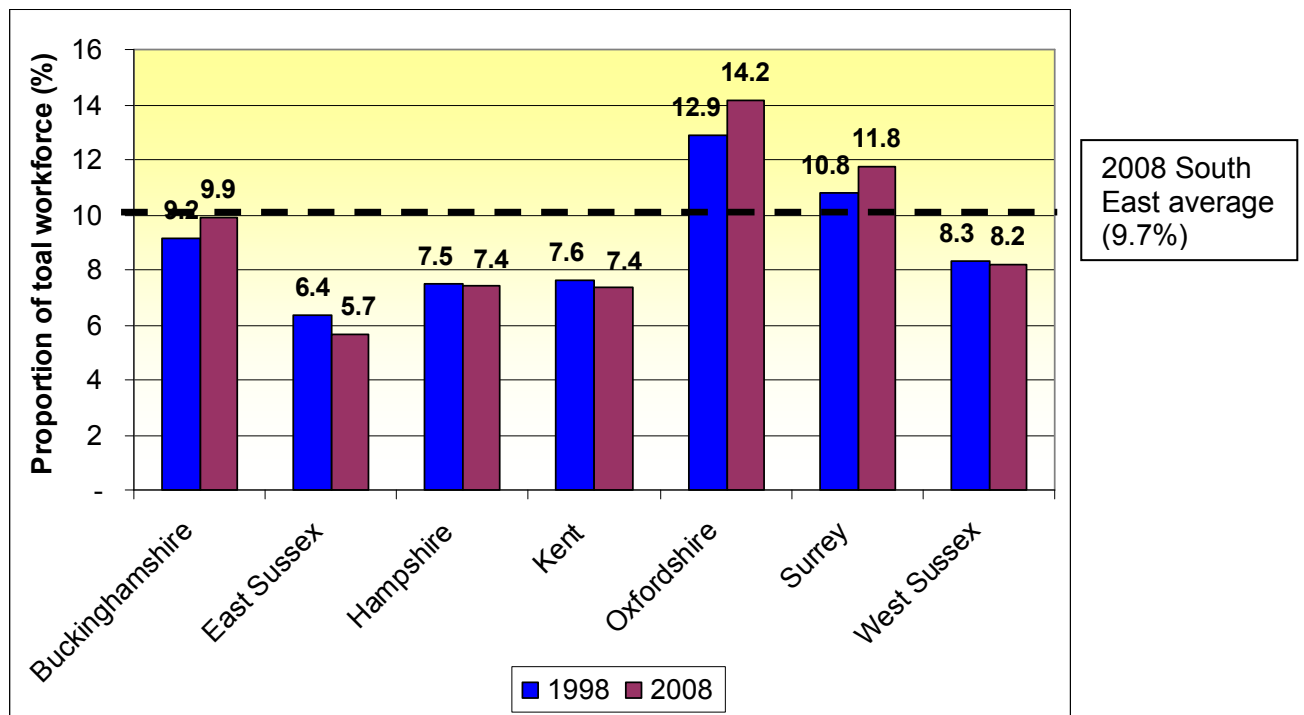
The growth of hi-tech and knowledge intensive companies and employment has been one of the most marked features of the Oxfordshire economy (see figures 5 and 6).

**Figure 5: Location of Knowledge Intensive Business, by employment, 2008**



Source: Office of National Statistics, Annual Business Inquiry, 2008

**Figure 6: Proportion of workforce employed in knowledge intensive business**



Source: Office of National Statistics, Annual Business Inquiry 2008

### Challenges facing the County Council

- **Infrastructure** – improvements are needed to the county’s arterial roads, schools and other public buildings. We will work with partners to secure investment in priority schemes over the longer term
- **Traffic congestion** – impacts adversely on Oxfordshire businesses as well as its residents. It is a priority to make it easier to get around the county, by car, rail and other forms of public transport.
- **Educational achievement** – performance in Oxfordshire schools reflects the national average and is continuing to improve each year. However we think that our schools should do better and our aim is to be in the top 25% of areas nationally.
- **Young people** – the recession has impacted adversely on our efforts to make sure that all 18-25 year olds are in education, employment or training. With our partners we will work even harder to ensure that every young person gets the help they need to gain and maintain employment.
- **Skill levels** – these need to continue to improve, for the benefit of both individuals and Oxfordshire’s businesses which need high quality, skilled employees

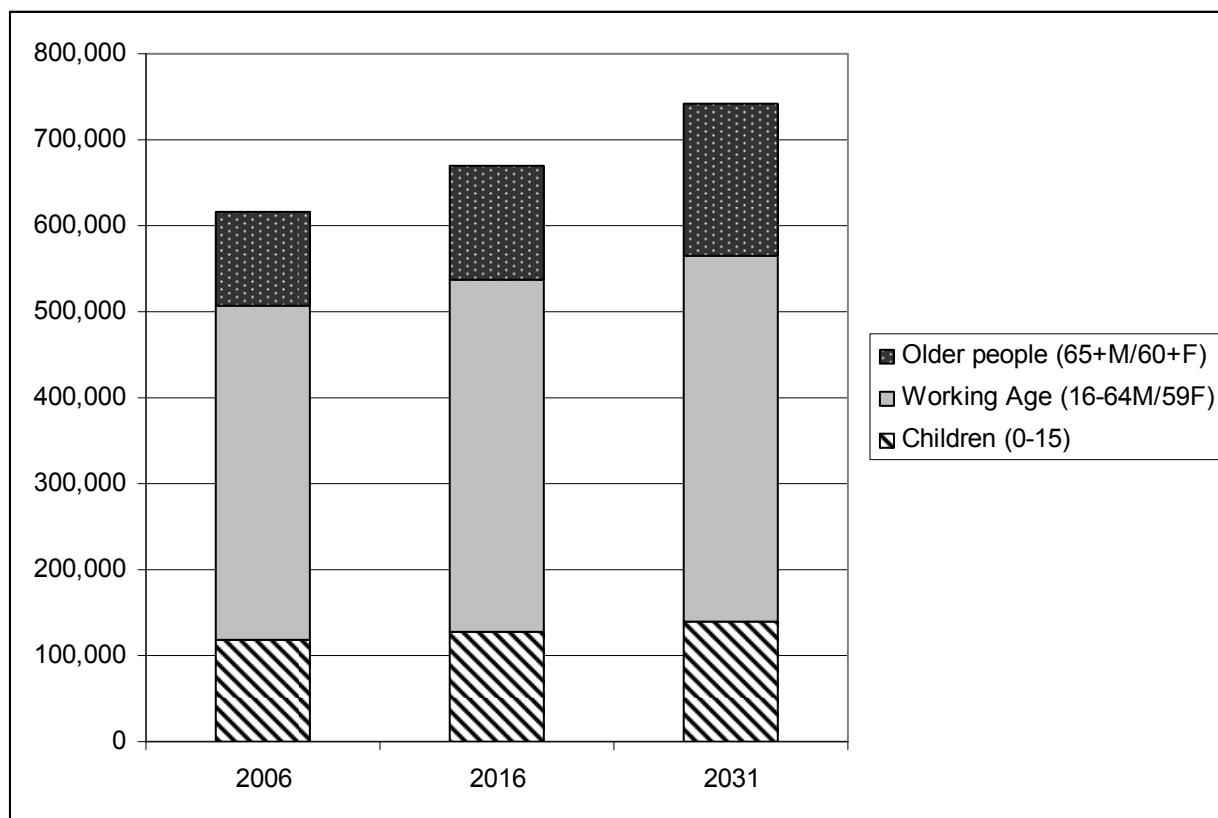
## Healthy and Thriving Communities

87% of residents think that Oxfordshire is a good place to live (based on responses to the recent Place Survey) and levels of crime are low. However, people lead increasingly pressured lives and making time to enjoy and participate in community life is a challenge for many. Yet, without local people joining in community affairs and supporting local projects, our city, towns, villages and neighbourhoods will become less attractive places in which to live and the vulnerable (the old, the sick, those living on limited incomes) will feel increasingly isolated.

This will be especially true in rural areas, where there are already communities suffering 'dormitory town syndrome'. These are not the kind of communities Oxfordshire people want to live in and we will work to provide community leadership, encourage volunteering and support the voluntary, community and faith sector in our communities. We will also seek to reflect the diverse needs of these communities in our planning and service delivery.

We have an increasingly diverse population which has major implications for education, the economy and social cohesion. We will be tackling inequalities through our partnership projects aimed at breaking the cycle of deprivation. We also have an ageing population – which has advantages and disadvantages. There are likely to be increased pressures on public services particularly health, social care and transport services but an increasing older population may also produce economic benefits and help sustain and enhance community life.

**Figure 7: The expected increase in numbers of older people**



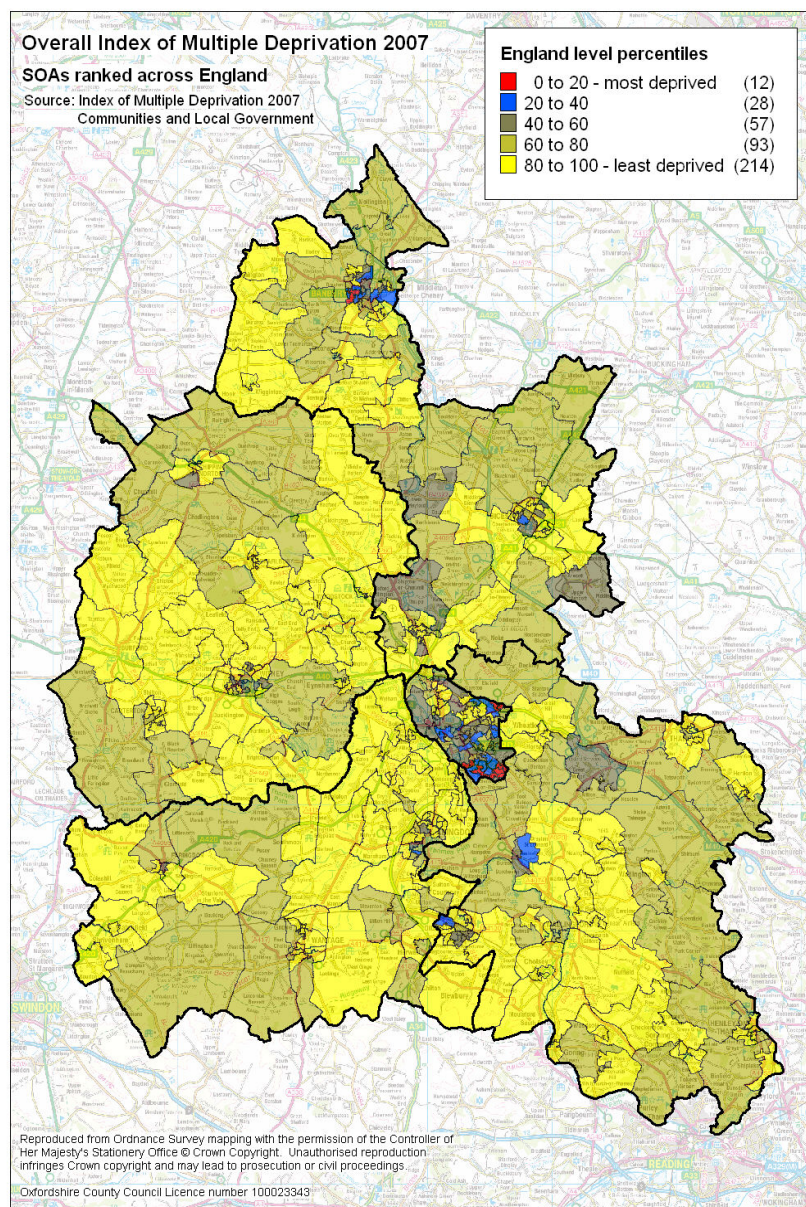
Source: Office of National Statistics 2006-based sub-national population projections

We will support and protect the vulnerable, including older people and those with disabilities. However we want to help people to maintain their independence and give them choice in the way they lead their lives and secure the services they need to support them.

Crime and anti-social behaviour are at relatively low levels but still give cause for concern for local people. As well as working with the police and other partners to tackle crime we want to focus on providing activities to help young people enjoy their leisure time in positive ways.

The County's population is generally healthier than elsewhere, with longer than average life expectancy, although there are variations in life expectancy across the county. Work to break the cycle of deprivation will address these inequalities. We will also promote healthy lifestyles for young people and older people.

**Figure 8: Deprivation in Oxfordshire compared with the rest of England**



Source: Index of Multiple Deprivation, 2007

## Challenges Facing the County Council

- **Health inequality** – there are areas in Oxfordshire where life expectancy and people’s health are lower than elsewhere. For example, mortality rates reveal a variation in life expectancy of over 15 years between the best and worst areas and the prevalence of mental illness in some parts of the county is double the county average. Our close relationship with Oxfordshire National Health Service and work to promote healthy lifestyles, to support the vulnerable and tackle the cycle of deprivation is designed to address these health inequalities.
- **Demographic change** – the significant growth in older people (particularly the over 85s) and people with learning disabilities will put pressure on public services in the medium term. The Council is providing additional resources to meet these challenges. It will also be important to encourage more community self help.
- **Crime and anti social behaviour** – crime is generally low in Oxfordshire but fear of crime is disproportionately high. This is of particular concern to older people and is often associated with anti social behaviour. We are working to provide positive activities for young people, notably through the youth service. We also recognise that activity generated in local communities can help to bring people together and reduce anti social behaviour
- **Community Self Help** – expectations of public services grow ever higher while resources are increasingly constrained. Community self help can assist the council in maximising the use of our resources. Many communities have good neighbour arrangements, community transport and other similar schemes and we will support and promote these activities across the county. In particular we would like to encourage and mobilise the contributions of retired, fit and skilled older people in our communities.
- **Closer to Communities** – we have defined 14 ‘localities’ across the county based on our market towns and the city of Oxford (see figure 3). Six of these 14 areas (Abingdon, Banbury, Bicester, Carterton, Didcot and Oxford) will be given priority attention because of the development and/or regeneration pressures they face.
- **Independent living** – the population is ageing and there are more older people and people with disabilities to be cared for and supported. Our aim is to help people to maintain their independence and to have control over their lives. We will increase the availability of Extra Care Housing and Supported Living arrangements as an alternative to residential or institutional care.

## Environment and Climate Change

Oxfordshire has an attractive environment with beautiful countryside, including many nature reserves, sites of scientific interest and conservation. The county also has outstanding architecture, including the Blenheim Palace world heritage site near Woodstock and over 1,000 listed buildings. To support our ambitions to develop a world class economy, we will protect Oxfordshire’s natural environment and its built environment.

**Figure 9: Areas of Outstanding Natural Beauty**



Source: Oxfordshire County Council

Globally there is concern about carbon dioxide emissions contributing to climate change. The county’s emissions are equivalent to those of a sizeable country in the developing world.

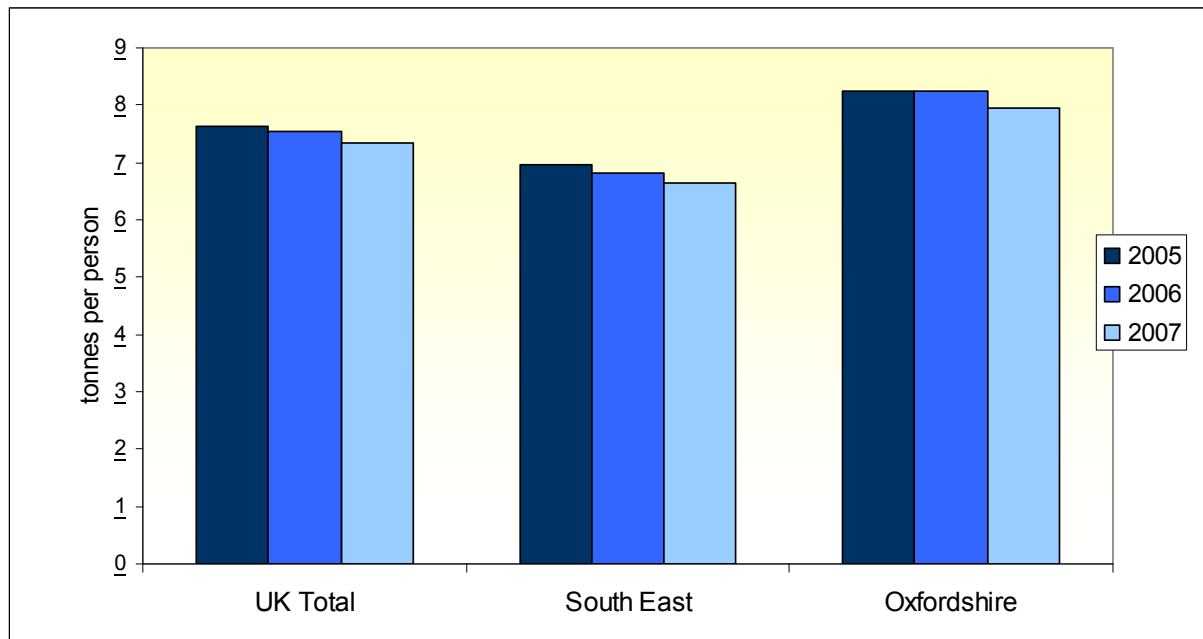
The council, our partners and local businesses need to achieve considerable reductions under the new carbon taxation system. Reducing our carbon footprint means we are reducing energy consumption and reducing operational costs.

We can also expect changes in:

- travel and lifestyle patterns as individuals adjust their behaviour; and
- climate with more extreme weather conditions creating a range of potential problems

Precise impacts will be unpredictable but our programmes and policies need to respond to and facilitate these changes.

**Figure 10: Total carbon dioxide emissions per person, 2005 to 2007**



Source: Department for Energy and Climate Change

### Challenges Facing the County Council

- **Reducing emissions and increasing energy efficiency** – the council has already committed to reduce its carbon dioxide emissions and the introduction of carbon tax will further incentivise action to reduce energy use.
- **Flooding** – the risk of flooding is a particular concern and a range of mitigation measures have been put in place since the summer floods in 2007. The latest estimates from the Environment Agency indicate that there are approximately 21,000 existing properties at risk of flooding in Oxfordshire, with around 8,500 at significant risk.
- **Waste management** – waste is a contributor to carbon dioxide emissions and needs to be reduced. We are working with partners to increase recycling and composting as well as investing in new waste disposal facilities which will convert waste to energy.
- **Transform Oxford** – Oxford is one of the most beautiful cities in the world and we need to protect and enhance its environment. The Transform Oxford project is one example of the County Council's commitment to the improvement of the visitor experience in Oxford.

## Better Public Services

People rightly expect accessible, high quality and responsive public services. To achieve this we need to join up effectively with other public service providers. The public also expect us to spend their money wisely and they will judge value for money not simply by the level of council tax but by whether our services are visibly efficient and effective.

The Council has a proven track record for delivering value for money, achieving efficiency savings and meeting our pledge to keep council tax low. Since 2007 the council has delivered over £50 million in year-on-year efficiency savings but more will be needed in the medium term.

The Council also has a strong commitment to partnership working to ensure that the customer receives a seamless service. Our partnership with the Oxfordshire National Health Service is among the best in the country in terms of pooled budgets to achieve shared goals. We are also involved in innovative partnerships such as the Science Vale UK

Our increasing focus on locality working means we communicate and engage actively with local residents and communities. The Audit Commission praised us in the recent Comprehensive Area Assessment for the effectiveness of this engagement, particularly in setting the budget and consulting with young people.

In the medium term local government funding will tighten and, over the next 5 years, the Council will need to make efficiency savings of over £100 million. To achieve this we will need to:

- Protect key public services
- Innovate to improve customer responsiveness
- Streamline service delivery to further improve value for money

## Challenges Facing the County Council

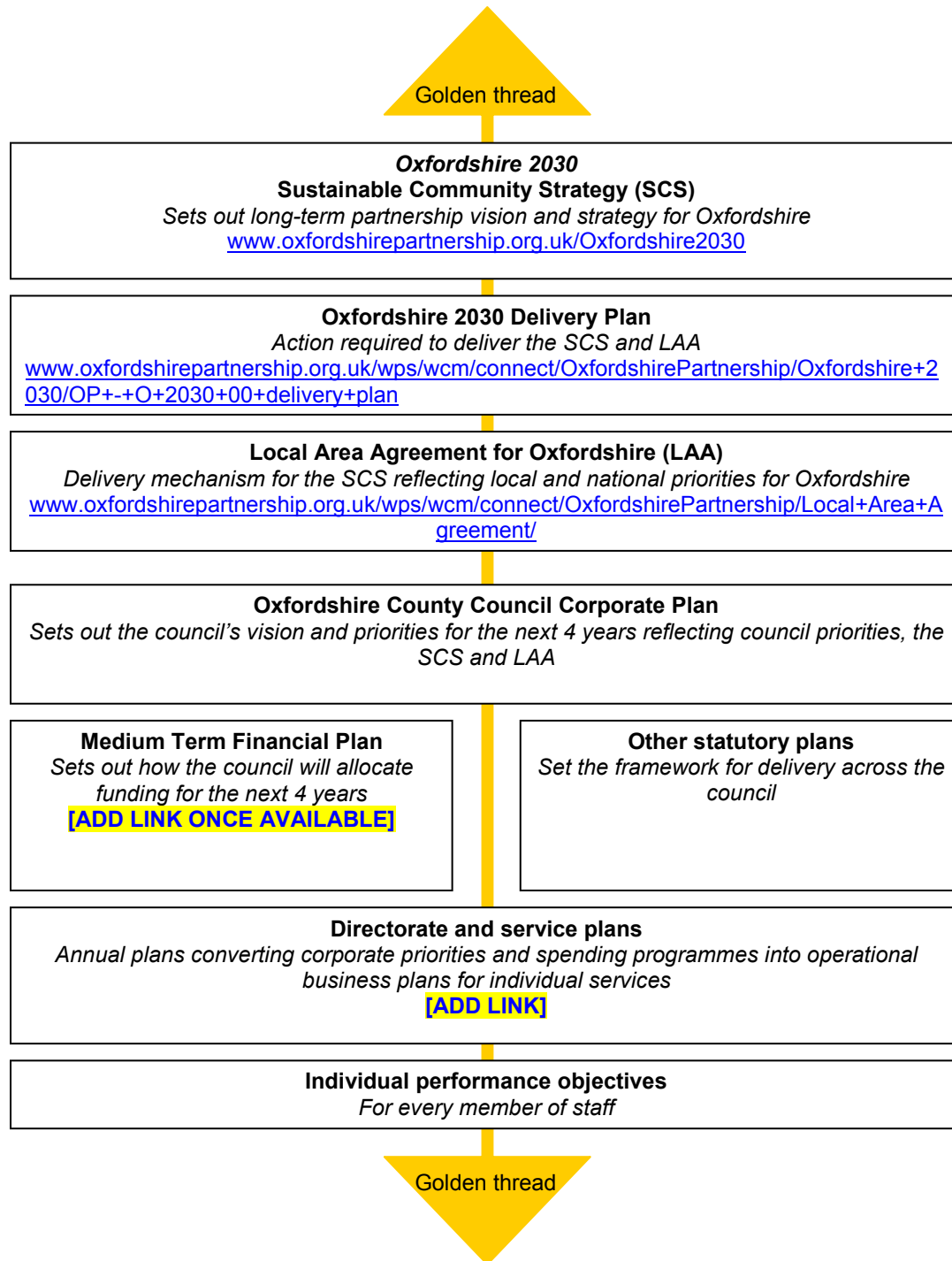
- **Improve customer service** – we will further enhance online services and develop a contact centre so that more enquiries can be dealt with at the first point of contact.
- **Keeping council tax low** – our business efficiency strategy commits the Council to lean working' reducing management costs, joining up with partners, reducing bureaucracy and rationalising our assets. This strategy will enable the Council to reduce spending and keep council tax increases low.
- **Total place** – there is increasing recognition that, in every community, huge resources are deployed by central government, local government and other public sector organisations. The Council is keen to work with others to develop the 'Total Place' approach, which could lead to better solutions and improved use of resources by reducing the risk of inefficiency and duplication.



# The Golden Thread

The Corporate Plan objectives fit into a wider picture as shown in figure 11, with a golden thread linking all of our work from top level objectives through to service delivery.

**Figure 11: Oxfordshire’s Golden Thread**



## Performance Management

Measures of success in delivering the priorities identified in this plan are included in the accompanying Delivery Plan [\[ADD LINK\]](#). This forms part of a robust performance management system across the Council through which we translate our priorities into action and make sure we deliver our promises.

The Corporate Plan and each directorate business plan are accompanied by a balanced scorecard. These provide a framework for measuring our performance and capacity to improve in relation to four key areas:

- **Customer** – how we are doing in delivering our key priorities for our customers
- **Projects** – the status of major projects
- **Finance** – how we are managing our budget
- **People** – how we are developing our people to deliver excellent services

The Corporate Balanced Scorecard also incorporates the management of risks and ensures accountability in service delivery.

We use a number of different methods to challenge our thinking and to make sure our strategic and service priorities are both ambitious and deliverable. This includes reporting the Corporate Balanced Scorecard to the County Council Management Team and the Cabinet on a quarterly basis to highlight areas of success and agree actions to address areas for improvement.

## Finance

### Day to Day spending

Our Medium Term Financial Plan 2010/11 to 2014/15 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 to fund adequately our core service requirements;
- our commitment to council tax payers;
- the financial resources forthcoming from Government; and
- our ongoing commitment to achieve efficiency savings to ensure improved value for money and service provision.

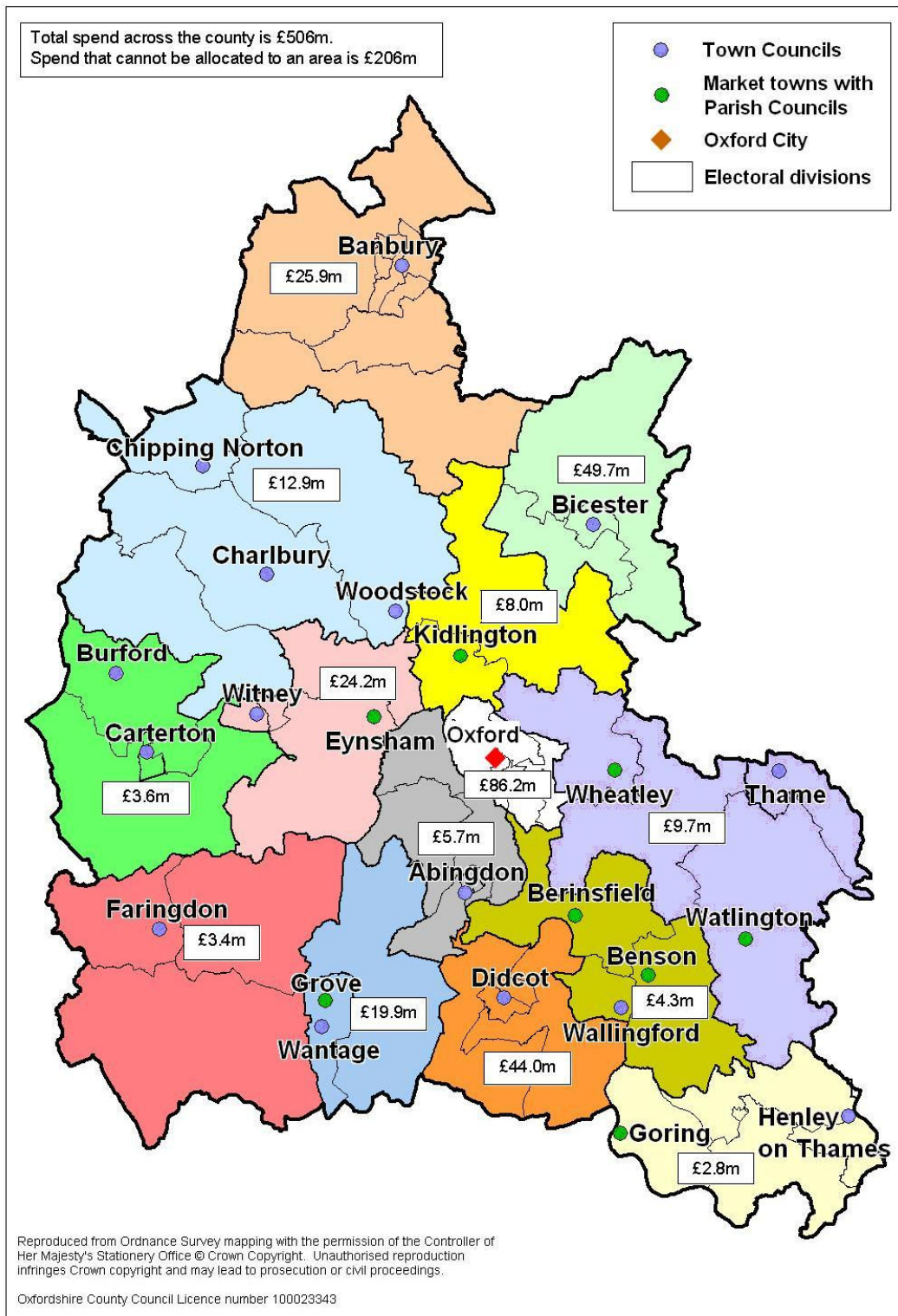
**Figure 12: To follow with figures on revenue funding, after budget is agreed by Council, and appropriate text**

### Capital spending

The Council intends to spend £506m (excluding money spent directly by schools) on capital investments in Oxfordshire between 2009/10 to 2014/15. The projects included in the capital programme are wide-ranging, covering all areas of the council's activity (for example on roads, schools, libraries, fire stations), and all areas of the county (see figure 13).

Note that our spending plans may change depending on the outcome of the Government's next Comprehensive Spending Review and are subject to approval by the County Council's Cabinet.

**Figure 13: Capital Investment in Oxfordshire 2009/10 to 2014/15 (subject to allocation in next Comprehensive Spending Review)**



Source: Oxfordshire County Council

## **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. Corporate Plan Delivery Plan**

**[add link to where available]**

**2. 'This is Oxfordshire', key facts about Oxfordshire**

**[add link to where available]**

**3. Summary of Supporting Strategies**

**[add link to where available]**

**4. Information about the structure of the Council and the Cabinet**

**[add link to where available]**

**5. Medium Term Financial Plan**

**[add link to where available]**

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## COUNTY COUNCIL – 9 FEBRUARY 2010

### SERVICE AND RESOURCE PLANNING

2010/11 TO 2014/15

#### Report by the Leader of the Council

##### Introduction

1. My report to Cabinet on 19 January 2010 set out the strategy that this administration has taken to deliver a well planned and financially sound budget and Medium Term Financial Plan (MTFP) for the authority whose key aims are delivering high quality services to the residents of Oxfordshire.
2. Within this context we are delivering this budget in a framework of :
  - ❖ **Low tax** – reducing year-on-year the annual increase in Council Tax.
  - ❖ **Real choice** – providing services to meet the requirements of residents, not making residents' needs fit our services. This supports our commitment to providing services in ways that best suit the differing circumstances of the various parts of our diverse county.
  - ❖ **Value for money** – streamlining service delivery and improving cost effectiveness year on year.

and our medium term objectives of

- (a) Growing our World Class Economy
  - (b) Promoting Healthy & Thriving Communities
  - (c) Combating Climate Change & Improving Our Environment
  - (d) Delivering Better Public Services
3. For each of the objective areas I have identified challenges facing the County Council and, through the service and resource planning process, I have sought to prioritise those areas, either through revenue or capital funding, to ensure that the County Council can deliver excellent services to our customers.

The Corporate Plan is also on the agenda for this meeting and sets out the detail of our vision. Later in this report I have shown some of the linkages between the priority areas and the funding we have made available.
  4. While my report to Cabinet in January set out the majority of our proposals, I was aware that there was still outstanding information and, therefore, this report would need to finalise the budget proposals. The changes in funding available, taking account of the updated information, are set out in the Chief Finance Officer's supplementary report to this meeting. This enables me to make the following revised proposals which are built into Annexes 1 – 13 to this report.

##### Low Taxes – the level of Council Tax

5. In May 2005, this Administration gave a commitment to reduce the Council Tax increase year on year with a 0.125% reduction in each year down to 4% by 2009/10. We achieved this ahead of target in 2007/08 and then continued to make 0.125% reductions in the subsequent two years. Given the financial pressures caused by the national economic position, the Cabinet's planning for 2010/11 has been maintaining the level of increase at 3.75% in each year of the medium term plan, although I had hoped to continue with the downward levels of increase.

6. In my 19 January Cabinet report, I said I was very concerned not to be able to reduce the level of increase below 3% but the late introduction by the government of the Personal Care Bill meant that this did not appear possible.
7. All through this year's difficult process I have tried to find ways to reduce the level of council tax. I am very aware that many of our residents have faced little or no increase in their salaries or pensions and I have tried to balance the pressures the council faces to continue to deliver our essential services against that pressure.
8. When Cabinet considered my proposals on 19 January, I was still not able to make a reduction and the Council Tax was still expected to rise by 3.75% in accordance with my original plan. Since that time, I have received a report from our new Pension Fund actuary and this has given me the confidence to reduce the provision I was making for pension funding increases in 2011/12 and to enable those funds to be used to reduce the level of Council Tax increase by 1% in 2010/11 to give an increase of just 2.75%. This means that the average band D rate will be £1,161.71, or £22.34 per week. This is a rise of 60p per week on the current year.

### **Other Service Changes**

9. In addition to reducing the level of increase in Council Tax, there are a small number of other changes I have been able to make through the additional funding available from the Collection Fund. However, once I have taken account of the recent weather conditions, there are some things I feel that we can no longer achieve.
10. I am proposing to put further funding into repairing our highways, following the damage caused by the recent bad weather and I will also replace the funding allocated from balances in the 2009/10 financial year to deal with the additional calls on winter maintenance and highways repairs. In total these costs amount to £1.725m and mean that a further £0.750m will be made available to fund the urgent repairs to the highways.
11. I indicated previously that I had hoped to use the collection fund surplus to fund the Capital Minor Works programme for 5 years. I still intend to fund this in 2010/11 and so anticipate that any work required in the coming year will go ahead. However, I will need to review the future availability of funds once the Comprehensive Spending Review is known and once there is certainty on the Collection Fund position for 2011/12.
12. A further proposal for the use of the Collection Fund surplus has also needed to be reduced. I had hoped that I could remove the total saving which was proposed on our property maintenance in 2010/11. However, I can now only afford to reduce that saving by £0.732m, leaving a reduction of £0.395m. This does mean that valuable work to maintain our buildings can now go ahead.
13. Another change which I am proposing is to remove the future years' savings obtained through the re-introduction of the parking charges on Sundays and Evenings which our previous proposals only allowed for in the first year. I am pleased that this will continue as an incentive to encourage people into Oxford at those times and stimulate the economy.
14. The overall effect of these changes has meant that I have reduced the overall deficit in the MTFP period from £3.2m in the report to Cabinet to £3.0m now. I will continue to review this position in the coming year as the position of future funding becomes clearer and provides a greater degree of certainty.

### **Public Sector Pay**

15. Some of the changes above have been made possible by the assumption that public sector pay will be frozen in 2010/11 in line with the national offer from Employers. I know that this will be disappointing for our staff, who have continued to show their



dedication through the difficult winter period. However, they need to recognise the pressures which local government and the public generally are facing. Many people in the private sector faced a pay freeze last year and would not be pleased if we continued to increase pay when inflation has been so low.

### **Linkage of spending to Priorities**

16. I have set out in Appendix 1 the medium term objectives, the challenges facing the authority and how I am ensuring that the resources are available to deliver them. I would like to highlight a few of those.
17. Growing our world class economy by significant investment in public infrastructure through an ambitious capital programme; by continuing to address the issues of congestion and improving public transport; by working with schools to drive up educational attainment and, particularly to reduce the number of young people not in education, employment and training (NEETs).
18. Promoting healthy and thriving communities through serious work in breaking the cycle of deprivation in Banbury and parts of Oxford as well as smaller pockets in less visible locations; providing yet more funding to meet continuing demographic growth; through a programme of promoting community self-help and pride in place; significant investment in building homes for independent living; investment in additional watch managers for the fire and rescue service to strengthen our county-wide response capability.
19. Tackling climate change through funding energy saving measures and by working closely with schools which make a significant contribution to our present carbon footprint. Also working to improve our environment by funding surface water management schemes and repairing our highways after the recent cold spell as well as further promotion of re-cycling and other waste reduction strategies.
20. Finally, we are investing specifically to improve our own service delivery through developing a single service access point and by funding our work with many partnerships to ensure we join up public services across different organisations.
21. In recognition of our imperative of low taxes, real choice, value for money, I am lowering the council tax increase by a whole percentage point with a promise – if a Conservative government is returned later this year – of a zero tax increase in 2011/12 and 2012/13.

### **Conclusion**

22. This Revenue and Capital Budget and the Medium Term Financial Plan for 2010/11 to 2014/15 delivers Low Taxes, Real Choice and Value for Money for Oxfordshire County Council in a prudent and sustainable form, against a continuing background of economic recession, huge national indebtedness and anticipated severe cuts in public spending.
23. I am able to recommend a robust proposal which reduces the level of increase in Council Tax and also reduces the deficit in funding which we were facing over the plan period.
24. It is a testimony to the strong service and financial planning framework we have established and to 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 investment for our key priorities, making Oxfordshire a better place.

25. Accompanying this report are the following documents:

- Annex 1: Medium Term Financial Plan 2010/11 – 2014/15
- Annex 2a: One-off Investment Proposals
- Annex 2b: Use of Local Authority Business Growth Incentive (LABGI) Reserve
- Annex 3: Identified Pressures & Proposed Savings
- Annex 4: Detailed Revenue Budget 2010/11
- Annex 5: Council Tax and Precepts 2010/11
- Annex 6: Dedicated Schools Grant Provisional Allocation 2010/11
- Annex 7: Virement Rules 2010/11
- Annex 8: Treasury Management Strategy Statement and Annual Investment Strategy for 2010/11
- Annex 9: Minimum Revenue Provision Policy Statement for 2010/11
- Annex 10: Capital Strategy 2010/11 – 2014/15
- Annex 11: Corporate Asset Management Plan 2010/11 – 2014/15
- Annex 12: Capital Programme 2009/10 – 2014/15
- Annex 13: Prudential Indicators for Capital

**26. RECOMMENDATIONS**

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

- (1) a budget for 2010/11 as set out in Annex 4 and a medium term plan to 2014/15 as set out in Annex 1;**
- (2) a budget requirement for 2010/11 of £389.870m;**
- (3) the Council Tax and Precept calculations for 2010/11 set out in Annex 5 to the report and in particular:
  - (i).....a precept of £281.192m; and**
  - (ii)....a Council Tax for Band D equivalent properties of £1,161.71;****
- (4) the use of the LABGI reserve funding as set out in Annex 2b;**
- (5) the disposition of Dedicated Schools Grant as set out in Annex 6 to the report;**
- (6) virement arrangements for 2010/11 as set out in Annex 7 to the report;**

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

- (1) the Treasury Management Strategy Statement as at Annex 8 including the Prudential Indicators;**
- (2) that in relation to the 2010/11 strategy any further changes required be delegated to the Chief Finance Officer following consultation with the Leader and Cabinet Member for Finance and leaders of the Opposition and Labour group.**

**(c) RECOMMEND Council to approve the Minimum Revenue Provision Methodology Statement as set out in paragraphs 10 to 14 of Annex 9.**

**(d) (in respect of Capital) RECOMMEND Council to approve:**

- (1) the Capital Strategy at Annex 10 and Corporate Asset Management Plan at Annex 11**
- (2) the Capital Programme for 2009/10 to 2014/15 as set out in the capital programme at Annex 12;**
- (3) the prudential indicators for capital set out in Annex 13 to the report.**

**Keith R Mitchell CBE FCA FCCA**  
Leader of the County Council

### Linkage of spending to Priorities

#### (a) World Class Economy

- **Infrastructure** – improvements are needed to the county’s arterial roads, schools and other public buildings. We will work with partners to secure investment in priority schemes over the longer term
  - **The capital programme is delivering improvements to roads, schools and public building**
  - **The revenue funding for the Building Schools for the Future programme seeks to gain access to that programme for further future improvements**
- **Traffic congestion** – impacts adversely on Oxfordshire businesses as well as its residents. It is a priority to make it easier to get around the county, by car, rail, bus, walking and other forms of transport.
  - **There is funding for public transport, easing the pressures on car parking and continuing to encourage the use of Park and Rides**
  - **The continuation of the Transform Oxford Programme**
- **Educational achievement** – performance in Oxfordshire schools reflects the national average and is continuing to increase each year. However we think our schools should do a lot better and our aim is to be in the top 25% of areas nationally. There is still a mountain to climb.
  - **Significant funding through the work of schools and the directorate**
  - **Real terms increase in Dedicated Schools Grant of 0.7%**
  - **Increased funding for those children looked after by the Council**
- **Young people** – the recession has impacted adversely on our efforts to make sure all 18-25 year olds are in education, employment or training. With our partners we will work even harder to ensure that every young person gets the help they need to gain and maintain employment.
  - **Maintained the Chill out fund in Revenue and Capital**
  - **While there are some savings proposed for Youth, these will be linked to a fundamental review of services with staff and young people to provide an improved service**
- **Skill levels** – need to continue to improve, both for the benefit of individuals and Oxfordshire’s businesses which need high quality, skilled employees
  - **LABGI funding to support work on the Skills agenda**

#### (b) Healthy & Thriving Communities

- **Health inequality** – there are pockets in Oxfordshire where life expectancy and general health are lower than elsewhere. For example, mortality rates reveal a variation in life expectancy of over 15 years between the best and worst areas and the prevalence of mental illness in some parts of the county is double the county average. Work to promote healthy lifestyles, to support the vulnerable and tackle the cycle of deprivation is designed to address these health inequalities.
  - **Continued part funding of Director of Public Health**

- **Increased take up in school meals, providing healthy diet for pupils**
  - **Demographic change** – significant growth in older people (particularly the over 85s) and people with learning disabilities will put pressure on public services in the medium term. The Council is providing additional resources to meet these challenges. It will also be important to encourage more community self help.
    - **We have reviewed the impact of demographic change for older people and those with learning disabilities and built in a further year’s provision**
  - **Crime and anti social behaviour** – crime is generally low in Oxfordshire but fear of crime is disproportionately high. This is of particular concern to older people and is often associated with anti social behaviour. We are working to provide positive activities for young people, notably through the youth service. We also recognise that activity generated in local communities can help to bring people together and reduce anti social behaviour
    - **Working across the council with youth service, youth offending and community safety teams**
  - **Community Self Help** – expectations of public services grow ever higher while resources are increasingly rationed. Community self help can assist the council in maximising the use of our resources. Many communities have good neighbour arrangements, community transport and other similar schemes and we will support and promote these activities across the county. In particular we would like to mobilise the resource of retired, fit and skilled older people in our communities.
    - **Investment in Libraries to deliver automated check outs which will particularly protect smaller libraries**
  - **Closer to Communities** – we have defined 14 ‘localities’ across the county based on our market towns and the city of Oxford (see map in the Corporate Plan). Six of these 14 areas (Abingdon, Banbury, Bicester, Carterton, Didcot and Oxford) will be given priority attention because of the development and/or regeneration pressures they face.
    - **Funding our partnership work to develop programmes with others to develop solutions which improve services**
  - **Independent living** – the population is ageing and there are an increasing number of older people and people with disabilities to be cared for and supported. Our aim is to help people to maintain their independence and to have control over their lives. We will increase the availability of Extra Care Housing and Supported Living arrangements as an alternative to residential or institutional care.
    - **Significant increase in the Capital programme funded through Prudential Borrowing to address the need to increase provision for independent living**
- (c) **Climate Change & the Environment**
- **Carbon management** – there is national and international pressure to respond to climate change. The council has already committed to reduce its carbon footprint and the introduction of carbon tax will further incentivise action to reduce energy use.
    - **Additional revenue funding to promote and support work to reduce energy usage in our public building and in schools**

- **Awards to schools for good performance**
  - **Funding the Carbon Reduction Commitment**
  - **Flooding** – the risk of flooding is a particular concern and a range of mitigation measures have been put in place since the summer floods in 2007. Latest estimates from the Environment Agency indicate that there are approximately 21,000 existing properties at risk of flooding in Oxfordshire, with around 8,500 at significant risk.
    - **New funding to help surface water management and extreme weather pressures**
    - **Additional funding for Highways maintenance to repair roads following adverse weather**
    - **Completion of the work on Thames towpath**
  - **Waste management** – waste is a contributor to global warming and needs to be reduced. We are working with partners to increase recycling and composting as well as investing in new waste disposal facilities which will convert waste to energy.
    - **Promoting re-cycling through the funding of Waste re-cycling credits**
    - **development of proposals to reduce waste**
    - **delivery of future disposal facilities to reduce future cost increases**
  - **Transform Oxford** – Oxford is one of the most beautiful cities in the world and we need to protect and enhance its environment. The Transform Oxford project is one example of the County Council’s commitment to the improvement of the visitor experience in Oxford.
    - **Revenue and Capital funding to enable the project’s completion**
- (d) Better Public Services**
- **Improve customer service** – we will further enhance on-line services and develop a contact centre so that more enquiries can be dealt with at the first point of contact.
    - **Investment funding to develop a contact centre in Oxford to improve services to the public**
  - **Keeping council tax low** – our business efficiency strategy commits the Council to ‘lean working’, reducing management costs, joining up with partners, reducing bureaucracy and rationalising our assets. This strategy will enable the Council to reduce spending and keep Council Tax increases low.
    - **Continuing to reduce the level of increase in the Council Tax**
  - **Total place** – there is increasing recognition that, in every community, huge resources are deployed by central government, local government and other public sector organisations. The Council is keen to work with others to develop the ‘Total Place’ approach which could lead to better solutions and improved use of resources by reducing the risk of inefficiency and duplication.
    - **Funding our partnership work to develop programmes with others to develop solutions which improve services**

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

	2010/11			2011/12			2012/13			2013/14			2014/15		
	Base Budget £000	Proposed Allocation £000	Proposed Budget £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Budget £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Budget £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Budget £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Budget £000
<b>Directorate Budgets</b>															
Children, Young People & Families	98,278	772	99,050	99,050	-1,284	97,766	97,766	-1,751	96,015	96,015	-271	95,744	95,744	1,538	97,282
Social & Community Services	166,800	14,376	181,176	182,395	1,219	182,395	182,395	748	183,143	183,143	354	183,497	183,497	9,884	193,381
Environment & Economy	68,631	1,776	70,408	73,291	2,883	73,291	73,291	2,914	76,205	76,205	941	77,146	77,146	3,362	80,508
Community Safety and Shared Services	29,911	-1,788	28,122	28,122	-97	28,025	28,025	266	28,291	28,291	339	28,630	28,630	726	29,356
Corporate Core	9,423	155	9,578	4,960	-4,618	4,960	4,960	-868	4,092	4,092	-717	3,375	3,375	42	3,417
Inflation and Other Adjustments <sup>(1)</sup>				-767	-767	-767	-767	-2,402	-3,169	-3,169	2,727	-442	-442	1,400	958
<b>Directorate Budgets</b>	<b>373,044</b>	<b>15,291</b>	<b>388,334</b>	<b>388,334</b>	<b>-2,664</b>	<b>385,670</b>	<b>385,670</b>	<b>-1,093</b>	<b>384,577</b>	<b>384,577</b>	<b>3,373</b>	<b>387,950</b>	<b>387,950</b>	<b>16,952</b>	<b>404,902</b>
<b>Area Based Grant</b>	<b>-26,950</b>	<b>-16,225</b>	<b>-43,175</b>	<b>-43,175</b>		<b>-43,175</b>	<b>-43,175</b>		<b>-43,175</b>	<b>-43,175</b>		<b>-43,175</b>	<b>-43,175</b>		<b>-43,175</b>
<b>Net Directorate Budget</b>	<b>346,093</b>	<b>-934</b>	<b>345,159</b>	<b>345,159</b>	<b>-2,664</b>	<b>342,495</b>	<b>342,495</b>	<b>-1,093</b>	<b>341,402</b>	<b>341,402</b>	<b>3,373</b>	<b>344,775</b>	<b>344,775</b>	<b>16,952</b>	<b>361,727</b>
<b>Strategic Measures</b>															
Capital Financing															
Principal	16,412	1,518	17,930	17,930	1,316	19,247	19,247	1,073	20,320	20,320	138	20,458	20,458	716	21,174
Interest	19,399	624	20,023	20,023	-123	19,900	19,900	793	20,693	20,693	866	21,558	21,558	802	22,360
Prudential Borrowing Costs	1,350		1,350	1,400	50	1,400	1,400		1,400	1,400		1,400	1,400		1,400
Int&B on Balances	-1,035	-306	-1,341	-1,341	-2,040	-3,381	-3,381	-494	-3,874	-3,874	415	-3,459	-3,459	-446	-3,906
<b>Total Strategic Measures</b>	<b>36,126</b>	<b>1,836</b>	<b>37,962</b>	<b>37,962</b>	<b>-797</b>	<b>37,166</b>	<b>37,166</b>	<b>1,372</b>	<b>38,538</b>	<b>38,538</b>	<b>1,419</b>	<b>39,957</b>	<b>39,957</b>	<b>1,072</b>	<b>41,028</b>
<b>Contributions to/from reserves</b>															
General Balances	-5,131	8,475	3,344	3,344	-1,225	2,119	2,119	681	2,800	2,800	200	3,000	3,000		3,000
Budget Reserve - 2009/10 Budget	5,931	-5,755	176	176	-1,922	-1,746	-1,746	726	-1,020	-1,020	-2,321	-3,341	-3,341	3,341	
Budget Reserve - 2007/08 Budget	-3,849	3,849													
Efficiency Savings Reserve		2,929	2,929	2,929	436	3,365	3,365	7,506	10,871	10,871	-5,471	5,400	5,400	-5,400	-
Capital Reserve		300	300	300	-300										
Pay Award Reserve					6,000	6,000	6,000		6,000	6,000		6,000	6,000		6,000
Pensions Reserve	-3,049	9,798	6,749	6,749	2,989	9,738	9,738	8,913	18,651	18,651	-7,592	11,059	11,059	-2,059	9,000
<b>Total Contributions to/from reserves</b>															
<b>Sum Available to Allocate</b>															
<b>Net of Savings and Pressures</b>															
<b>Budget Requirement</b>	<b>379,171</b>	<b>10,700</b>	<b>389,870</b>	<b>389,870</b>	<b>-472</b>	<b>389,399</b>	<b>389,399</b>	<b>9,481</b>	<b>398,880</b>	<b>398,880</b>	<b>-1,588</b>	<b>397,292</b>	<b>397,292</b>	<b>13,443</b>	<b>410,734</b>

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

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

	2010/11		2011/12		2012/13		2013/14		2014/15		
	Base Budget £000	Proposed Allocation £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Base Budget £000	Proposed Allocation £000	
Budget Requirement	379,171	10,700	389,870	-472	389,399	9,481	398,880	-1,588	397,292	13,443	410,734
<b>Financing</b>											
Total Formula Grant			13,481								
Revenue Support Grant			92,840								
Business Rates			106,321		106,704		114,071		99,621		99,621
Council Tax Surpluses			2,357		800		800		800		800
Council Tax (precept)			281,192		281,895		284,009		296,871		310,313
<b>Total Financing</b>			<b>389,870</b>		<b>389,399</b>		<b>398,880</b>		<b>397,292</b>		<b>410,734</b>
<b>Council Tax Calculation</b>											
Council Tax Base			242,051		242,656		244,476		246,309		248,156
Council Tax (Band D equivalent)			£1,161.71		£1,161.71		£1,161.71		£1,205.28		£1,250.47
<b>Increase in Council Tax (precept)</b>			3.2%		0.2%		0.8%		4.5%		4.5%
<b>Increase in Band D Council Tax</b>			2.75%		0.00%		0.00%		3.75%		3.75%
<b>Increase in Budget</b>			2.8%		-0.1%		2.4%		-0.4%		3.4%



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

	2010/11 £'000
<b>Amount available from 'excess' savings in 2010/11</b>	<b>4,376</b>
Less:	
<b><u>Corporate and Cross Directorate</u></b>	
Customer Contact Centre	847
<b><u>Corporate Core</u></b>	
OCN	600
<b>Total One-Off Investment Proposals</b>	<b>1,447</b>
<b>Balance to Efficiency Savings Reserve</b>	<b>2,929</b>
<b>Estimated amount available from Collection Fund surpluses in 2010/11</b>	<b>2,357</b>
Less:	
<b><u>Corporate and Cross Directorate</u></b>	
Contribution to Capital	300
Contribution to Balances	575
<b><u>Environment &amp; Economy</u></b>	
Funding to decrease reduction in Repairs & Maintenance in 2010/11	732
Highways maintenance contribution for effects of snow in 2010/11	750
<b>Total Collection Fund Proposals</b>	<b>2,357</b>
<b>Balance</b>	<b>0</b>
<b>Total Available for One-Off Investments</b>	<b>6,733</b>

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**Service & Resource Planning 2010/11 - 2014/15****Annex 2b: Local Authority Business Growth Incentive (LABGI) Reserve**

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

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

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

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

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**Service & Resource Planning 2010/11 - 2014/15**  
**Annex 3 : Identified Pressures & Proposed Savings**

**Summary**

		2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
<b>Corporate and Cross Directorate</b>	Pressures	4,039	1,098	1,098	3,400	4,800
	Savings	0	-800	-3,200	-3,200	-3,200
	<b>Net Pressures</b>	<b>4,039</b>	<b>298</b>	<b>-2,102</b>	<b>200</b>	<b>1,600</b>
<b>Children, Young People &amp; Families</b>	Pressures	5,145	5,430	6,589	7,746	7,956
	Savings	-6,451	-9,788	-14,149	-16,466	-17,696
	<b>Net Pressures</b>	<b>-1,306</b>	<b>-4,358</b>	<b>-7,560</b>	<b>-8,720</b>	<b>-9,740</b>
<b>Social &amp; Community Services</b>	Pressures	3,459	6,556	8,402	10,414	15,455
	Savings	-10,202	-19,153	-27,017	-33,629	-33,428
	<b>Net Pressures</b>	<b>-6,743</b>	<b>-12,597</b>	<b>-18,615</b>	<b>-23,215</b>	<b>-17,973</b>
<b>Environment &amp; Economy</b>	Pressures	5,406	8,920	11,915	15,969	17,930
	Savings	-7,705	-12,481	-15,391	-19,629	-20,136
	<b>Net Pressures</b>	<b>-2,299</b>	<b>-3,561</b>	<b>-3,476</b>	<b>-3,660</b>	<b>-2,206</b>
<b>Community Safety</b>	Pressures	435	527	825	915	915
	Savings	-1,011	-1,442	-1,951	-2,619	-2,619
	<b>Net Pressures</b>	<b>-576</b>	<b>-915</b>	<b>-1,126</b>	<b>-1,704</b>	<b>-1,704</b>
<b>Shared Services</b>	Pressures	0	0	117	233	233
	Savings	-814	-1,047	-1,122	-1,122	-1,122
	<b>Net Pressures</b>	<b>-814</b>	<b>-1,047</b>	<b>-1,005</b>	<b>-889</b>	<b>-889</b>
<b>Corporate Core</b>	Pressures	1,221	1,243	1,670	2,016	2,193
	Savings	-1,649	-2,788	-4,020	-5,020	-5,088
	<b>Net Pressures</b>	<b>-428</b>	<b>-1,545</b>	<b>-2,350</b>	<b>-3,004</b>	<b>-2,895</b>
<b>TOTAL</b>	<b>Ongoing Pressures</b>	19,705	23,774	30,616	40,693	49,482
	<b>Savings</b>	-27,832	-47,499	-66,850	-81,685	-83,289
	<b>Net Pressures</b>	<b>-8,127</b>	<b>-23,725</b>	<b>-36,234</b>	<b>-40,992</b>	<b>-33,807</b>

<b>Year on Year</b>	<b>-8,127</b>	<b>-15,598</b>	<b>-12,509</b>	<b>-4,758</b>	<b>7,185</b>
Exclude savings already in MTFP	2,500	2,500			
<b>Revised Year on Year Position</b>	<b>-5,627</b>	<b>-13,098</b>	<b>-12,509</b>	<b>-4,758</b>	<b>7,185</b>

	Savings Identified	Saving in MTFP	Total Savings	Identified Pressures	Tax and Grant Funding Pressures	Total Pressures	Net Savings and Pressures	Cumulative Balance
	£m	£m	£m	£m	£m	£m	£m	£m
2010/11	-27.832	2.500	<b>-25.332</b>	19.705	1.251	<b>20.956</b>	<b>-4.376</b>	-4.376
2011/12	-19.667	2.500	<b>-17.167</b>	4.069	14.109	<b>18.178</b>	<b>1.011</b>	-3.365
2012/13	-19.351		<b>-19.351</b>	6.842	5.003	<b>11.845</b>	<b>-7.506</b>	-10.871
2013/14	-14.835		<b>-14.835</b>	10.077	10.229	<b>20.306</b>	<b>5.471</b>	-5.400
2014/15	-1.604		<b>-1.604</b>	8.789	1.209	<b>9.998</b>	<b>8.394</b>	2.994
<b>Total</b>	<b>-83.289</b>	<b>5.0</b>	<b>-78.289</b>	<b>49.482</b>	<b>31.801</b>	<b>81.283</b>	<b>2.994</b>	

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

Total excluding previously agreed savings	-75.8	5.0	<b>-70.8</b>	<b>42.0</b>	<b>31.8</b>	<b>73.8</b>	<b>3.0</b>
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**Directorate : Corporate and Cross Directorate**

CC9

DESCRIPTION	PRESSURES (CUMULATIVE)				
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Contribution to Capital Programme	300				
Contribution to Balances	1,975				
EU Directive on Online Payments	200				
Changes in Strategic Measure Budget reflecting the Treasury Management Strategy	1,564	398	398	0	0
Possible increases in inflation or hyperinflation coming out of the recession				2,700	4,100
0.5% increase in employers NI contribution from April 2011		700	700	700	700
<b>TOTAL CROSS DIRECTORATE PRESSURES</b>	<b>4,039</b>	<b>1,098</b>	<b>1,098</b>	<b>3,400</b>	<b>4,800</b>

DESCRIPTION	TYPE	RISK	EFFICIENCIES AND SAVINGS (CUMULATIVE)					
			2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	
Reduce pay inflation to a 1% increase in pay for 2011/12 (from 1.5%) for all employees	O	Med		-800	-800	-800	-800	-800
Reduce pay inflation to a 1% increase in pay for 2012/13 (from 2.5%) or all employees	O	Med			-2,400	-2,400	-2,400	-2,400
<b>TOTAL CROSS DIRECTORATE SAVINGS</b>			<b>0</b>	<b>-800</b>	<b>-3,200</b>	<b>-3,200</b>	<b>-3,200</b>	<b>-3,200</b>

**NET PRESSURES/SAVINGS**

			<b>4,039</b>	<b>298</b>	<b>-2,102</b>	<b>200</b>	<b>1,600</b>
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**YEAR ON YEAR VARIATION NET PRESSURES/SAVINGS**

			<b>4,039</b>	<b>-3,741</b>	<b>-2,400</b>	<b>2,302</b>	<b>1,400</b>
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		PRESSURES (CUMULATIVE)				
REF	DESCRIPTION	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	<u>Young People &amp; Access to Education</u>					
CYPF1	Increased numbers of LDD (Learning Difficulties & Disabilities) children and young people arriving in county especially with ASC (Autistic Spectrum Conditions) preventing meeting recruitment targets and adding to local pressures. A historical income target has been set for Autism Recoupment. The numbers of children from other authorities using our resource bases has reduced from 16 in 2005 to 8 in 2009, meanwhile the number and complexity of needs of local children supported by bases has increased. Although it is possible to absorb some pressures this target is unachievable and there is a growing annual overspend. Nationally, more children with autism are being identified, so the pressure on public services and public expenditure increases.	200	210	220	230	240
<b>TOTAL YOUNG PEOPLE &amp; ACCESS TO EDUCATION PRESSURES</b>		<b>200</b>	<b>210</b>	<b>220</b>	<b>230</b>	<b>240</b>

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





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

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









		PRESSURES (CUMULATIVE)				
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<b>COMMUNITY SERVICES</b>					
SCP1	Previously agreed savings to be identified to meet pressures	50	114	297	417	417
	<b>Library Service</b>					
SCP2	Library Transformation Programme/Self Service (existing target)	140	272	272	272	272
SCP3	Library transformation programme: Introduction of self service (RFID) Potential cost of prudential borrowing to manage the cash flow between necessary capital investment and the receipt of developer funding)	12	42	41	40	39
SCP4	Cost of Prudential Borrowing - Combining Oxfordshire Studies and Oxford Records Office on the Oxfordshire Records Office site.	6	22	22	21	21

		EFFICIENCIES AND SAVINGS (CUMULATIVE)							
REF	DESCRIPTION	TYPE	RISK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
	<b>COMMUNITY SERVICES</b>								
	<b>Library Service</b>								
SC1	Library transformation programme: Introduction of self service (RFID)	ES	Low		-192	-256	-256	-256	
SC2	Pending efficiencies from the introduction of RFID self-service, defer payment into the Mobile Library vehicle replacement fund for one year.	O	Low	-65					
SC3	Pending efficiencies from the introduction of RFID self service, reduce expenditure by 16% on newspapers and periodicals for one year.	SR	Low	-11					
SC4	Pending efficiencies from the review of Library Support Services, hold vacancies.	ES	Low	-38					
SC5	6% reduction in book expenditure falling to 4.9% in 2012/13. Sustaining expenditure on bookstock is a priority for the service and £63k is expected to be built back in by 2013/14.	SR	Low	-69	-52	-56	-6	-6	
SC6	Reduction in management and professional capacity, increasing line management spans beyond the optimum and reducing the capacity of the service to contribute to cross cutting corporate objectives.	SR/ES	Low			-45	-556	-556	
SC7	Savings from Mobile Library Review.	SR/ES	Low		-21	-21	-84	-84	
SC8	Efficiencies achieved as a result of the implementation of the upgrade of People's Network PCs	ES	Low		-57	-57	-57	-57	

PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<b>Heritage &amp; Arts</b>					
SCP6	Renegotiation of partnership with Victoria County History Trust	20	30	30	30	30
SCP5	Loss of internal recharge to Cogges	24	24	24	24	24

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
SC9	<b>Heritage &amp; Arts</b> Reduction in archives service development activities, such as digitisation of collections and development of the Dark Archivist web site, which would have improved virtual public access to collections .	ES	Low	-41	-41	-41	-41	-36
SC10	Combining Oxfordshire Studies and Oxfordshire Record Office on the Oxfordshire Record Office site (Cost of prudential borrowing shown in pressures.)	ES	Low	-17	-34	-63	-63	-80
SC11	Reduction in management capacity (subject to capital investment).	SR	Med	-10	-23	-30	-42	-43
SC12	Increased income from sales at Oxfordshire Museum.	IG	Low	-5	-5	-5	-5	-5
SC13	Friends of Oxfordshire Museum additional financial contribution towards the learning activities at the Museum	ES	Low	-1	-1	-1	-1	-1
SC14	Music Service Change Programme - including the raising of fees and charges, increasing administrative efficiency and restructuring the service delivery	ES	Med	-12	-63	-63	-163	-163
SC15	Arts consultant - termination of contract	SR	Low	-10	-10	-10	-10	-10
SC16	Reduction in Arts Grants Fund - 10% increasing to 50%. This fund (£100k) is used to support key arts partner organisations who offer opportunities for people to participate in and enjoy cultural activities. Grants from this fund represent a small percentage of the actual cost of the activities supported owing to the leverage they help to exert on other funders.	SR	Low	-10	-20	-30	-40	-50







PRESSURES (CUMULATIVE)							EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	REF	DESCRIPTION	TYPE	RISK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
							SC35	Savings in Care Home and home support expenditure resulting from one-off "pump-priming" investment of £250k to develop new prevention services Savings in later years dependent on evaluation of investment.	ES	Med	-220	-220	-220	-220	-220
							SC36	Reduction of OSJ block placement contract costs	ES	Low	-190	-190	-190	-190	-190
							SC37	Net savings from buy out of Servite Deficit Funding Agreement (having taken account of the cost of Prudential Borrowing)	ES	Low	-107	-106	-105	-105	-105
							SC38	Net savings from HOPs Phase 1 New Build (having taken account of the costs of prudential borrowing)	ES	Low	-82	-218	-162	-164	-167
								<b>Home Support</b>							
							SC39	Renegotiate the most expensive prices in large block contracts (top 25%) down to the average for the area.	ES	Med	-327	-327	-327	-327	-327
							SC40	Renegotiate all block contracts down to the average for the area.	ES	Med	-423	-423	-423	-423	-423
							SC41	Convert home support hours to direct payments (employment of personal carers)	ES	Med	-13	-13	-13	-13	-13
							SC42	Reduce Home Support Placement Officer time by introducing more efficient ways of working.	ES	Med	-15	-30	-30	-30	-30
							SC43	Increased income from Fairer Charging	IG	Med	-100	-100	-100	-100	-100
							SC44	Increased charges from Home Support (charge full rate)	IG	Med	-500	-500	-500	-500	-500
							SC45	Review large packages of home support and actively enable some people to become more independent with a reduced need for care.	ES	Med	-350	-350	-350	-350	-350
							SC46	Reduce cost of Internal Home Support	IG	High	-1,000	-1,000	-1,000	-1,000	-1,000
								<b>Internal Day Services</b>							
							SC47	Rationalisation of day services contracts in line with Self Directed Support	ES	High	-120	-240	-240	-240	-240
							SC48	Increased capacity in day services	IG	High	-50	-50	-50	-50	-50
							SC49	Increase charge for Day Services to £10 per session, bringing it more in line with market rate	IG	Low	-250	-250	-250	-250	-250
								<b>Integrated Care Services</b>							
							SC50	Reduction in staffing levels due to ETMS (Electronic Time Management System)	ES	Low	-40	-40	-40	-40	-40
							SC51	Reduce management costs	ES	Low	-30	-30	-30	-30	-30
							SC52	Reduce administration support	ES	Low	-22	-22	-22	-22	-22

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

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<b>Miscellaneous</b>							
SC53	Section 117 Reassessments - Removal of budget	O	Low	-68	-68	-68	-68	-68
SC54	Extra Care Housing - Additional charging policy for clients in purpose built ECH schemes The charge reflects the fact that an ECH resident gets not only their planned care (subject to orthodox fairer charging) but also 24/7 response/unplanned care service, monitoring visits (previously SP funded/charged), activities and other informal assistance	IG	Low	-22	-74	-130	-130	-130
SC55	Substitute residential / home support costs with new core and cluster Extra Care Housing services (subject to capital funding) Cost of prudential borrowing shown in Pressures SCP18	ES	Med	-17	-80	-176	-285	-406
SC56	Savings from increased investment in re-enablement (funded by TASC for 2 years) Savings in future years dependent on continuing investment	ES	Med	-500	-500	-500	-500	-500
SC57	Savings from the establishment of a Prevention Service (funded from Transforming Adult Social Care)	ES	Med	-140	-140	-140	-140	-140
	<b>OLDER PEOPLE SAVINGS</b>			<b>-4,006</b>	<b>-5,531</b>	<b>-5,576</b>	<b>-5,687</b>	<b>-5,811</b>
	<u>Physical Disabilities (PD)</u>							
	<u>OCC Contribution to the PD Pool</u>							
SC58	Reduce cost of 24 hours packages - renegotiate contracts	ES	Med	-30	-30	-30	-30	-30
SC59	Provide opportunities for people to remain at home with Independent Living Fund contribution and therefore delay/ reduce residential care	ES	Med	-70	-70	-70	-70	-70
	<b>PHYSICAL DISABILITIES SAVINGS</b>			<b>-100</b>	<b>-100</b>	<b>-100</b>	<b>-100</b>	<b>-100</b>
	<u>Mental Health</u>							

PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	OCC Contribution to Primary Care Trust pool (Service Level Agreements)					
SCP22	Autistic Spectrum Condition strategy development and 50% contribution to service budget	50	75	100	100	100
	<b>MENTAL HEALTH PRESSURES</b>	<b>26</b>	<b>163</b>	<b>250</b>	<b>336</b>	<b>336</b>
	<u>Learning Disabilities</u>					
SCP23	Savings still to be identified to meet pressures.(2009/10 budget)	-834	-665	-79	758	758
	<b>OCC Contribution to Learning Disabilities pool</b>					
SCP24	Demography pressure above £2.8m	100	100	100	100	100
SCP25	Contribution to LD demographic pressure on community equipment budget	20	20	20	20	20
SCP26	Additional safeguarding coordinators to meet requirements in relation to growing number of safeguarding referrals	30	30	30	30	30
SCP27	Develop flexible respite, shared care and training for family carers to enable families to continue to support family members	250	300	350	350	350
SCP28	Deregistration of Home Farm Trust residential services at Milton Heights and Banbury and ordinary residence transfer		916	1476	2036	2036
SCP29	Unachievable contribution to recurrent impact of 07/08 overspend	400	400	400	400	400
SCP30	Future Demography - Learning Disability					2,900

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	OCC Contribution to Primary Care Trust Pool							
SC60	Redesign of services delivered by the voluntary sector in line with Keeping People Well.	SR	Low	-126	-227	-227	-227	-227
SC61	Savings on direct payments	SR	Med	-8	-16	-16	-16	-16
	<b>MENTAL HEALTH SAVINGS</b>			<b>-134</b>	<b>-243</b>	<b>-243</b>	<b>-243</b>	<b>-243</b>
	<u>Learning Disabilities</u>							
SC62	Review of provision of day services	ES	Med	-25	-50	-100	-100	-100
	<b>OCC Contribution to Learning Disabilities pool</b>							
SC63	Additional pooled budget contribution for demographic pressure from PCT	O	High	-400	-400	-400	-400	-400







		PRESSURES (CUMULATIVE)				
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<b>OXFORDSHIRE HIGHWAYS</b>					
EEP4	Additional Cost of Transferred Responsibility of Tree Management (Property)	80	80	80	80	80
EEP5	Flood and extreme weather pressure	100	290	500	750	1,086
EEP6	Flooding - Surface Water Management Plans	75	75	75	75	75
EEP7	Highways contract mobilisation pressure	250				
EEP8	Additional cost of repairing defects as a result of recent snow and freezing conditions	750				
	<b>TOTAL OXFORDSHIRE HIGHWAYS PRESSURES</b>	<b>1,255</b>	<b>445</b>	<b>655</b>	<b>905</b>	<b>1,241</b>
	<b>TOTAL TRANSPORT PRESSURES</b>	<b>1,655</b>	<b>2,370</b>	<b>3,805</b>	<b>4,080</b>	<b>4,441</b>
	<b>General</b>					
	EE16 Staff vacancy management					
	EE17 Car Allowances (10% target)					
	<b>TOTAL SERVICE AREA PRESSURES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Planning Implementation Group</b>					
EEP9	Single planning policy/implementation team	60				
EEP10	Unfunded post min/waste enforcement	30				
	<b>TOTAL PLANNING IMPLEMENTATION GROUP PRESSURES</b>	<b>90</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

		EFFICIENCIES AND SAVINGS (CUMULATIVE)						
REF	DESCRIPTION	TYPE	RISK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<b>OXFORDSHIRE HIGHWAYS</b>							
EE13	Contract savings by lower rates	ES	Low	-600	-900	-1,200	-1,200	-1,200
EE14	Carbon Reduction - part night lighting - 14000 units - up front capital investment £275k	ES	Low		-200	-200	-200	-200
EE15	Reduce s42 payments	SR	Low	-100	-120	-140	-150	-160
	Reduce street scene	SR	Med	-375	-375	-375	-375	-375
	<b>TOTAL OXFORDSHIRE HIGHWAYS SAVINGS</b>			<b>-1,075</b>	<b>-1,595</b>	<b>-1,915</b>	<b>-1,925</b>	<b>-1,935</b>
	<b>TOTAL TRANSPORT SAVINGS</b>			<b>-3,227</b>	<b>-4,282</b>	<b>-4,377</b>	<b>-4,484</b>	<b>-3,675</b>
	<b>General</b>							
EE16	Staff vacancy management	ES	Low	-70	-70	-70	-70	-70
EE17	Car Allowances (10% target)	ES	Low	-8	-8	-8	-8	-8
	<b>TOTAL SERVICES AREA SAVINGS</b>			<b>-78</b>	<b>-78</b>	<b>-78</b>	<b>-78</b>	<b>-78</b>
	<b>Planning Implementation Group</b>							
EE18	Single planning policy/implementation team	ES	Low	-60	-60	-60	-60	-60
	<b>TOTAL PLANNING IMPLEMENTATION GROUP SAVINGS</b>			<b>-60</b>	<b>-60</b>	<b>-60</b>	<b>-60</b>	<b>-60</b>





PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<b>PROPERTY GENERAL</b>					
EEP18	Rent & Service Charges	7	41	58	110	110
EEP19	Unrealised capitalisation of H&S	250	250	250	250	250
EEP20	Restructure of Property Services in accordance with Capital Governance	100	100	100	100	100
	<b>Savings requiring CCMT action</b>					
EEP21	Re-investment of delegated schools R&M resulting from review	500	1,000	1,000	1,000	1,000
EEP22	Rates Revaluation	120	120	120	120	120
EEP23	Additional BOP1 Pressure due to changes from the original business case	180	180	180	500	500
	<b>TOTAL PROPERTY PRESSURES</b>	<b>1,157</b>	<b>1,691</b>	<b>1,708</b>	<b>2,080</b>	<b>2,080</b>

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<b>PROPERTY GENERAL</b>							
EE36	Salary Savings from not filling vacancies	ES	Low	-43	-43	-43	-43	-43
EE37	Staffing savings target	ES	Med	-230	-230	-230	-230	-230
EE38	Reduce assessed need surveys	SR	Low	-73	-73	-73	-73	-73
EE39	Car Allowance (10% Target)	ES		-2	-2	-2	-2	-2
EE40	Reduce Repairs & Maintenance (excluding fees) by a further 39% leaving funding only for urgent reactive work	SR	High	-395	-1,127	-1,127	-400	-220
EE41	Restructure - reduce consultancy fees	ES	Low	-175	-175	-175	-175	-175
EE42	Re-procurement of contracting & consultancy hard (& possibly soft FM) - Property Services fees budget)	ES	High		-550	-550	-550	-550
	<b>Savings requiring CCMT action</b>							
EE43	Reduce costs of property by between 10% - 15% - reducing size of portfolio	ES	High		-220	-740	-885	-880
EE44	Reviewing schools delegated R&M budget (amount going to schools)	O	High	-500	-1,000	-1,000	-1,000	-1,000
	<b>TOTAL PROPERTY SAVINGS</b>			<b>-1,188</b>	<b>-2,870</b>	<b>-3,940</b>	<b>-3,358</b>	<b>-3,173</b>

EFFICIENCIES AND SAVINGS (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<b>Carbon Management</b>					
EE30	Schools contribution (20% top slicing energy eff.)	150	150	150	150	150
EE31	Directorate contribution (20% top slicing energy eff.)	150	150	150	150	150
EE32	Redeployment of 2 fte to carbon management	80	80	80	80	80
EE33	Carbon Management (reduced carbon allowances from 3% reduction)	679	679	659	1,491	1,447
EE34	Recycled payments (Carbon Reduction Commitment)	50	50	50	50	50
EE29	Automatic Meter Reading	100	100	100	100	100
	<b>TOTAL CARBON MANAGEMENT PRESSURES</b>	<b>530</b>	<b>1,209</b>	<b>1,189</b>	<b>2,021</b>	<b>1,977</b>
	<b>WASTE</b>					
EE30	Waste reduction through schools and non-school buildings	12				
	<b>TOTAL SERVICE AREA PRESSURES</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL SERVICE PRESSURES</b>	<b>542</b>	<b>1,209</b>	<b>1,189</b>	<b>2,021</b>	<b>1,977</b>
	<b>DIRECTORATE INTEGRATION</b>					
EEP31	Upfront investment for directorate restructure	135	170	170	170	170
EEP32	Cost of enhancing Cost Centre manager advice and support (1fte)	42	42	42	42	42

EFFICIENCIES AND SAVINGS (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<b>Carbon Management</b>					
EE30	Schools contribution (20% top slicing energy eff.)	-33	-66	-99	-132	-165
EE31	Directorate contribution (20% top slicing energy eff.)	-13	-28	-43	-58	-72
EE32	Redeployment of 2 fte to carbon management	-80	-80	-80	-80	-80
EE33	Carbon Management (reduced carbon allowances from 3% reduction)		-21	-41	-46	-44
EE34	Recycled payments (Carbon Reduction Commitment)	-679	-679	-659	-1,491	-1,447
	<b>TOTAL CARBON MANAGEMENT SAVINGS</b>	<b>-126</b>	<b>-874</b>	<b>-922</b>	<b>-1,807</b>	<b>-1,808</b>
EE44	1% reduction in OCC waste to landfill	-5	-5	-5	-5	-5
	<b>TOTAL SERVICE AREA SAVINGS</b>	<b>-5</b>	<b>-5</b>	<b>-5</b>	<b>-5</b>	<b>-5</b>
	<b>TOTAL SERVICE SAVINGS</b>	<b>-131</b>	<b>-879</b>	<b>-927</b>	<b>-1,812</b>	<b>-1,813</b>
	<b>DIRECTORATE INTEGRATION</b>					
EE45	Integrated Organisational efficiencies (Management cost)			-167	-167	-167
EE46	Directorate Integration Efficiencies			-312	-312	-312

PRESSURES (CUMULATIVE)		2010/11	2011/12	2012/13	2013/14	2014/15
REF	DESCRIPTION	£000	£000	£000	£000	£000
	<b>GENERAL</b>					
EEP33	Budget inflation reduction not realised	822	1,055	1,055	1,055	1,055
EEP34	Unrealisable capitalisation of H&S	613	613	613	613	613
EEP35	Unrealised previously agreed savings				19	19
<b>TOTAL DIRECTORATE WIDE PRESSURES</b>		<b>1,612</b>	<b>1,880</b>	<b>1,880</b>	<b>1,899</b>	<b>1,899</b>
<b>TOTAL ENVIRONMENT &amp; ECONOMY</b>		<b>5,406</b>	<b>8,920</b>	<b>11,915</b>	<b>15,969</b>	<b>17,930</b>

EFFICIENCIES AND SAVINGS (CUMULATIVE)		2010/11	2011/12	2012/13	2013/14	2014/15
REF	DESCRIPTION	£000	£000	£000	£000	£000
	<b>GENERAL</b>					
	Savings in 2010/11 from 2009 pay award	-96	-96	-96	-96	-96
EE47	Budget Inflation savings	-1,220	-1,652	-1,652	-1,652	-1,652
<b>TOTAL DIRECTORATE WIDE SAVINGS</b>		<b>-1,316</b>	<b>-1,748</b>	<b>-2,227</b>	<b>-2,227</b>	<b>-2,227</b>
<b>TOTAL ENVIRONMENT &amp; ECONOMY SAVINGS</b>		<b>-7,705</b>	<b>-12,481</b>	<b>-15,391</b>	<b>-19,629</b>	<b>-20,136</b>

<b>NET PRESSURES/SAVINGS</b>		<b>-2,299</b>	<b>-3,561</b>	<b>-3,476</b>	<b>-3,660</b>	<b>-2,206</b>
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<b>YEAR ON YEAR VARIATION NET</b>		<b>-2,299</b>	<b>-1,262</b>	<b>85</b>	<b>-184</b>	<b>1,454</b>
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<b>Total FTE Changes</b>		<b>-18.0</b>	<b>-24.0</b>	<b>-36.0</b>	<b>-48.0</b>	<b>-48.0</b>
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		PRESSURES (CUMULATIVE)					EFFICIENCIES AND SAVINGS (CUMULATIVE)							
REF	DESCRIPTION	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	DESCRIPTION	TYPE	RISK	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
	<b>Fire &amp; Rescue</b>													
CSP1	MTFP 2009/10 to 2013/14 savings to be identified - Fire & Rescue (09CS7) Increase the number of Watch Managers to support the Retained Duty System fire stations and improve the overall operational resilience and availability across Oxfordshire. This pressure can be partially addressed by the reallocation of the 305k within the MTFP identified for the staffing upgrade associated with Bicester Fire Station.	244	452	59	118	118	<b>Fire &amp; Rescue - Service Delivery</b> Savings in 2010/11 from 2009 pay award	O	Low	-98	-98	-98	-98	-98
CSP2	Maintenance / support and selective replacement of software and hardware systems in current Fire Control / mobilising centre. Despite extensive proactive activities to extend life of existing systems the delay to the National FireControl project (Oxfordshire transfer now programmed for 2012) has resulted in unacceptable levels of risk of failure. Selective replacement of systems will protect resilience and allow for future redeployment / reconfiguration to support future requirements for the FRS to locally manage multiple, large or protracted incidents which remain our responsibility.	150												
CSP3	Central government's "New dimensions" project equips Fire and Rescue Services to react to terror and climate change incidents. Ownership and some financial responsibilities of New Dimensions vehicles, including the high volume pumping unit (Banbury), mass public decontamination unit (Oxford) and the detection identification and monitoring unit (Bicester) is intended to transfer from central government to OCC. Costs for staffing, maintenance of training and property are already met by OCC from within existing budgets. Following transfer, vehicle and equipment maintenance costs will be funded by government (potentially section 31 grant) but not insurance and other associated costs which are the responsibility of OCC.	25	25	25	25	25								
CS1	Re-direct the funding included in the 2009/10 to 2013/14 MTFP (09CS5) for additional staffing at Bicester to support the CSP1 pressure.												-305	-305









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





EFFICIENCIES AND SAVINGS (CUMULATIVE)						
REF	DESCRIPTION	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	<b>Members</b>					
CC28	Reduce members' services budgets (including IT and training)	15	41	44	47	47
CC29	Reduce car allowance and expenses budgets					
CC30	Freeze member allowances until next County Council elections					
CC31	Reduce Chairman's Allowance from £24K to £19K					
	<b>TOTAL MEMBERS SAVINGS</b>	<b>15</b>	<b>41</b>	<b>44</b>	<b>47</b>	<b>47</b>
	<b>Partnerships</b>					
CC32	Restructure Partnerships Unit	7	19	33	47	47
CC33	Sharing partnership costs with key partners					
CC34	Review of contracted services with the voluntary sector					
CC35	Review of town partnership support					
	<b>TOTAL PARTNERSHIPS SAVINGS</b>	<b>7</b>	<b>19</b>	<b>33</b>	<b>47</b>	<b>47</b>
	<b>Policy Unit</b>					
CC35	Rationalise work and staffing levels			13	26	26
	<b>TOTAL POLICY UNIT SAVINGS</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>26</b>	<b>26</b>
	<b>Communications, Marketing &amp; Public Affairs</b>					
CC36	Income generation	6	16	28	40	40
CC37	Review of Communications, Marketing & Public Affairs					
	<b>TOTAL COMMUNICATIONS SAVINGS</b>	<b>6</b>	<b>16</b>	<b>28</b>	<b>40</b>	<b>40</b>
	<b>TOTAL CORPORATE CORE SAVINGS</b>	<b>1,221</b>	<b>1,243</b>	<b>1,670</b>	<b>2,016</b>	<b>2,193</b>

EFFICIENCIES AND SAVINGS (CUMULATIVE)								
REF	DESCRIPTION	TYPE	RISK	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
	<b>Members</b>							
CC28	Reduce members' services budgets (including IT and training)	ES	Med	-10	-16	-23	-23	-23
CC29	Reduce car allowance and expenses budgets	ES	Med	-5	-5	-5	-5	-5
CC30	Freeze member allowances until next County Council elections	ES	Med	-5	-15	-40	-40	-40
CC31	Reduce Chairman's Allowance from £24K to £19K	SR	Med	-5	-5	-5	-5	-5
	<b>TOTAL MEMBERS SAVINGS</b>			<b>-25</b>	<b>-41</b>	<b>-73</b>	<b>-73</b>	<b>-73</b>
	<b>Partnerships</b>							
CC32	Restructure Partnerships Unit	ES	High	-25	-40	-40	-40	-40
CC33	Sharing partnership costs with key partners	ES	Med		-21	-21	-21	-21
CC34	Review of contracted services with the voluntary sector	ES	Med		-20	-20	-20	-20
CC35	Review of town partnership support	ES	Med		-20	-20	-20	-20
	<b>TOTAL PARTNERSHIPS SAVINGS</b>			<b>-25</b>	<b>-61</b>	<b>-101</b>	<b>-101</b>	<b>-101</b>
	<b>Policy Unit</b>							
CC35	Rationalise work and staffing levels	ES	Med	-134	-164	-191	-191	-191
	<b>TOTAL POLICY UNIT SAVINGS</b>			<b>-134</b>	<b>-164</b>	<b>-191</b>	<b>-191</b>	<b>-191</b>
	<b>Communications, Marketing &amp; Public Affairs</b>							
CC36	Income generation	IG	Med	-30	-30	-30	-30	-30
CC37	Review of Communications, Marketing & Public Affairs	ES	Med		-39	-89	-89	-89
	<b>TOTAL COMMUNICATIONS SAVINGS</b>			<b>-30</b>	<b>-69</b>	<b>-119</b>	<b>-119</b>	<b>-119</b>
	<b>TOTAL CORPORATE CORE SAVINGS</b>			<b>-1,649</b>	<b>-2,788</b>	<b>-4,020</b>	<b>-5,020</b>	<b>-5,088</b>
	<b>NET PRESSURES/SAVINGS</b>			<b>-428</b>	<b>-1,545</b>	<b>-2,350</b>	<b>-3,004</b>	<b>-2,895</b>
	<b>YEAR ON YEAR VARIATION NET</b>			<b>-428</b>	<b>-1,117</b>	<b>-805</b>	<b>-654</b>	<b>109</b>
	<b>Total FTE Changes</b>			<b>-55.0</b>	<b>-74.0</b>	<b>-90.0</b>	<b>-106.0</b>	<b>-106.0</b>

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# Detailed Revenue Budget 2010/11

February 2010

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# Revenue Budget 2010/11 Summary

CC9

Directorate	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from Previous Year %
<b>Children, Young People &amp; Families</b>	510,594	9,827	2,683	-74	636	81	60,248	583,995	14.4%
Expenditure	-317,154	-4,521	-1,609	0	0	0	-9,873	-333,157	5.0%
DSG income	-95,162	-6,110	-129	0	32	-2	-50,417	-151,788	59.5%
Income	<b>98,278</b>	<b>-804</b>	<b>945</b>	<b>-74</b>	<b>668</b>	<b>79</b>	<b>-42</b>	<b>99,050</b>	<b>0.8%</b>
<b>Social &amp; Community Services</b>	236,173	-1,390	2,094	0	1,919	-4,788	-97	233,911	-1.0%
Expenditure	-69,373	490	-235	0	-247	-14	16,644	-52,735	-24.0%
Income	<b>166,800</b>	<b>-900</b>	<b>1,859</b>	<b>0</b>	<b>1,672</b>	<b>-4,802</b>	<b>16,547</b>	<b>181,176</b>	<b>** 8.6%</b>
<b>Environment &amp; Economy</b>	100,776	383	828	0	967	-1,146	-541	101,267	0.5%
Expenditure	-32,145	95	-161	0	-684	163	1,873	-30,859	-4.0%
Income	<b>68,631</b>	<b>478</b>	<b>667</b>	<b>0</b>	<b>283</b>	<b>-983</b>	<b>1,332</b>	<b>70,408</b>	<b>2.6%</b>
<b>Community Safety &amp; Shared Services</b>	57,552	898	306	0	-2,428	-273	458	56,513	-1.8%
Expenditure	-27,643	-744	-142	0	-30	-254	422	-28,391	2.7%
Income	<b>29,909</b>	<b>154</b>	<b>164</b>	<b>0</b>	<b>-2,458</b>	<b>-527</b>	<b>880</b>	<b>28,122</b>	<b>-6.0%</b>
<b>Corporate Core</b>	40,160	-83	244	0	123	1,999	1,768	44,211	10.1%
Expenditure	-30,734	541	-146	0	20	-77	-4,237	-34,633	12.7%
Income	<b>9,426</b>	<b>458</b>	<b>98</b>	<b>0</b>	<b>143</b>	<b>1,922</b>	<b>-2,469</b>	<b>9,578</b>	<b>1.6%</b>
<b>Less Area Based Grant Income</b>	0	0	0	0	0	0	0	-	-
Expenditure	-26,950	0	0	0	0	0	-16,225	-43,175	60.2%
Income	<b>-26,950</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-16,225</b>	<b>-43,175</b>	<b>60.2%</b>
<b>Add Strategic Measures</b>	30,124	-62	0	0	5,528	6,753	0	42,343	40.6%
Expenditure	2,953	0	0	0	-761	176	0	2,368	-19.8%
Income	<b>33,077</b>	<b>-62</b>	<b>0</b>	<b>0</b>	<b>4,767</b>	<b>6,929</b>	<b>0</b>	<b>44,711</b>	<b>35.2%</b>
<b>TOTAL</b>	<b>975,379</b>	<b>9,573</b>	<b>6,155</b>	<b>-74</b>	<b>6,745</b>	<b>2,626</b>	<b>61,836</b>	<b>1,062,240</b>	<b>8.9%</b>
Expenditure	<b>-596,208</b>	<b>-10,249</b>	<b>-2,422</b>	<b>0</b>	<b>-1,670</b>	<b>-8</b>	<b>-61,813</b>	<b>-672,370</b>	<b>12.8%</b>
Income	<b>379,171</b>	<b>-676</b>	<b>3,733</b>	<b>-74</b>	<b>5,075</b>	<b>2,618</b>	<b>* 23</b>	<b>389,870</b>	<b>2.8%</b>

\* Relates to variations on insurance charges, the opposite entry £-23k is in the Insurance Fund

\*\* Excluding the transfer of the Supporting People grant into ABG, the change from 2009/10 is -1.1%

Revenue Budget 2010/11  
Children, Young People & Families

CC9

Ref.	Directorate	Budget 2009/10	Permanent Virements Agreed in 2009/10	Inflation	Function Changes	Previously Agreed Budget Changes	Proposed Change to Budget	Proposed Virements	Budget 2010/11	Change from previous year %
		£000	£000	£000	£000	£000	£000	£000	£000	%
<b>CYPF1</b>	<b><u>YOUNG PEOPLE &amp; ACCESS TO EDUCATION</u></b>									
<b>CYPF1-1</b>	<b>Young People &amp; Access To Education Management &amp; Central Costs</b>									
CYPF1-1	Management & Central Costs <i>(previously Operations)</i>	2,269 -518 0	-83 518 1	11 -73 0	0 0 0	-38 0 0	-237 0 0	-65 0 0	1,857 -73 1	-18.2% -85.9% -
		1,751	436	-62	0	-38	-237	-65	1,785	1.9%
<b>CYPF1-2</b>	<b>Learning Difficulties &amp; Disabilities</b>									
CYPF1-21	Special Educational Needs (SEN)	8,626 -7,259 -1,367	108 1,572 -1	44 -1 -7	0 0 0	207 0 0	-18 0 0	-59 69 -1	8,908 -5,619 -1,376	3.3% -22.6% 0.7%
		0	1,679	36	0	207	-18	9	1,913	-
CYPF1-22	SEN Support Services (SENS)	6,002 -3,884 -976	134 -1,283 8	30 0 -5	0 0 0	0 0 0	-107 0 200	-21 -13 0	6,038 -5,180 -773	0.6% 33.4% -20.8%
		1,142	-1,141	25	0	0	93	-34	85	-92.6%
CYPF1-23	Services for Disabled Children	5,421 -436 -13	-79 436 0	25 0 0	0 0 0	0 0 0	-283 0 0	2,013 0 -2,124	7,097 0 -2,137	30.9% -100.0% 16338.5%
		4,972	357	25	0	0	-283	-111	4,960	-0.2%
<b>CYPF1-3</b>	<b>Inclusion, Access &amp; Engagement</b>									
CYPF1-31	Psychological Service	2,877 -565 -287	37 -15 0	11 0 -1	0 0 0	0 0 0	-12 0 -60	-44 -3 0	2,869 -583 -348	-0.3% 3.2% 21.3%
		2,025	22	10	0	0	-72	-47	1,938	-4.3%
CYPF1-32	Attendance & Welfare	1,171 0 0	-5 0 0	6 0 0	0 0 0	0 0 0	-9 0 0	-33 0 0	1,130 0 0	-3.5% - -
		1,171	-5	6	0	0	-9	-33	1,130	-3.5%
CYPF1-33	Alternative Education	2,431 -1,681 -155	12 -72 0	12 0 -1	0 0 0	-1 0 0	-218 -150 0	184 -315 -257	2,201 -1,999 -413	-9.5% 18.9% 166.5%
		595	-60	11	0	-1	-368	-388	-211	-135.5%
N/A	Admissions & Student Support	127	-23	1	-74	0	0	-31	0	-100.0%
		127	-23	1	-74	0	0	-31	0	-100.0%
	<i>(line no longer required as moved to CYPF4-4)</i>									

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

Ref.	Directorate	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from previous year %
CYPF1-34	Centrally Managed Services	509	-40	2	0	0	-11	-71	389	-23.6%
	Expenditure	-181	-7	0	0	0	0	-1	-189	4.4%
	DSG income	-2	0	0	0	0	0	2	0	-100.0%
	Income	326	-47	2	0	0	-11	-70	200	-38.7%
<b>CYPF1-4</b>	<b>Youth</b>									
CYPF1-41	Youth Support Service	10,162	-611	23	0	-29	-45	-101	9,399	-7.5%
	Expenditure	0	0	0	0	0	0	0	0	-
	DSG income	-1,282	461	-4	0	0	0	29	-796	-37.9%
	Income	8,880	-150	19	0	-29	-45	-72	8,603	-3.1%
CYPF1-42	Youth Offending Service	3,473	367	19	0	-7	-86	80	3,846	10.7%
	Expenditure	0	0	0	0	0	0	0	0	-
	DSG income	-1,933	-340	-11	0	0	0	-128	-2,412	24.8%
	Income	1,540	27	8	0	-7	-86	-48	1,434	-6.9%
	<b>SUBTOTAL YOUNG PEOPLE &amp; ACCESS TO EDUCATION</b>	<b>22,529</b>	<b>1,095</b>	<b>81</b>	<b>-74</b>	<b>132</b>	<b>-1,036</b>	<b>-890</b>	<b>21,837</b>	<b>-3.1%</b>
<b>CYPF2</b>	<b>CHILDREN &amp; FAMILIES</b>									
<b>CYPF2-1</b>	<b>Children &amp; Families Management &amp; Central Costs</b>									
CYPF2-1	Management & Central Costs (previously central costs)	3,022	-325	13	0	-39	-9	-479	2,183	-27.8%
	Expenditure	0	0	0	0	0	0	0	0	-
	DSG income	-7	0	0	0	0	0	0	-7	0.0%
	Income	3,015	-325	13	0	-39	-9	-479	2,176	-27.8%
<b>CYPF2-2</b>	<b>Social Care</b>									
CYPF2-21	Educational Achievement (CLA)	689	22	3	0	0	-5	45	754	9.4%
	Expenditure	0	0	0	0	0	-420	0	-420	-
	DSG income	-133	27	-1	0	0	0	0	-107	-19.5%
	Income	556	49	2	0	0	-425	45	227	-59.2%
CYPF2-22	Residential	2,814	-81	13	0	-5	-9	-67	2,665	-5.3%
	Expenditure	0	0	0	0	0	0	0	0	-
	DSG income	-121	0	-1	0	0	0	0	-122	0.8%
	Income	2,693	-81	12	0	-5	-9	-67	2,543	-5.6%
CYPF2-23	Family Placement	5,811	-7	29	0	101	-18	-1	5,915	1.8%
	Expenditure	0	0	0	0	0	0	0	0	-
	DSG income	-267	1	-1	0	0	0	0	-267	0.0%
	Income	5,544	-6	28	0	101	-18	-1	5,648	1.9%
CYPF2-24	Children Looked After (incl transport)	7,944	-10	37	0	43	813	41	8,868	11.6%
	Expenditure	0	0	0	0	0	0	0	0	-
	DSG income	-2,714	0	-14	0	0	0	0	-2,728	0.5%
	Income	5,230	-10	23	0	43	813	41	6,140	17.4%

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

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CYPF2-25	Agency Residential Placements	5,305 -1,345 0	0 0 0	27 -7 0	0 0 0	-220 0 0	3,354 0 0	-60 0 0	8,406 -1,352 0	58.5% 0.5% -
<b>CYPF2-3</b>	<b>Early Learning &amp; Childcare</b>									
CYPF2-31	Early Years and Childcare Countywide	3,960 15,940 -11,764 -3,951	0 536 -658 -1	20 82 -62 -20	0 0 0 0	-220 0 0 0	3,354 -79 0 0	-60 -6,351 10,129 -3,801	7,054 10,128 -2,355 -7,773	78.1% -36.5% -80.0% 96.7% -100.0%
CYPF2-32	Early Years and Childcare Area Teams	225 2,325 -2,325 0	-123 11 -11 0	0 11 -12 0	0 0 0 0	0 0 0 0	-79 0 0 0	-23 35 -34 0	0 2,382 -2,382 0	2.5% 2.5% -
CYPF2-33	Children's Centres and Childcare Development Countywide	10,886 -1,455 -8,829 602	240 0 -236 4	57 -7 -45 5	0 0 0 0	0 0 0 0	-140 0 0 -140	1,414 75 -1,391 98	12,457 -1,387 -10,501 569	14.4% -4.7% 18.9% -5.5%
CYPF2-34	Children's Centres and Childcare Development Area Teams	2,321 -5 -2,141 175	172 -125 -4 43	14 -1 -11 2	0 0 0 0	0 0 0 0	-68 0 0 -68	-356 131 94 -131	2,083 0 -2,062 21	-10.3% -100.0% -3.7% -88.0%
CYPF2-35	Nursery Education Funding (EY) Single Formula Funding	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	10,304 -10,304 0 0	10,304 -10,304 0 0	- - - -
<b>CYPF2-4</b>	<b>Extended Services</b>									
CYPF2-5	Family Support & Assessment	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 0	0 0 0 0	- - - -
CYPF2-51	Central Support Costs	263 0 0 263	-97 0 0 -97	1 0 0 1	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	167 0 0 167	-36.5% - - -36.5%
CYPF2-52	Family Support	2,646 -102 0 2,544	369 0 0 369	14 -1 0 13	0 0 0 0	161 0 0 161	-69 0 0 -69	-2 0 0 -2	3,119 -103 0 3,016	17.9% 1.0% - 18.6%

Revenue Budget 2010/11  
Children, Young People & Families

Ref.	Directorate	Budget 2009/10	Permanent Virements Agreed in 2009/10	Inflation	Function Changes	Previously Agreed Budget Changes	Proposed Change to Budget	Proposed Virements	Budget 2010/11	Change from previous year %
		£000	£000	£000	£000	£000	£000	£000	£000	%
CYPF2-53	Assessment	2,613	-35	13	0	0	0	0	2,591	-0.8%
	Expenditure	-314	0	-2	0	0	0	0	-316	0.6%
	DSG income	-84	18	0	0	0	0	0	-66	-21.4%
	Income	2,215	-17	11	0	0	0	0	2,209	-0.3%
CYPF2-54	Child and Adolescent Mental Health	364	-1	2	0	0	0	-1	364	0.0%
	Expenditure	0	0	0	0	0	0	0	0	-
	DSG income	-121	0	-1	0	0	0	0	-122	0.8%
	Income	243	-1	1	0	0	0	-1	242	-0.4%
	<b>SUBTOTAL CHILDREN &amp; FAMILIES</b>	<b>27,265</b>	<b>-195</b>	<b>130</b>	<b>0</b>	<b>41</b>	<b>3,350</b>	<b>71</b>	<b>30,662</b>	<b>12.5%</b>
CYPF3	<b>RAISING ACHIEVEMENT SERVICE</b>									
CYPF3-1	Raising Achievement Service Management & Central Costs	15,443	5,881	96	0	0	-691	-3,476	17,253	11.7%
CYPF3-1	Management & Central Costs	0	0	0	0	0	0	0	0	-
	(previously Strategic Management)	-13,707	-3,847	-88	0	0	0	4,079	-13,563	-1.1%
		1,736	2,034	8	0	0	-691	603	3,690	112.6%
CYPF3-2	Governor Services	287	-1	1	0	0	-19	-3	265	-7.7%
	Expenditure	0	0	0	0	0	0	0	0	-
	DSG income	-140	0	0	0	0	0	0	0	-
	Income	147	-1	-1	0	0	-10	0	-151	7.9%
N/A	Food with Thought/Quest Cleaning Services	0	59	0	0	0	0	-59	0	-
	(line no longer required as moved to CYPF4-7)	-59	0	-8	0	0	0	67	0	-100.0%
	Income	-59	0	0	0	0	0	0	0	-
N/A	Branch Administration	627	23	3	0	-44	-28	-581	0	-100.0%
	(line no longer required as moved to CYPF3-1)	0	0	0	0	0	0	0	0	-
	Income	0	0	0	0	0	0	0	0	-
		627	23	3	0	-44	-28	-581	0	-100.0%
N/A	Community Learning	47	0	0	0	0	-17	-30	0	-100.0%
	(line no longer required as moved to CYPF4-5)	0	0	0	0	0	0	0	0	-
	Income	0	0	0	0	0	0	0	0	-
		47	0	0	0	0	-17	-30	0	-100.0%

Revenue Budget 2010/11  
Children, Young People & Families

Ref.	Directorate	Budget 2009/10	Permanent Virements Agreed in 2009/10	Inflation	Function Changes	Previously Agreed Budget Changes	Proposed Change to Budget	Proposed Virements	Budget 2010/11	Change from previous year
		£000	£000	£000	£000	£000	£000	£000	£000	%
CYPF3-3	<b>School Improvement</b>									
CYPF3-31	Professional Development	644	-217	2	0	0	0	-429	0	-100.0%
	Expenditure	0	0	0	0	0	0	0	0	-
	DSG income	-1,153	-212	-7	0	0	0	1,372	0	-100.0%
	Income	-509	-429	-5	0	0	0	943	0	-100.0%
CYPF3-32	Educational Achievement & Service Monitoring	7,188	284	34	0	0	-196	2,465	9,775	36.0%
	Expenditure	-641	315	0	0	0	0	0	-326	-49.1%
	DSG income	-4,264	-468	-24	0	0	0	-2,149	-6,905	61.9%
	Income	2,283	131	10	0	0	-196	316	2,544	11.4%
CYPF3-33	Curriculum Learning & Inclusion	1,175	-623	3	0	0	-6	-528	21	-98.2%
	Expenditure	-154	-152	0	0	0	0	306	0	-100.0%
	DSG income	-219	0	-1	0	0	0	220	0	-100.0%
	Income	802	-775	2	0	0	-6	-2	21	-97.4%
CYPF3-34	Partnership Development & Extended Learning	7,500	81	29	0	-12	-89	-4,454	3,055	-59.3%
	Expenditure	-766	9	0	0	0	0	-4	-761	-0.7%
	DSG income	-3,624	-475	-20	0	3	-151	2,656	-1,611	-55.5%
	Income	3,110	-385	9	0	-9	-240	-1,802	683	-78.0%
CYPF3-35	Secondary School Improvement	2,522	-500	8	0	0	-17	-167	1,846	-26.8%
	Expenditure	0	-312	0	0	0	0	-2	-314	-
	DSG income	-1,071	-30	-6	0	0	0	8	-1,099	2.6%
	Income	1,451	-842	2	0	0	-17	-161	433	-70.2%
CYPF3-4	<b>14-19 Team (Learning &amp; Skills Council Transfer)</b>	0	0	0	0	0	0	40,564	40,564	-
	Expenditure	0	0	0	0	0	0	0	0	-
	DSG income	0	0	0	0	0	0	0	0	-
	Income	0	0	0	0	0	0	-40,000	-40,000	-
		0	0	0	0	0	0	564	564	-
	<b>SUBTOTAL RAISING ACHIEVEMENT SERVICE</b>	<b>9,635</b>	<b>-185</b>	<b>21</b>	<b>0</b>	<b>-53</b>	<b>-1,224</b>	<b>-709</b>	<b>7,485</b>	<b>0</b>

Revenue Budget 2010/11  
Children, Young People & Families

Ref.	Directorate	Budget 2009/10	Permanent Virements Agreed in 2009/10	Inflation	Function Changes	Previously Agreed Budget Changes	Proposed Change to Budget	Proposed Virements	Budget 2010/11	Change from previous year
		£000	£000	£000	£000	£000	£000	£000	£000	%
<b>COMMISSIONING, PERFORMANCE &amp; QUALITY ASSURANCE (CPQA)</b>										
CYPF4-1	CPQA Management & Central Costs (incl recharges) (Previously central costs)	15,784 -2,999 -266	-383 2,999 0	77 0 -1	0 0 0	-95 0 29	477 0 19	256 0 147	16,116 0 -72	2.1% -100.0% -72.9%
CYPF4-2	Performance (Previously Planning & Performance)	12,519	2,616	76	0	-66	496	403	16,044	28.2%
	Expenditure	868	446	4	0	0	-134	462	1,646	89.6%
	DSG income	0	0	0	0	0	0	0	0	-
	Income	-6	-350	-2	0	0	0	-309	-667	11017%
CYPF4-3	Commissioning (Previously Commissioning & Partnerships)	862	96	2	0	0	-134	153	979	13.6%
	Expenditure	1,173	406	3	0	0	-20	-123	1,439	22.7%
	DSG income	0	0	0	0	0	0	0	0	-
	Income	-392	-176	-2	0	0	0	117	-453	15.6%
CYPF4-4	Business Improvement (Previously Information Management and Business Support)	781	230	1	0	0	-20	-6	986	26.2%
	Expenditure	2,930	-65	14	0	0	262	-65	3,076	5.0%
	DSG income	-767	767	0	0	0	-50	0	-50	-93.5%
	Income	-587	5	-3	0	0	0	405	-180	-69.3%
CYPF4-5	Human Resources & Children's Workforce (Previously Workforce Development)	1,576	707	11	0	0	212	340	2,846	80.6%
	Expenditure	5,108	-62	25	0	0	-750	183	4,504	-11.8%
	DSG income	-583	154	0	0	0	0	-2	-431	-26.1%
	Income	-64	61	0	0	0	0	-233	-236	268.8%
CYPF4-6	School Organisation & Planning (incl Home to School Transport) (Previously Property & Assets)	4,461	153	25	0	0	-750	-52	3,837	-14.0%
	Expenditure	20,045	-552	249	0	750	-197	-287	20,008	-0.2%
	DSG income	-585	167	0	0	0	-100	-2	-520	-11.1%
	Income	-2,429	12	-12	0	0	0	75	-2,354	-3.1%
N/A	Finance & Accounting (Line no longer required)	17,031	-373	237	0	750	-297	-214	17,134	0.6%
	Expenditure	-137	137	0	0	0	0	0	0	-100.0%
	DSG income	0	0	0	0	0	0	0	0	-
	Income	14	-14	0	0	0	0	0	0	-100.0%
CYPF4-7	DSG Income (DSG income associated with central overheads)	-123	123	0	0	0	0	0	0	-100.0%
	Expenditure	4	0	0	0	-136	0	0	-132	-3400.0%
	DSG income	0	-5,361	-24	0	0	0	-155	-5,540	-
	Income	0	0	0	0	0	0	0	0	-
CYPF4-8	Participation and Play	4	-5,361	-24	0	-136	0	-155	-5,672	-141900%
	Expenditure	714	645	5	0	0	-163	51	1,252	75.4%
	DSG income	0	0	0	0	0	0	0	0	-
	Income	-16	-488	-3	0	0	0	-58	-565	3431.3%
		698	157	2	0	0	-163	-7	687	-1.6%

Revenue Budget 2010/11  
Children, Young People & Families

Ref.	Directorate		Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from previous year %
CYPF4-9	Safeguarding & Quality Assurance <i>(Previously shown as Childrens &amp; Families)</i>	Expenditure DSG income Income	916 0 -95	93 0 0	4 0 0	0 0 0	0 0 0	-12 0 0	561 0 -101	1,562 0 -196	70.5% - 106.3% 66.4%
	<b>SUBTOTAL COMMISSIONING, PERFORMANCE &amp; QUALITY ASSURANCE</b>		<b>38,630</b>	<b>-1,559</b>	<b>334</b>	<b>0</b>	<b>548</b>	<b>-668</b>	<b>922</b>	<b>38,207</b>	<b>-1.1%</b>
<b>CYPF5</b>	<b>SCHOOLS</b>										
CYPF5-1	Devolved Budgets	Expenditure DSG income Income	315,201 -272,816 -42,385	2,637 -2,637 0	1,589 -1,377 -212	0 0 0	0 0 0	0 0 0	15,790 -9,990 -5,800	335,217 -286,820 -48,397	6.4% 5.1% 14.2%
CYPF5-2	Non Devolved Schools Costs	Expenditure DSG income Income	2,076 -2,076 -375	825 -825 -1	15 -15 376	0 0 0	0 0 0	-720 720 0	44 -44 0	2,240 -2,240 0	7.9% 7.9% -100.0%
CYPF5-3	Licenses and Insurances	Expenditure DSG income Income	175 -175 0	102 0 -61	1 -1 0	0 0 0	0 0 0	0 0 0	0 0 0	278 -176 -61	-100.0% 58.9% 0.6%
CYPF5-4	Capitalised Repairs & Maintenance	Expenditure DSG income Income	3,699 -3,699 0	0 0 0	18 -18 0	0 0 0	0 0 0	0 0 0	0 0 0	3,717 -3,717 0	0.5% 0.5% -
CYPF5-5	City Reorganisation	Expenditure DSG income Income	594 0 0	0 0 0	3 0 0	0 0 0	0 0 0	0 0 0	0 0 0	597 0 0	0.5% - -
	<b>SUBTOTAL SCHOOLS</b>		<b>219</b>	<b>40</b>	<b>379</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>638</b>	<b>191.3%</b>
	Savings still be allocated across the directorate	Expenditure Income	0 0	0 0	0 0	0 0	0 0	-343 0	0 0	-343 0	
	<b>SUBTOTAL UNALLOCATED SAVINGS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-343</b>	<b>0</b>	<b>-343</b>	
		Expenditure DSG income Income	510,594 -317,154 -95,162	9,827 -4,521 -6,110	2,683 -1,609 -129	-74 0 0	636 0 32	81 0 -2	60,248 -9,873 -50,417	583,995 -333,157 -151,788	14.4% 5.0% 59.5%
	<b>DIRECTORATE TOTAL</b>		<b>98,278</b>	<b>-804</b>	<b>945</b>	<b>-74</b>	<b>668</b>	<b>79</b>	<b>-42</b>	<b>99,050</b>	<b>0.8%</b>



Revenue Budget 2010/11  
Social & Community Services

Ref.	Directorate	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from previous year %
<b>SC1</b>	<b>COMMUNITY SERVICES</b>									
SC1_1	Library Service	8,774 -865	-30 0	43 -4	0 0	-32 -17	-31 0	-24 0	8,700 -886	-0.8% 2.4%
SC1_2	Heritage & Arts Services	7,909	-30	39	0	-49	-31	-24	7,814	-1.2%
SC1_3	Cultural & Community Development	3,201 -738	-219 209	14 -3	0 0	-55 0	-62 18	0 0	2,879 -514	-10.1% -30.4%
SC1_4	Adult Learning	2,463	-10	11	0	-55	-44	0	2,365	-4.0%
		825 -59	-6 0	4 0	0 0	-5 0	50 0	0 0	868 -59	5.2% 0.0%
		766	-6	4	0	-5	50	0	809	5.6%
		5,548 -5,186	-638 628	25 -23	0 0	0 0	0 0	52 0	4,987 -4,581	-10.1% -11.7%
		362	-10	2	0	0	0	52	406	12.2%
SC1_5	Music Service	2,736	-1	13	0	0	-12	0	2,736	0.0%
		-2,189	0	-11	0	-18	0	0	-2,218	1.3%
		547	-1	2	0	-18	-12	0	518	-5.3%
SC1_6	Registration Service	1,620	-7	8	0	0	-37	-7	1,577	-2.7%
		-1,080	0	-5	0	-7	13	-8	-1,087	0.6%
		540	-7	3	0	-7	-24	-15	490	-9.3%
	<b>SUBTOTAL COMMUNITY SERVICES</b>	<b>12,587</b>	<b>-64</b>	<b>61</b>	<b>0</b>	<b>-134</b>	<b>-61</b>	<b>13</b>	<b>12,402</b>	<b>-1.5%</b>
<b>SC2_1</b>	<b>SOCIAL CARE FOR ADULTS</b>									
SC2_1a	Sensory Impairment	600 -144	-2 0	3 -1	0 0	0 0	0 0	0 0	601 -145	0.2% 0.7%
		456	-2	2	0	0	0	0	456	0.0%
SC2_1b	Occupational Therapy & Equipment	3,816 -306	-10 0	35 -2	0 0	-2 0	-52 -76	-28 30	3,759 -354	-1.5% 15.7%
		3,510	-10	33	0	-2	-128	2	3,405	-3.0%
SC2_1c	Service Agreements	3,213 -138	53 -53	12 0	0 0	117 0	-120 0	129 -1	3,404 -192	5.9% 39.1%
		3,075	0	12	0	117	-120	128	3,212	4.5%
SC2_1d	Employment Service	1,520	170	7	0	-3	0	0	1,694	11.4%
		-1,002	-173	-4	0	0	0	0	-1,179	17.7%
		518	-3	3	0	-3	0	0	515	-0.6%

Revenue Budget 2010/11  
Social & Community Services

Ref.	Directorate	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from previous year %
SC2_1e	Adult Placement Service	1,729 -824	-3 0	8 -1	0 0	0 0	-165 0	0 0	1,569 -825	-9.3% 0.1%
SC2_1f	Asylum Seekers	905	-3	7	0	0	-165	0	744	-17.8%
SC2_1g	Direct Payments	222 240 0	0 -30 0	1 1 0	0 0 0	0 -102 0	0 0 0	-2 0 0	221 109 0	-0.5% -54.6%
SC2_1h	Adult Protection and Mental Capacity	240	-30	1	0	-102	0	0	109	-54.6%
SC2_1i	One Off Funding Projects	300 300	0 0	0 0	0 0	26 26	0 0	-8 -8	318 318	6.0% 6.0%
SC2_1j	Emergency Duty Team	994 550 -262 288	1,401 -213 1,188 -3	10 2 -1 1	0 0 0 0	0 0 0 0	0 0 0 0	39 0 0 0	2,444 -252 2,192	145.9% -0.2% 0.4% -0.7%
	<b>Subtotal All Client Groups</b>	<b>10,508</b>	<b>1,137</b>	<b>70</b>	<b>0</b>	<b>36</b>	<b>-413</b>	<b>120</b>	<b>11,458</b>	<b>9.0%</b>
SC2_2	<b>Older People</b>									
SC2_2a	Contribution to Older People Pooled Budget	82,846 -13,458	-1,263 0	1,040 -67	0 0	1,277 -216	-1,968 -217	-10 0	81,922 -13,958	-1.1% 3.7%
SC2_2b	Care Management Teams	69,388	-1,263	973	0	1,061	-2,185	-10	67,964	-2.1%
SC2_2c	External Home Support	5,332 -169	-554 0	27 -1	0 0	-86 0	0 0	0 0	4,719 -170	-11.5% 0.6%
SC2_2e	Fairer Charging	5,163	-554	26	0	-86	0	0	4,549	-11.9%
SC2_2f	Internal Day Services	221 -13	0 0	1 0	0 0	0 0	0 0	0 0	222 -13	0.5% 0.0%
		208	0	1	0	0	0	0	209	0.5%
		51	0	0	0	0	0	0	51	0.0%
		-4,169	0	-21	0	-7	478	0	-3,719	-10.8%
		-4,118	0	-21	0	-7	478	0	-3,668	-10.9%
		-5	0	0	0	0	0	0	0	-
		-5	5	0	0	0	0	0	0	-100.0%

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Ref.	Directorate	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from previous year %
SC2_2h	Section 117 Reassessments	68 0	0 0	0 0	0 0	0 0	-68 0	0 0	0 0	-100.0% -
	<b>Subtotal Older People</b>	<b>70,704</b>	<b>-1,812</b>	<b>979</b>	<b>0</b>	<b>968</b>	<b>-1,775</b>	<b>-10</b>	<b>69,054</b>	<b>-2.3%</b>
<b>SC2_2</b>	<b>Physical Disabilities</b>									
SC2_2i	Contribution to Pooled Budget	7,114 -607	0 0	89 -3	0 0	-3 0	-86 0	-12 0	7,102 -610	-0.2% 0.5%
SC2_2j	PD Care Management Teams	6,507	0	86	0	-3	-86	-12	6,492	-0.2%
SC2_2k	Acquired Brain Injury	739 0	-4 0	12 0	0 0	0 0	0 0	0 0	747 0	1.1% -
SC2_2l	PD Service Agreements	395 0	0 0	6 0	0 0	0 0	-4 0	0 0	397 0	0.5% -
	<b>Subtotal Physical Disabilities</b>	<b>7,654</b>	<b>-4</b>	<b>104</b>	<b>0</b>	<b>-3</b>	<b>-91</b>	<b>-12</b>	<b>7,649</b>	<b>-0.1%</b>
<b>SC2_3</b>	<b>Integrated Mental Health Service</b>									
SC2_3a	OCC Contribution to MH Pool (Oxfordshire PCT)	7,243 -226	562 0	105 -1	0 0	-42 -30	-200 0	-105 162	7,563 -95	4.4% -58.0%
SC2_3b	Drugs and Alcohol	7,017	562	104	0	-72	-200	57	7,468	6.4%
	<b>Subtotal Mental Health</b>	<b>7,391</b>	<b>562</b>	<b>110</b>	<b>0</b>	<b>-72</b>	<b>-203</b>	<b>57</b>	<b>7,844</b>	<b>6.1%</b>

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Ref.	Directorate	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from previous year %
SC2_4	Learning Disabilities Commissioning & Contracts	Expenditure	115	4	0	-35	50	-1	1,088	13.9%
		Income	-955	-4	0	35	0	0	-1,038	8.7%
SC2_4b	Care Management & Social Work	Expenditure	1,258	39	6	0	30	0	1,333	6.0%
		Income	-1,258	-39	-6	0	-80	0	-1,383	9.9%
SC2_4c	Residential Internal	Expenditure	0	0	0	0	-50	0	-50	-
		Income	8	0	0	0	0	0	138	1712.5%
SC2_4d	Supported Living Internal	Expenditure	3,972	15	0	-1	0	138	145	1712.5%
		Income	-3,972	19	-15	0	0	0	-138	-145
SC2_4e	Day Services Internal	Expenditure	5,016	-8	25	-5	-50	-46	3,917	-1.4%
		Income	-5,016	8	-25	0	50	46	-3,917	-1.4%
SC2_4F	OCC Contribution to the Learning Disabilities Pool	Expenditure	42,630	-21	451	1,531	-1,879	-297	42,415	-0.5%
		Income	-9,894	-29	-25	0	-200	4,804	-5,344	-46.0%
	Subtotal Learning Disabilities	32,736	-50	427	0	1,531	-2,079	4,507	37,071	13.2%
		32,736	-49	427	0	1,531	-2,079	4,506	37,071	13.2%
	SUBTOTAL SOCIAL CARE FOR ADULTS	128,993	-167	1,689	0	2,460	-4,560	4,661	133,076	3.2%
SC3	MAJOR PROJECTS	Expenditure	291	0	1	-102	0	0	190	-34.7%
		Income	-190	0	-1	0	0	0	-191	0.5%
SC3_3	Closed Homes	Expenditure	66	0	0	0	0	0	66	0.0%
		Income	0	0	0	0	0	0	0	-
	SUBTOTAL MAJOR PROJECTS	66	0	0	0	0	0	0	66	0.0%
		167	0	-1	0	-102	0	0	65	-61.1%

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Ref.	Directorate	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from previous year %
<b>SC4</b>	<b><u>STRATEGY &amp; TRANSFORMATION AND SUPPORTING PEOPLE</u></b>									
SC4_1a	Recharges	18,712 -661 18,051	-973 351 -621	88 -2 85	0 0 0	0 0 0	0 0 0	451 0 451	18,278 -312 17,966	-2.3% -52.8% -0.5%
SC4_1b	Information Systems & Processes	775 -185 590	-4 0 -4	4 -1 3	0 0 0	0 0 0	-85 -85 -104	0 0 -112	690 -186 504	-11.0% 1% -14.6%
SC4_1c	Facilities Management	3,817 -1,260 2,557	-15 0 -15	19 -6 13	0 0 0	-61 0 -61	-104 0 -104	-112 0 -112	3,544 -1,266 2,278	-7.2% 0.5% -10.9%
SC4_2a	Strategy	1,017 0 1,017	-3 0 -3	3 0 3	0 0 0	0 0 0	-10 0 -10	1 0 1	1,008 0 1,008	-0.9% - -0.9%
SC4_2b	Projects	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	- - -
SC4_2c	Contracts	878 -12 866	-4 0 -4	4 0 4	0 0 0	0 0 0	0 0 0	0 0 0	878 -12 866	0.0% 0.0% 0.0%
SC4_3	Directorate Leadership Team	1,268 0 1,268	-22 0 -22	-2 0 -2	0 0 0	-160 0 -160	19 0 19	0 0 0	1,103 0 1,103	-13.0% - -13.0%
SC4_4	Transforming Adult Social Care	2,183 -1,853 330	0 0 0	2 0 2	0 0 0	-331 0 -331	0 0 0	442 -442 0	2,296 -2,295 1	5.2% 24% -99.7%
SC4_5	Supporting People	12,571 -12,197 374	125 -125 0	0 0 0	0 0 0	0 0 0	0 0 0	-604 12,137 11,533	12,092 -185 11,907	-3.8% -98.5% 3083.7%
	<b>SUBTOTAL STRATEGY &amp; TRANSFORMATION</b>	<b>25,053</b>	<b>-670</b>	<b>109</b>	<b>0</b>	<b>-552</b>	<b>-180</b>	<b>11,873</b>	<b>35,632</b>	<b>42.2%</b>
	<b>Expenditure</b>	<b>236,173</b>	<b>-1,390</b>	<b>2,094</b>	<b>0</b>	<b>1,919</b>	<b>-4,788</b>	<b>-97</b>	<b>233,911</b>	<b>-1.0%</b>
	<b>Income</b>	<b>-69,373</b>	<b>490</b>	<b>-235</b>	<b>0</b>	<b>-247</b>	<b>-14</b>	<b>16,644</b>	<b>-52,735</b>	<b>-24.0%</b>
	<b>DIRECTORATE TOTAL</b>	<b>166,800</b>	<b>-900</b>	<b>1,859</b>	<b>0</b>	<b>1,672</b>	<b>-4,802</b>	<b>16,547</b>	<b>181,176</b>	<b>8.6%</b>

Ref.	Directorate	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from Previous Year %
EE1	<b>TRANSPORT</b>									
EE1.1	Transport Policy & Strategy	Expenditure Income 687 -945	-2	4 -5			-1,320	167 -34	-464 -984	-167.5% 4.1%
EE1.2	Policy & Strategy	Expenditure Income 7,835 -184	70 -61	33 -1		-177	-224	-92 -4	7,445 -250	-5.0% 35.9%
EE1.2.1	Integrated Transport Unit	Expenditure Income 7,651 8,066	9 509	32 82		-177	-224	-96	7,195	-6.0%
EE1.3	Network Management	Expenditure Income 2,974 5,092	-6 509	-15 67		-57	10	82	8,692 -2,989	7.8% 0.5%
EE1.3.1	On Street Parking and Park & Ride	Expenditure Income 1,375 -46	-6 0	6 0				186	1,561 -46	12.0%
EE1.4	Oxfordshire Highways	Expenditure Income 4,427 -4,173	-2 -2	22 -21		-245 -337	400 -400		4,602 -4,931	4.0% 18.2%
EE1.4.1	Highways Maintenance	Expenditure Income 254 5,601	-2 -24	1 27		-582 -118	0	0	-329 5,512	-229.5% -1.6%
		Expenditure Income -830 4,771	21 -24	-4 23		421 402	664 -300	26 26	-834 4,678	0.5% -1.9%
		Expenditure Income 21,713 -535	21 21	288 -3		823	364	-266	22,841 -436	5.2% -18.5%
		21,178	21	285		823	364	-266	22,405	5.8%
	<b>SUBTOTAL TRANSPORT</b>	<b>40,017</b>	<b>505</b>	<b>413</b>		<b>-111</b>	<b>-1,170</b>	<b>65</b>	<b>39,719</b>	<b>-0.7%</b>

Ref.	Directorate	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from Previous Year %
<b>EE2</b>	<b><u>SUSTAINABLE DEVELOPMENT</u></b>									
EE2.1	Sustainable Development Management	178 -4	4	1			-4		175 0	-1.7%
EE2.1.1	Flood Defence Levy	174	4	1		0	-4	0	175	0.6%
		488	-6	2		0	0	0	484	-0.8%
EE2.2	Planning Implementation	1,676 -379	-7	8		-85	4	-5	1,591 -398	-5.1%
		1,297	-7	6		-102	4	-5	1,193	-8.0%
EE2.3	Economy, Spatial Planning & Climate Change	857 -42	-3	4		-8	478	32	1,360 -45	58.7%
		815	-3	4		-11	478	32	1,315	7.1%
EE2.4	Oxfordshire Economic Partnership	200 -125		1					201 -126	0.5%
		75	0	0		0	0	0	75	0.8%
EE2.5	Waste Management	21,477 -838	-227 223	203 -3		1,357 -8	-1,087	-7	21,716 -626	1.1%
		20,639	-4	200		1,349	-1,087	-7	21,090	-25.3%
EE2.5	Countryside	1,380 -75	-8 5	7		-12	-23	-9	1,335 -37	-3.3%
		1,305	-3	7		-12	-23	24	1,298	-50.7%
EE2.5.1	Funded Projects	490 -490	186 -186	4 -4					680 -680	-0.5%
		0	0	0		0	0	0	0	38.8%
EE2.6	BREW	810 -810	-39 39	4 -4				-775 775	0 0	38.8%
		0	0	0		0	0	0	0	-100.0%
		0	0	0		0	0	0	0	-100.0%
	<b>SUBTOTAL SUSTAINABLE DEVELOPMENT</b>	<b>24,793</b>	<b>-19</b>	<b>220</b>		<b>1,224</b>	<b>-632</b>	<b>44</b>	<b>25,630</b>	<b>3.4%</b>

Ref.	Directorate	Budget 2009/10	Permanent Virements Agreed in 2009/10	Inflation	Function Changes	Previously Agreed Budget Changes	Proposed Change to Budget	Proposed Virements	Budget 2010/11	Change from Previous Year %
		£000	£000	£000	£000	£000	£000	£000	£000	%
<b>EE3</b>	<b><u>PROPERTY SERVICES</u></b>									
EE3.1.1	Corporate Property	11,186 -14,723 -3,537	-2 -1,076 -1,078	73 -79 -6		56 -9 47	-357 -357	-226 1,719 1,493	10,730 -14,168 -3,438	-4.1% -3.8% -2.8%
EE3.1.2	Operational Asset Management	3,409 -3,503 -94	-3 1,210 1,207	17 -11 6		14 -616 -602	0 863 863	-286 -104 -390	3,151 -2,161 990	-7.6% -38.3% -1153.2%
EE3.1.3	Strategic Asset Management	2,101 -1,055 1,046	31 -135 -104	9 -6 3		-177 -61 -238	137 137	565 -618 -53	2,666 -1,875 791	26.9% 77.7% -24.4%
EE3.1.4	Project Delivery	676 -232 444	-95 71 -24	3 -1 2		35 -35 0	-1 -1	-34 -34	584 -197 387	-13.6% -15.1% -12.8%
EE3.1.5	Sustainability & Procurement	566 -70 496	-1 -1	2 2		-25 -25	0 0	-8 -8	535 -71 464	-5.5% 1.4% 0.0%
EE3.1.6	Information & Support	354 354	-1 -1	2 2		1		-10	346	-2.3%
	<b>SUBTOTAL PROPERTY SERVICES</b>	<b>-1,291</b>	<b>-1</b>	<b>9</b>	<b>0</b>	<b>-817</b>	<b>642</b>	<b>998</b>	<b>-460</b>	<b>-64.4%</b>
<b>EE4</b>	<b><u>BUSINESS IMPROVEMENT</u></b>	5,224 -112 5,112	-9 2 -7	26 -1 25		-13 -13	177 177	119 106 225	5,524 -5 5,519	5.7% -95.5% 8.0%
	<b>SUBTOTAL BUSINESS SUPPORT</b>	<b>5,112</b>	<b>-7</b>	<b>25</b>	<b>0</b>	<b>-13</b>	<b>177</b>	<b>225</b>	<b>5,519</b>	<b>8.0%</b>
	<b>Expenditure</b>	<b>100,776</b>	<b>383</b>	<b>828</b>		<b>967</b>	<b>-1,146</b>	<b>-541</b>	<b>101,267</b>	<b>0.5%</b>
	<b>Income</b>	<b>-32,145</b>	<b>95</b>	<b>-161</b>		<b>-684</b>	<b>163</b>	<b>1,873</b>	<b>-30,859</b>	<b>-4.0%</b>
	<b>DIRECTORATE TOTAL</b>	<b>68,631</b>	<b>478</b>	<b>667</b>	<b>0</b>	<b>283</b>	<b>-983</b>	<b>1,332</b>	<b>70,408</b>	<b>2.6%</b>



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Ref.	Directorate	Budget 2009/10	Permanent Virements Agreed in 2009/10	Inflation	Function Changes	Previously Agreed Budget Changes	Proposed Change to Budget	Proposed Virements	Budget 2010/11	Change from previous year %
		£000	£000	£000	£000	£000	£000	£000	£000	%
CS1	<b><u>FIRE &amp; RESCUE SERVICE</u></b>									
CS1.1	<b>Service Delivery</b> Whole time Operational Staff	11,380 -66	-12 0	77 0	0 0	-7 0	201 0	0 0	11,639 -66	2.3% 0.0%
CS1.2	Service Delivery	11,314	-12	77	0	-7	201		11,573	2.3%
		5,019 -30	-821 0	22 0	0 0	43 0	-94 0	0 0	4,169 -30	-16.9% 0.0%
		4,989	-821	22	0	43	-94		4,139	-17.0%
	<b>Subtotal Service Delivery</b>	<b>16,303</b>	<b>-833</b>	<b>99</b>	<b>0</b>	<b>36</b>	<b>107</b>		<b>15,712</b>	<b>-3.6%</b>
CS1.3	<b>Service Support</b> Special Projects	108 -107	8 -8	1 -1	0 0	0 0	0 0	0 0	117 -116	8.3% 8.4%
CS1.4	Business Management	1 5,273 -150	0 -335 -1	0 25 -1	0 0 0	0 8 0	0 -22 0	0 63 0	1 5,012 -152	0.0% -4.9% 1.3%
CS1.5	Service Support Management	5,123	-336	24	0	8	-22	63	4,860	-5.1%
		2,394 -263	1,129 10	18 -1	0 0	50 0	148 0	0 0	3,739 -254	56.2% -3.4%
		2,131	1,139	17	0	50	148		3,485	63.5%
	<b>Subtotal Service Support</b>	<b>7,255</b>	<b>803</b>	<b>41</b>	<b>0</b>	<b>58</b>	<b>126</b>	<b>63</b>	<b>8,346</b>	<b>15.0%</b>
	<b>SUBTOTAL FIRE &amp; RESCUE SERVICE</b>	<b>23,558</b>	<b>-30</b>	<b>140</b>	<b>0</b>	<b>94</b>	<b>233</b>	<b>63</b>	<b>24,058</b>	<b>2.1%</b>

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Community Safety & Shared Services

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Ref.	Directorate	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from previous year %
CS2	<u>EMERGENCY PLANNING</u>	384 0	-1 0	2 0	0 0	0 0	-16 0	1 0	370	-3.6%
CS3	<u>SAFER COMMUNITIES UNIT</u>	384 886	-1 -1	2 1	0 0	0 0	-16 -2	1 0	370 884	-3.6% -0.2%
CS4	<u>TRAVELLER SITES</u>	886 496 -282	-1 448 -448	1 5 -4	0 0 0	0 0 0	-2 -58 -64	2 2 0	884 893 -798	-0.2% 80.0% 183.0%
CS5	<u>TRADING STANDARDS</u>	214 2,656 -206 2,450	0 -11 0 -11	1 14 -1 13	0 0 0 0	0 -15 0 -15	-122 -55 -64 -119	2 -38 -20 -58	95 2,551 -291 2,260	-55.6% -4.0% 41.3% -7.8%
	<b>SUBTOTAL COMMUNITY SAFETY</b>	28,596 -1,104 <b>27,492</b>	404 -447 <b>-43</b>	165 -8 <b>157</b>	0 0 <b>0</b>	79 0 <b>79</b>	102 -128 <b>-26</b>	28 -20 <b>8</b>	29,374 -1,707 <b>27,667</b>	2.7% 54.6% <b>0.6%</b>

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Ref.	Directorate	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from previous year %
<b>CS6</b>	<b><u>SHARED SERVICES</u></b>									
CS6.1.1	Management Team	2,695 -2,676 19	282 -253 29	15 -15 0	0 0 0	0 0 0	-63 0 -63	108 -210 -102	3,037 -3,154 -117	12.7% 17.9% -715.8%
CS6.1.2	Financial Services	3,166 -3,235 -69	59 4 63	17 -16 1	0 0 0	-148 0 -148	-70 0 -70	23 204 227	3,047 -3,043 4	-3.8% -5.9% -105.8%
CS6.1.3	Financial and Management Accounting	4,418 -4,471 -53	-56 38 -18	22 -22 0	0 0 0	-284 -30 -314	-92 -76 -168	268 274 542	4,276 -4,287 -11	-3.2% -4.1% -79.2%
CS6.1.4	Human Resources	7,997 -7,927 70	302 -86 216	34 -40 -6	0 0 0	-264 0 -264	-150 -50 -200	35 174 209	7,954 -7,929 25	-0.5% 0.0% -64.3%
CS6.1.5	Food with Thought/Quest Cleaning	8,345 -8,230 115	0 0 0	42 -41 1	0 0 0	0 0 0	0 0 0	12 0 12	8,399 -8,271 128	0.6% 0.5% 11.3%
CS6.2	Savings	2,335 0 2,335	-93 0 -93	11 0 11	0 0 0	-1,811 0 -1,811	0 0 0	-16 0 -16	426 0 426	-81.8% - -81.8%
	<b>SUBTOTAL SHARED SERVICES</b>	28,956 -26,539 2,417	494 -297 197	141 -134 7	0 0 0	-2,507 -30 -2,537	-375 -126 -501	430 442 872	27,139 -26,684 455	-6.3% 0.5% -81.2%
	<b>EXPENDITURE</b>	57,552	898	306	0	-2,428	-273	458	56,513	-1.8%
	<b>INCOME</b>	-27,643	-744	-142	0	-30	-254	422	-28,391	2.7%
	<b>DIRECTORATE TOTAL</b>	29,909	154	164	0	-2,458	-527	880	28,122	-6.0%

Revenue Budget 2010/11  
Corporate Core

Ref.	Directorate	Budget 2009/10	Permanent Virements Agreed in 2009/10	Inflation	Function Changes	Previously Agreed Budget Changes	Proposed Change to Budget	Proposed Virements	Budget 2010/11	Change from previous year %
		£000	£000	£000	£000	£000	£000	£000	£000	%
	<b><u>TRANSFORMATION</u></b>									
<b>CC1</b>	<b><u>CHIEF EXECUTIVE &amp; BUSINESS SUPPORT</u></b>									
CC1.1	Business Support	1,219 -179	-83 0	5 -1	0 0	-11 0	11 0	-57 34	1,084 -146	-11.1% -18.4%
CC1.2	Subscriptions	1,040	-83	4	0	-11	11	-23	938	-9.8%
		142	0	1	0	0	-27	0	116	-18.3%
		142	0	1	0	0	-27	0	116	-18.3%
	<b>SUBTOTAL CHIEF EXECUTIVE &amp; BUSINESS SUPPORT</b>	<b>1,182</b>	<b>-83</b>	<b>5</b>	<b>0</b>	<b>-11</b>	<b>-16</b>	<b>-23</b>	<b>1,054</b>	<b>-10.8%</b>
<b>CC2</b>	<b><u>ICT</u></b>									
CC2.1	ICT Services									
CC2.1.1	Deployment	0	0	0	0	0	0	743	743	-
		0	0	0	0	0	0	-46	-46	-
CC2.1.2	Project Management	0	0	0	0	0	0	697	697	-
		0	0	0	0	0	0	727	727	-
		0	0	0	0	0	0	-67	-67	-
CC2.1.3	Service Centre	0	0	0	0	0	0	660	660	-
		0	0	0	0	0	0	847	847	-
		0	0	0	0	0	0	-58	-58	-
CC2.1.4	Servers	0	0	0	0	0	0	789	789	-
		0	0	0	0	0	0	808	808	-
		0	0	0	0	0	0	-34	-34	-
CC2.1.5	Networks	0	0	0	0	0	0	774	774	-
		0	0	0	0	0	0	643	643	-
		0	0	0	0	0	0	-10	-10	-
CC2.1.6	Desktop	0	0	0	0	0	0	633	633	-
		0	0	0	0	0	0	1,277	1,277	-
		0	0	0	0	0	0	-25	-25	-
CC2.1.7	Technical Administration	0	0	0	0	0	0	1,252	1,252	-
		0	0	0	0	0	0	574	574	-
		0	0	0	0	0	0	-6	-6	-
		0	0	0	0	0	0	568	568	-

**Revenue Budget 2010/11  
Corporate Core**

Ref.	Directorate	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from previous year %
CC2.1.8	Telephony	430	0	2	0	0	185	50	667	55.1%
	Expenditure		0	0	0	0	0	0	0	
	Income		0	0	0	0	0	0	0	
CC2.1.9	Maintenance	430	0	2	0	0	185	50	667	55.1%
	Expenditure		0	0	0	0	0	2,300	2,300	
	Income		0	0	0	0	0	-30	-30	
CC2.1.10	Compliance	0	0	0	0	0	0	2,270	2,270	
	Expenditure		0	0	0	0	0	0	0	
	Income		0	0	0	0	0	368	368	
CC2.1.11	Liaison Managers	0	0	0	0	0	0	368	368	
	Expenditure		0	0	0	0	0	0	0	
	Income		0	0	0	0	0	426	426	
CC2.1.12	Application Support	0	0	0	0	0	0	426	426	
	Expenditure		0	0	0	0	0	0	0	
	Income		0	0	0	0	0	422	422	
CC2.1.13	Web Editing	0	0	0	0	0	0	-76	-76	
	Expenditure		0	0	0	0	0	0	0	
	Income		0	0	0	0	0	346	346	
CC2.1.14	ICT Service Management	0	0	0	0	0	0	158	158	
	Expenditure		0	0	0	0	0	0	0	
	Income		0	0	0	0	0	158	158	
	Expenditure		0	0	0	0	0	1,909	1,909	
	Income		0	0	0	0	0	-247	-247	
	Expenditure		0	0	0	0	0	1,662	1,662	
	Income		0	0	0	0	0	0	0	
Sub Total CC2.1 ICT Services		430	0	2	0	0	185	10,653	11,270	252.1%
CC2.2	School Support Service	519	-2	3	0	0	0	0	520	0.2%
	Expenditure		0	0	0	0	0	0	0	
	Income		-2	-3	0	0	0	0	-503	0.6%
CC2.3	Oxfordshire Community Network (OCN)	19	-2	0	0	0	0	0	17	-10.5%
	Expenditure		0	23	0	0	462	0	3,325	17.1%
	Income		-868	-5	0	0	0	-99	-972	
CC2.4	SAP	2,840	-868	18	0	0	462	-99	2,353	-17.1%
	Expenditure		0	0	0	0	0	0	0	
	Income		-3	34	0	-714	0	-177	2,285	-27.3%
CC2.5	Corporate Information Management Unit (CIMU)	3,145	-3	34	0	-714	0	-177	2,285	-27.3%
	Expenditure		0	0	0	0	0	0	0	
	Income		-3	1	0	0	0	-128	182	-41.3%
CC2.6	Service Recharges	310	-1	1	0	0	0	0	0	
	Expenditure		0	0	0	0	0	0	0	
	Income		0	0	0	0	0	-128	182	-41.3%
	Expenditure		0	0	0	0	0	0	0	
	Income		1,112	-80	0	0	0	-1,860	-18,917	4.6%
	Expenditure		1,112	-80	0	0	0	-1,860	-18,917	4.6%
	Income		1,112	-80	0	0	0	-1,860	-18,917	4.6%

Revenue Budget 2010/11  
Corporate Core

Ref.	Directorate	Budget 2009/10	Permanent Virements Agreed in 2009/10	Inflation	Function Changes	Previously Agreed Budget Changes	Proposed Change to Budget	Proposed Virements	Budget 2010/11	Change from previous year %
		£000	£000	£000	£000	£000	£000	£000	£000	%
CC2.7	ICT Strategy Investment Fund	800	0	4	0	1,206	800	0	2,810	251.3%
		0	0	0	0	0	0	0	0	
		800	0	4	0	1,206	800	0	2,810	251.3%
CC2.8	ICT Contract with Oxford City Council	0	0	0	0	0	0	1,000	1,000	-
		0	0	0	0	0	0	-1,000	-1,000	-
		0	0	0	0	0	0	0	0	-
CC2.9	Personnel	6,030	-21	30	0	0	-350	-5,689	0	-100.0%
		0	0	0	0	0	0	0	0	-
		6,030	-21	30	0	0	-350	-5,689	0	-100.0%
CC2.10	Operations	3,310	-2	34	0	-17	381	-3,706	0	-100.0%
		-99	0	0	0	0	0	99	0	-100.0%
		3,211	-2	34	0	-17	381	-3,607	0	-100.0%
CC2.11	Refresh	841	0	4	0	-76	146	-915	0	-100.0%
		0	0	0	0	0	0	0	0	-
		841	0	4	0	-76	146	-915	0	-100.0%
CC2.12	Development	203	0	1	0	0	0	-204	0	-100.0%
		0	0	0	0	0	0	0	0	-
		203	0	1	0	0	0	-204	0	-100.0%
CC2.13	Project Link	-95	95	0	0	0	0	0	0	-
		-95	95	0	0	0	0	0	0	-100.0%
		-355	310	48	0	399	1,624	-2,026	0	-100.0%
	<b>SUBTOTAL ICT</b>									

Revenue Budget 2010/11  
Corporate Core

Ref.	Directorate	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from previous year %
<b>CC3</b>	<b>STRATEGIC Human Resources &amp; Organisational Development</b>									
CC3.1	Human Resources	1,157 -1,937	-63 0	6 -10	0 0	44 0	-35 0	0 -93	1,109 -2,040	-4.1% 5.3%
CC3.2	Occupational Health Service	-780	-63	-4	0	44	-35	-93	-931	19.4%
CC3.3	Unison	224 -221	-224 221	0 0	0 0	0 0	0 0	0 0	0 0	-100.0% -100.0%
CC3.4	Talent Management/ Organisational Development	3 32	-3 110	0 1	0 0	0 0	0 0	0 0	0 143	-100.0% 346.9%
CC3.5	Customer First	781 781	48 0	4 0	0 0	0 0	-32 0	0 0	801 801	2.6% 2.6%
		463 -464	-1 0	2 -2	0 0	-7 0	808 0	13 -813	1,278 -1,279	176.0% 175.6%
		-1	-1	0	0	-7	808	-800	-1	0.0%
	<b>SUBTOTAL STRATEGIC HR &amp; OD</b>	<b>35</b>	<b>88</b>	<b>1</b>	<b>0</b>	<b>37</b>	<b>741</b>	<b>-893</b>	<b>9</b>	<b>-74.3%</b>

Revenue Budget 2010/11  
Corporate Core

Ref.	Directorate	Budget 2009/10	Permanent Virements Agreed in 2009/10	Inflation	Function Changes	Previously Agreed Budget Changes	Proposed Change to Budget	Proposed Virements	Budget 2010/11	Change from previous year %
		£000	£000	£000	£000	£000	£000	£000	£000	%
<b>CC4</b>	<b><u>FINANCE &amp; PROCUREMENT</u></b>									
CC4.1	Service Management	998 -1,044 -46	-30 47 17	5 -5 0	0 0 0	-2 0 -2	-11 0 -11	-95 137 42	865 -865 0	-13.3% -17.1% -100.0%
CC4.2	Corporate Finance	850 -849 1	111 -38 73	5 -4 1	0 0 0	0 0 0	-52 0 -52	1 -24 -23	915 -915 0	7.6% 7.8% -100.0%
CC4.3	County Procurement	667 -636 31	-4 -13 -17	3 -3 0	0 0 0	0 30 30	0 0 0	5 -49 -44	671 -671 0	0.6% 5.5% -100.0%
CC4.4	Internal Audit Service	507 -495 12	-3 -12 -15	3 -3 0	0 0 0	0 0 0	0 -47 -47	86 -36 50	593 -593 0	17.0% 19.8% -100.0%
CC4.5	Audit Fee	475 -475 0	0 0 0	2 -2 0	0 0 0	22 0 22	0 0 0	1 -23 -22	500 -500 0	5.3% 5.3% -
CC4.6	Berkshire Pensions	58 0 58	0 0 0	0 0 0	0 0 0	-7 0 -7	0 0 0	0 0 0	51 0 51	-12.1% - -12.1%
	<b>SUBTOTAL FINANCE &amp; PROCUREMENT</b>	<b>56</b>	<b>58</b>	<b>1</b>	<b>0</b>	<b>43</b>	<b>-110</b>	<b>3</b>	<b>51</b>	<b>-8.9%</b>



Revenue Budget 2010/11  
Corporate Core

Ref.	Directorate	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from previous year %
<b>CC5</b>	<b><u>STRATEGY</u></b>									
	<b><u>LEGAL &amp; DEMOCRATIC SERVICES</u></b>									
CC5.1	Legal Services	2,117 -2,077 40	-8 -57 -65	11 -11 0	0 0 0	-4 -10 -14	-79 0 -79	68 70 138	2,105 -2,085 20	-0.6% 0.4% -50.0%
CC5.2	Democratic Services	1,229 -435 794	-16 57 41	6 -2 4	0 0 0	-9 0 -9	-52 0 -52	-3 73 70	1,155 -307 848	-6.0% -29.4% 6.8%
CC5.3	Coroners Services	705 0 705	0 0 0	3 0 3	0 0 0	33 0 33	0 0 0	217 -229 -12	958 -229 729	35.9% - 3.4%
CC5.4	Members' Allowances	1,038 0 1,038	0 0 0	5 0 5	0 0 0	3 0 3	-10 0 -10	0 0 0	1,036 0 1,036	-0.2% - -0.2%
CC5.5	Members' Services	168 -10 158	2 0 2	1 0 1	0 0 0	-15 0 -15	5 0 5	3 0 3	164 -10 154	-2.4% 0.0% -2.5%
CC5.6	Political Assistants	139 0 139	-1 0 -1	1 0 1	0 0 0	0 0 0	0 0 0	0 0 0	139 0 139	0.0% - 0.0%
CC5.7	Chairman's Allowance	24 0 24	0 0 0	0 0 0	0 0 0	0 0 0	-5 0 -5	0 0 0	19 0 19	-20.8% - -20.8%
CC5.8	Council Elections	126 0 126	0 0 0	1 0 1	0 0 0	0 0 0	0 0 0	0 0 0	127 0 127	0.8% - 0.8%
	<b>SUBTOTAL LEGAL &amp; DEMOCRATIC SERVICES</b>	<b>3,024</b>	<b>-23</b>	<b>15</b>	<b>0</b>	<b>-2</b>	<b>-141</b>	<b>199</b>	<b>3,072</b>	<b>1.6%</b>

Revenue Budget 2010/11  
Corporate Core

Ref.	Directorate	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from previous year %
CC6	<b>PARTNERSHIPS</b>									
CC6.1	Partnership Working	183 -833 -650	406 0 406	3 -4 -1	0 0 0	-7 0 -7	-18 0 -18	29 155 184	596 -682 -86	225.7% -18.1% -86.8%
CC6.2	Equalities & Social Inclusion	194 0	-194 0	0 0	0 0	0 0	0 0	0 0	0 0	-100.0% -100.0%
CC6.3	Grants	79 0	157 0	1 0	0 0	0 0	0 0	0 0	237 0	200.0% -
CC6.4	Voluntary Sector Development	211 0	-211 0	0 0	0 0	0 0	0 0	0 0	0 0	-100.0% -
CC6.5	Partnerships & Communities Team	246 0	-160 0	0 0	0 0	0 0	0 0	0 0	86 0	-65.0% -
		246	-160	0	0	0	0	0	86	-65.0%
	<b>SUBTOTAL PARTNERSHIPS</b>	<b>80</b>	<b>-2</b>	<b>0</b>	<b>0</b>	<b>-7</b>	<b>-18</b>	<b>184</b>	<b>237</b>	<b>196.3%</b>
CC7	<b>POLICY UNIT</b>									
CC7.1	Policy & Performance	1,129 -1,124	-4 0	6 -6	0 0	-3 0	-134 0	61 144	1,055 -986	-6.6% -12.3%
CC7.2	Scrutiny	5 25 0	-4 0 0	0 0 0	0 0 0	-3 -5 0	-134 0 0	205 12 0	69 32 0	1280.0% 28.0% -
CC7.3	Consultation and Involvement	2 318 -316	-43 0	0 1 -1	0 0 0	-5 0 0	0 0 0	12 0 41	32 276 -276	28.0% -13.2% -12.7%
CC7.4	Research and Intelligence	180 -32	-1 0	1 0	0 0	0 0	0 0	0 0	180 -32	0.0% 0.0%
		148	-1	1	0	0	0	0	148	0.0%
	<b>SUBTOTAL POLICY UNIT</b>	<b>180</b>	<b>-48</b>	<b>1</b>	<b>0</b>	<b>-8</b>	<b>-134</b>	<b>258</b>	<b>249</b>	<b>38.3%</b>

Revenue Budget 2010/11  
Corporate Core

Ref.	Directorate	Budget 2009/10 £000	Permanent Virements Agreed in 2009/10 £000	Inflation £000	Function Changes £000	Previously Agreed Budget Changes £000	Proposed Change to Budget £000	Proposed Virements £000	Budget 2010/11 £000	Change from previous year %
<b>CC8</b>	<b><u>COMMUNICATIONS, MARKETING &amp; PUBLIC AFFAIRS</u></b>									
CC8.1	Communications & Marketing	830 -824	138 0	5 -4	0 0	-6 0	6 -30	35 -165	1,008 -1,023	21.4% 24.2%
CC8.3	Print & Design	6	138	1	0	-6	-24	-130	-15	-350.0%
	<b>SUBTOTAL COMMUNICATIONS, MARKETING &amp; PUBLIC AFFAIRS</b>	<b>20</b>	<b>137</b>	<b>1</b>	<b>0</b>	<b>-6</b>	<b>-24</b>	<b>-130</b>	<b>-2</b>	<b>-110.0%</b>
<b>CC9</b>	<b><u>CHANGE FUND</u></b>	806 0	0 0	4 0	0 0	-302 0	0 0	0 0	508 0	-37.0%
	<b>SUBTOTAL CHANGE FUND</b>	<b>806</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>-302</b>	<b>0</b>	<b>0</b>	<b>508</b>	<b>-37.0%</b>
<b>CC10</b>	<b><u>CORPORATE &amp; DEMOCRATIC CORE</u></b>									
CC10.1	Corporate Management	2,743 0	14 0	14 0	0 0	0 0	0 0	-270 0	2,501 0	-8.8%
CC10.2	Democratic Representation & Management	2,743 1,655	14 7	14 8	0 0	0 0	0 0	-270 229	2,501 1,899	-8.8% 14.7%
	<b>SUBTOTAL CORPORATE &amp; DEMOCRATIC CORE</b>	<b>4,398</b>	<b>21</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-41</b>	<b>4,400</b>	<b>0.0%</b>
	<b>Expenditure</b>	<b>40,160</b>	<b>-83</b>	<b>244</b>	<b>0</b>	<b>123</b>	<b>1,999</b>	<b>1,768</b>	<b>44,211</b>	<b>10.1%</b>
	<b>Income</b>	<b>-30,734</b>	<b>541</b>	<b>-146</b>	<b>0</b>	<b>20</b>	<b>-77</b>	<b>-4,237</b>	<b>-34,633</b>	<b>12.7%</b>
	<b>DIRECTORATE TOTAL</b>	<b>9,426</b>	<b>458</b>	<b>98</b>	<b>0</b>	<b>143</b>	<b>1,922</b>	<b>-2,469</b>	<b>9,578</b>	<b>1.6%</b>



**Service & Resource Planning 2010/11 - 2014/15**  
**Council Tax and Precepts 2010/11**

**Council Tax Data**

1. In order to set its council tax, the County Council needs the following information:
  - (a) **the County Council's budget requirement for 2010/11.** This is the County Council's net expenditure to be financed by the council tax, National Non-Domestic Rates (NDR) and Revenue Support Grant (RSG). This is determined by the Council when it formally sets the budget;
  - (b) **the amount to be received from National Non-Domestic Rates and Revenue Support Grant.** This is determined by Government within the Local Government Finance Settlement. We received confirmation of our 2010/11 figure on 20 January 2010 in the final settlement;
  - (c) **any surpluses/shortfalls on the council tax collection funds for earlier years and the estimated position for the current year.** Each district council must make this calculation and notify the County Council of its share before 22 January 2010. The County Council must take these adjustments into account in setting its precept and the council tax figures for 2010/11;
  - (d) **the council tax base, expressed in terms of Band D equivalent properties.** Each district council must formally notify the County Council of the tax base for its area before 31 January 2010. For 2010/11 the tax base is determined by adjusting the tax base for RSG purposes for any increase arising from reductions in the discounts for second homes and then applying a factor for estimated losses on collection.
2. Based on the final information on funding and assuming a budget of £389.870m as shown in the proposed Medium Term Financial Plan (Annex 1) the calculation of the Band D Council Tax for 2010/11 is as follows:

## Council Tax Calculation 2010/11

	No.	£	
County Council Budget Requirement		389.870m	
Less:			
Revenue Support Grant		-13.481m	
National Non-Domestic Rates		-92.840m	
Collection Fund Adjustments		-2.357m	
<b>Council Tax Income Required</b>		<b>281.192m</b>	(P)
RSG Tax Base (Band D Equivalent Properties)	249,063.0		
Council Tax Base (Assuming losses on collection)	242,050.5		(B)
<b>Band D Council Tax</b>		<b>£1,161.71</b>	(P/B)

Each £1 million variation in budget will change the Band D council tax by about £4.13 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 £1,161.71, the council tax for other bands is as follows:

Property Band	Property Values	Band D Proportion	2010/11 £ p
A	Up to £40,000	6/9	774.47
B	Over £40,000 and up to £52,000	7/9	903.55
C	Over £52,000 and up to £68,000	8/9	1,032.63
D	Over £68,000 and up to £88,000	9/9	1,161.71
E	Over £88,000 and up to £120,000	11/9	1,419.87
F	Over £120,000 and up to £160,000	13/9	1,678.03
G	Over £160,000 and up to £320,000	15/9	1,936.18
H	Over £320,000	18/9	2,323.42

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 (£281.192m) is the sum of the council tax income required to fund the Council's budget.

District Council	RSG Tax Base	Council Tax Base		Assumed Precept Due
		Collection Rate Adjusted for Losses on Collection/ Discount Reductions %	Number	£
Cherwell	51,760.0	96.82	50,113.0	58,216,773
Oxford City	48,604.0	96.04	46,680.0	54,228,623
South Oxfordshire	56,013.0	98.46	55,152.3	64,070,678
Vale of White Horse	48,850.0	98.67	48,199.0	55,993,260
West Oxfordshire	43,836.0	95.60	41,906.2	48,682,852
<b>TOTAL</b>	<b>249,063.0</b>	<b>97.18</b>	<b>242,050.5</b>	<b>281,192,486</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 2010.

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**Service & Resource Planning 2010/11 - 2014/15**  
**Dedicated Schools Grant Provisional Allocation 2010/11**

	ISB £000s	PVI £000s	ISB/PVI £000s	Central £000s	Total £000s
2009/10 Base, excluding LSC	276,403.7	10,315.7	286,719.4	34,796.0	321,515.4
Decrease in pupil numbers from January 2009 (813 pupils) *	-1,683.7		-1,683.7	-273.9	-1,957.6
<b>Revised Baseline</b>	<b>274,720.0</b>	<b>10,315.7</b>	<b>285,035.7</b>	<b>34,522.1</b>	<b>319,557.8</b>
<b><u>Inflation</u></b>					
Inflation (at 2.1%)	5,804.5	216.6	6,021.1	730.7	6,751.8
Inflation (change in pupils)	-35.4		-35.4	-5.8	-41.2
<b><u>Ministerial Priorities</u></b>					
Personalised Learning (third annual and last instalment)	4,436.8		4,436.8		4,436.8
<b><u>Formula Changes</u></b>					
(1) Minimum Funding Guarantee (MFG) (to 2.9%)	608.3		608.3		608.3
(2) Potential Additional Academy Costs			0.0	163.9	163.9
(3) Central Expenditure Limit (loss of pupils)			0.0	273.9	273.9
	<b>285,534.2</b>	<b>10,532.3</b>	<b>296,066.5</b>	<b>35,684.8</b>	<b>331,751.3</b>
Balance of funding to allocate/(recover)			0.0	1,621.3	1,621.3
<b><u>Dedicated Schools Grant Provisional Allocation</u></b>					
	<b>285,534.2</b>	<b>10,532.3</b>	<b>296,066.5</b>	<b>37,306.1</b>	<b>333,372.6</b>
% Percentage Increase in funding (excludes balance to allocate)	3.3		3.3	2.6	3.2

\* Based on October 2009 count as a proxy for January 2010

At present the budget allocation above shows a level of Headroom at £1.6m. The fall in and redistribution of pupils among schools is likely to significantly increase the amount required for MFG reducing the amount of Headroom.

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## **Service & Resource Planning 2010/11 - 2014/15**

### **Virement Rules 2010/11**

#### **Introduction**

1. Under the Constitution the Council is required to specify the extent of virement within the approved budget which may be undertaken by the Cabinet. Any other changes to the budget are reserved to the Council, other than any changes necessary to ensure compliance with the law, ministerial direction or government guidance.
2. Virement for these purposes is taken to include not only the transfer of budget provision between budget heads<sup>1</sup> (including contingency provisions if such exist) but also the transfer of funds from balances by way of a supplementary estimate.

#### **Virement rules requiring Council approval**

3. The approval of Council is required for any virement which:
  - Is a permanent virement, unless it can be demonstrated to the Chief Finance Officer that it does not imply a major change in policy as described by the Policy Framework Documents<sup>2</sup> (e.g restructuring a service);
  - Involves the transfer of funds between revenue and capital budgets;
  - Is a temporary virement that is greater than £500,000 and represents a major change in policy as described by the policy framework documents. All virements greater than £500,000 will be considered a major change in policy unless it can be demonstrated otherwise to the Chief Finance Officer.
  - Or in the opinion of the Chief Finance Officer a Council decision is required.
4. These provisions are subject to annual review as part of the budget setting process.

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

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

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<sup>1</sup> i.e. the expenditure heads specified in the budget as approved by Council

<sup>2</sup> Set out in the Constitution, Section D (Full Council) Paragraph 4

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

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

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

### **Recognition of virements**

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

### **Cumulative virements**

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

**Service & Resource Planning 2010/11 - 2014/15**  
**Treasury Management Strategy Statement and Annual**  
**Investment Strategy for 2010/2011**

**Introduction**

1. The Local Government Act 2003 and supporting regulations requires the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
2. The Act therefore requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance issued subsequent to the Act). The Annual Investment Strategy sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
3. The proposed strategy for 2010/11 in respect of the following aspects of the treasury management function is based upon the views of the Council's Treasury Management Strategy Team (TMST)<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;
  - Prudential Indicators;
  - the current treasury position;
  - prospects for interest rates;
  - the borrowing strategy;
  - the borrowing requirement;
  - the investment strategy;
4. It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue caused by increased borrowing to finance additional capital expenditure, and any increases in running costs from new capital projects are limited to a level which is affordable within the projected income of the Council for the foreseeable future.
5. The Council is also required to indicate if it has adopted the CIPFA Code of Practice on Treasury Management. The code was adopted by Council on 1 April 2003.

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<sup>1</sup> Comprising the Assistant Chief Executive & Chief Finance Officer, Head of Finance & Procurement, Assistant Head of Finance (Corporate Finance), Principal Financial Manager – Treasury & Pension Fund Investments and Financial Manager – Treasury & Pension Fund Investments

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

### **Treasury Limits for 2010/11 to 2012/13**

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

### **Prudential Indicators for 2010/11 to 2012/13**

10. The Prudential Indicators set out below are part of the integrated treasury management strategy.
11. It is recommended that Council approves the authorised limits for total external debt gross of investments for the next three financial years.
12. The limits now include the estimated value of the externalised Homes for Older People (HOP's) contract, which under International Financial Reporting Standards (IFRS) is required to be brought back on to the County Council's balance sheet. The change to accounting requirements in relation to service concession arrangements applies to the 2009/10 accounts, a year earlier than the rest of IFRS requirements.

PRUDENTIAL INDICATOR	2009/10	2010/11	2011/12	2012/13
<b>(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b>probable outturn</b>	<b>estimate</b>	<b>estimate</b>	<b>estimate</b>
<b>Authorised Limit for external debt - borrowing</b>	£511m	£551m	£537m	£549m
<b>other long term liabilities</b>	£49m	£49m	£49m	£49m
<b>TOTAL</b>	<b>£560m</b>	<b>£600m</b>	<b>£586m</b>	<b>£598m</b>
<b>Operational Boundary for external debt - borrowing</b>	£501m	£541m	£527m	£539m
<b>other long term liabilities</b>	£49m	£49m	£49m	£49m
<b>TOTAL</b>	<b>£550m</b>	<b>£590m</b>	<b>£576m</b>	<b>£588m</b>
<b>Upper limit for fixed interest rate exposure expressed as: Net principal re fixed rate borrowing / investments</b>	150%	150%	150%	150%
<b>Upper limit for variable rate exposure expressed as: Net principal re variable rate borrowing / investments</b>	25%	25%	25%	25%
<b>Upper limit for total principal sums invested for over 364 days</b>	£100m	£100m	£100m	£100m

<b>Maturity structure of fixed rate borrowing during 2010/11</b>	<b>Lower Limit %</b>	<b>Upper Limit %</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

## Current Portfolio Position

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

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

## Prospects for Interest Rates

### *Current Medium Term Financial Plan*

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

### *Arlingclose's View*

15. The Council has appointed Arlingclose Limited to provide investment advice to the Council, as part of this service they help the Council to formulate a view on interest rates. Annex 6b of the Service & Resource Planning report to Cabinet in January 2010 set out a number of City forecasts for short term (Bank Rate) and longer term fixed interest rates.
16. Arlingclose's current view on interest rates is that the Bank Rate:
- Will remain at 0.5% until November 2010
  - Will gradually increase from December 2010 to March 2011 to 1.50%
  - Will rapidly increase to 4.00% by December 2011 and remain there for the rest of the financial year.
17. There is a downside risk to these forecasts if the economy could not sustain such a rapid increase in interest rates. There is also an upside risk that the Bank of England's Monetary Policy Committee may begin the process of base rate increases earlier than forecast.



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

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

18. The Council's TMST, taking into account the advice from Arlingclose, and the current economic outlook, have determined the rates to be included in the Strategic Measures budget for 2010/11 and over the medium term. The Bank Rate forecasts set out below represent the average rate for the financial year:

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

19. It is the view of the team that as rates achieved on deposits in the past have been over and above that of the Bank Rate that a return rate should also be budgeted for. The team has agreed that the return rate should be 0.60% higher than the average Bank Rate for each year over the medium term. The rate this gives is set out below. These rates have been incorporated into the strategic measures budget estimates:

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

## **Borrowing Strategy**

### *Arlingclose's View*

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

- The 10 year PWLB rate is expected to start the financial year at 3.75%, rising to 4.00% in June and again to 4.25% in March 2011. Further increases are forecast with the rate ending at 4.75% in March 2012.
  - The 5 year PWLB rate is expected to start the financial year at 2.70% with gradual quarterly increases forecast to reach 3.25% by March 2011. Further gradual increases are forecast until the rate reaches 4.25% by March 2012.
22. This forecast indicates, therefore, that there is a range of options available when setting a borrowing strategy for 2010/11. Short dated gilt yields are forecast to be lower than medium and long dated gilt yields during the financial year. Despite additional gilt issuance by the UK Government, short dated gilts are expected to benefit from expectation of lower interest rates as the economy struggles. Variable rates are expected to remain low as the Bank Rate is maintained at historically low levels.

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

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

- 2010/11 4.00%
- 2011/12 4.50%
- 2012/13 5.00%
- 2013/14 5.00%
- 2014/15 5.00%

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

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

### Borrowing Requirement

30. In order to finance the Capital Programme the Council's long-term debt is projected to increase from £432.935m in April 2010 to £462.417m by 31 March 2011, part of which may be funded internally.

	2009/10 £m Probable	2010/11 £m Estimate	2011/12 £m Estimate	2012/13 £m Estimate
Net New Borrowing – Internal	14.337	1.000	7.000	
Net New Borrowing – External	9.518	28.482	17.228	16.125
Replacement Borrowing - Internal		15.000*	10.000*	
Replacement Borrowing - External	12.000	6.681	11.913	16.803*
<b>TOTAL</b>	<b>35.855</b>	<b>51.163</b>	<b>46.141</b>	<b>32.928</b>

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

### Annual Investment Strategy

31. The Council has regard to the Office of the Deputy Prime Minister's Guidance on Local Government Investments ("the Guidance") issued in March 2004 and CIPFA's Treasury Management in Public Services Code of Practice and Cross

Sectoral Guidance Notes (“the CIPFA TM Code”). Communities and Local Government (formerly ODPM) have issued a consultation paper on changes to the Investment Guidance, Capital Finance Regulations and Minimum Revenue Provision Guidance. Any changes in the revised guidance will come into force on 1<sup>st</sup> April 2010 and are reflected in this report. The Council’s investment priorities are:-

- (a) The security of capital and
  - (b) The liquidity of its investments
32. 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.
33. Investment instruments identified for use in the financial year are listed below under the ‘Specified’ and ‘Non-Specified’ Investment categories. Guidance states that specified investments are those requiring “minimal procedural formalities”. The placing of cash on deposit with banks and building societies ‘awarded high credit ratings by a credit rating agency’ and investments with the UK Government and local authorities qualify as falling under this phrase as they form a normal and minimum part of day to day treasury management.
34. 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.
35. The Council uses Fitch ratings as the basis by which to set its minimum credit criteria for deposits and derive its counterparty limits. The TMST may further limit these by using other available information such as Credit Default Swap Rates, Shareprices, Ratings Watch & Outlook notices. Counterparty limits and maturity limits are derived from the credit rating matrix as set out in the tables at paragraphs 42 and 43 respectively. The Council may also use alternative credit rating agencies such as Standard & Poors and Moodys, in these instances the equivalent ratings will apply.
36. Notification of any rating changes (or ratings watch and outlook notifications) by Fitch are monitored daily by a member of the Treasury Management Team. Rating changes by other credit rating agencies are reported to the TMST by Arlingclose.
37. Where a change in credit rating places a counterparty on the approved lending list outside the credit matrix (as set out in tables at paragraphs 43 and 44), that counterparty will be immediately removed from the lending list.
38. Where a counterparty has been placed on Negative Watch or Outlook by a credit rating agency, the counterparty will be immediately suspended from the approved lending list. The TMST will then consider the notification and any

other information as described in paragraph 36 before deciding whether the counterparty should be reinstated or removed from the approved lending list.

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

### *Specified Investments*

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

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

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

*Non-Specified Investments*

42. A maximum of 50% of the portfolio will be held in 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>2</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

<sup>2</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.

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

Supranationals	N/A	In-house. Fund Managers	50% in-house; 100% of External Fund	5 years in-house, 30 years fund managers
Bond Funds	AAA	In-house and Fund Managers	50% In-house; 100% External Funds	5 years in-house, 30 years fund managers
Sovereign Bond Issues	AAA	In-house on a buy and hold basis. Fund Managers	50% in-house; 100% External Funds	5 year in-house, 30 years fund managers

### *Counterparty Limits*

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

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

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

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

### *Maturity Limits*

44. 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.



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

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

### *Other institutions included on the councils lending list*

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

### **Structured Products**

46. As at 30 November 2009, the Council had £5m of Structured products within its investment portfolio. Structured products involve varying degrees of additional risk over fixed rate deposits, with the potential for higher returns. It is recommended that the authority continue to use structured products up to a maximum of £20m of the investment portfolio. The Council will continue to monitor structured products and consider restructuring opportunities as appropriate.

### **External Fund Managers**

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

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

### **Treasury Management Advisors**

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

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

### **Performance Monitoring**

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

### **Investment Training**

53. All members of the Treasury Management Strategy team are members of a professional accounting body. In addition, key Treasury Management officers receive in-house and externally provided training as deemed appropriate. Key Treasury Management officers will also be encouraged to study towards the new CIPFA and ACT<sup>3</sup> joint Certificate on International Treasury Management – Public Finance.

### **Recommendations**

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

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<sup>3</sup> Association of Corporate Treasurers

## **Service & Resource Planning 2010/11 - 2014/15**

### **Minimum Revenue Provision Policy Statement for 2010/11**

#### **Introduction**

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

#### **Options for Prudent Provision**

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

##### *Option 1 - Regulatory Method*

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

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

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

### *Option 3 – Asset Life Method*

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

### *Option 4 – Depreciation Method*

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

### **MRP Methodology Statement**

10. The policy already in place in the Council is reflected in Options 1 and 3; consequently the statement requiring approval by Council is a confirmation of existing practice and continuation of the policy approved by Council in June 2008. The Council is recommended therefore to approve the following statement:
11. For capital expenditure incurred before 1 April 2008 or which in the future will relate to Supported Capital Expenditure, the MRP policy will be based on existing regulations (Option 1 – Regulatory Method).
12. From 1 April 2008, for all unsupported borrowing, the MRP policy will be based on the estimated life of the assets for which the borrowing is undertaken (Option 3 – Asset Life Method 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 2010/11 will relate to the more historic debt liability that will continue to be charged at the rate of 4%, in accordance with Option 1 of the guidance. Certain expenditure reflected within the debt liability at 31 March 2011 will be subject to MRP under Option 3, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

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## **Service & Resource Planning 2010/11 - 2014/15**

### **Capital Strategy 2010/11 - 2014/15**

#### **Executive Summary**

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

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

The Capital Strategy's purpose is to

- outline how the Council's limited existing capital resources should be used, and how the capital resources potentially available should be maximised to address the capital investment needs effectively.
- ensure that no capital programme or project proposal is approved without determining whether there are better ways of achieving the stated objectives or better ways of using the available resources.
- ensure that capital investment plans are affordable, prudent, sustainable and demonstrate value for money.

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

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

The first section explains that changing national government and corporate priorities, the economic recession, demographic changes, housing growth, business efficiency strategies and the current economic conditions will all have an impact on the Council's capital strategy and programme. It also stresses that the

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need to improve the transport infrastructure and to strengthen programmes to work on sustainability and climate change agendas has never been greater.

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

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

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



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## 1. Introduction

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

## 2. The Council's Vision and Priorities

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

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

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

### 3.1. National Picture

#### 3.1.1. Current Economic Conditions

7. The UK Economy is still in recession although there have been signs of modest growth recently. There is uncertainty about the strength of the recovery and this is reflected in the forecast growth of 1% for 2010. Recovery in employment levels could take up to 5 years. These conditions place a higher demand on public services and significantly affect two critical resources for the capital programme: capital receipts and developer contributions.
8. In the past, the one consistent factor in the funding of the capital programme has been the income derived from the sale of council assets. This has meant that the Council has not only benefited from a stable and predictable income stream but has also been able to use the increased value of capital receipts to deal with cost increases across the portfolio and bring more projects into the capital programme. However, during 2009, the Council has experienced both a sharp reduction in the value of capital receipts and delays in the delivery of the disposal programme.
9. A second key source of funding for infrastructure delivery over the last five years has been developer contributions, particularly to the transport and schools programmes. However, the Council is witnessing increasing demands from developers to reassess and renegotiate both the need for contributions for infrastructure secured through planning obligations (S106) and the terms applied to these contributions. This is because of the slow down in the housing market and related viability and timing issues raised by private developers.

#### 3.1.2. Local Government Finances

10. The scale of national debt means it is likely that public spending will be reduced by £50 billion over the next 4 to 5 years. It is expected that capital spending by the public sector will go down sharply and recover slowly. Local authorities are likely to receive significantly lower settlements from central government from 2011/12 onwards. This affects the capital programme in two ways:
  - capital allocations<sup>1</sup>, which make up about 39% of the Council's capital resources, may be cut by 30% to 50%.
  - a squeeze in revenue budget allocations will make it very difficult for the County Council to take up unsupported borrowing or to increase its prudential borrowing provision significantly.

11. It is clear that national government will be further challenging local authorities *to tighten* their asset management strategies. As a major owner

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<sup>1</sup> This includes supported borrowing and grant settlements from the central government.

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and occupier of property, local authorities will be required to justify holding land and buildings and to dispose of assets that are surplus to requirements. It is expected that this will lead to further pressure being placed on local authorities to sell major assets.

### **3.1.3. The Total Place Agenda**

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

## **3.2. Local Picture**

### **3.2.1. Population**

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

### **3.2.2. Housing Growth**

16. Oxfordshire will experience significant housing growth over the next fifteen to twenty years. The Draft South East Plan proposes housing growth of 2,360 dwellings each year within Oxfordshire until 2026. This

figure may increase to 2,760 per annum. Growth points have been designated within the county at Oxford and Didcot. Banbury, Bicester and Grove/Wantage are other county towns where this significant housing growth will be principally located. Bicester is the subject of a bid for growth funding to support the development of North West Bicester, which has been identified as an eco town location. There are also proposals (not yet agreed) for a significant expansion of the south east of Oxford City.

17. There will therefore be a need for considerable investment in new infrastructure to meet the pressures on essential services such as schools, libraries, roads, waste and extra-care housing provision. The key challenge will be to make sure that there are sufficient resources to fund, forward plan and implement this level of growth effectively. The increased housing development will create demand both for infrastructure investment and increased and better quality public services. There will also be a need to balance development and the protection of the environment and respond to the challenges of climate change.

### **3.2.3. Standard of Living**

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

### **3.3. County Council's Infrastructure and Asset Base**

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

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

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

### 3.3.1. Asset Management Plan

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

### 3.3.2. Local Transport Plan

25. New highway initiatives for 2010/11 have been identified through the Local Transport Plan 2006-2011 in line with the current capital strategy. The key issue in the emerging third Local Transport Plan is the need to provide transport investment which supports economic development across the county while helping the authority meet its obligations for reducing greenhouse gases.

26. Substantial amounts of transport investment will be needed to support the new developments coming from the Local Development Frameworks. Some transport schemes are still outstanding and are required to cope with the impact of traffic implications from previous and current development rounds.

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

### 3.3.3. Schools Infrastructure

28. A rapid and substantial growth in demand for primary school places is forecast over the period 2009 – 2016 indicating a likely demand for at least a further additional 178 Reception places in Oxford City. This is equivalent to, on average, creating an additional form of entry (30 pupils) per year on

existing school sites. In addition, there are significant demand pressures in Witney, Wantage and Henley. The current economic climate leads to further pressure in this area due to the number of pupils being shifted from private schools to state schools. Even if the total funding available, which includes the Primary Capital Programme allocation and is subject to future years' local government finance settlements, is considered sufficient to discharge the Council's statutory responsibilities, it will not meet all assessed needs with respect to condition and suitability.

29. The Council, working with the schools and the Schools Forum, is committed to pursuing the Education Transformation Agenda. This agenda needs to be supported and facilitated by the creation of schools infrastructure for the 21<sup>st</sup> Century. The Primary Capital Programme (PCP), which aims to rebuild some 5% of all schools with a further 45% or so being 'renewed' by 2023, is already underway. The rollout of this programme will include new models of school organisation including federation and trust arrangements and greater collaboration between early years, primary, secondary and post-16 providers. The Building Schools for the Future (BSF) programme has the potential to support the delivery of this agenda by securing in the region of £600m of additional capital investment in Oxfordshire secondary schools over a 10 – 15 year period. However, the timing of this investment is not yet certain and it is likely to create budget pressure from the 'affordability gap' for both capital and revenue budgets. The Council is expecting commitment from all schools in delivering this transformation agenda, particularly from schools participating in or benefiting from the PCP and BSF Programme.
30. The Council is also committed to increasing the number of schools with a distinctive character under the Choice and Diversity Agenda. This means encouraging secondary schools to acquire a second subject specialism, to consider the acquisition of foundation or trust status and, where existing schools are unable to deliver a consistently high standard of outcomes for students in particular, to create academies. Federations will also be encouraged as a means of improving the educational experience of children and young people. These changes to school organisations will have an impact on the required school infrastructure.
31. There are further challenges arising from the transfer of responsibilities from the Learning and Skills Council to local authorities. A new statutory duty around children's centres and a duty to participate in education or training post 16 by young people are also being introduced.

#### **3.3.4. Transforming Social Care**

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

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subject to a comprehensive review of systems and processes to support future working practices.

### **3.4. Environmental Sustainability and Climate Change**

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

## **4. Capital Strategy's Response to Needs and Priorities**

36. The Council's current capital strategy (Appendix 1) is that
  - The earmarked funding received in the form of grant and borrowing approval for schools and transport are allocated according to the priorities in the Schools Asset Management Plan and the Local Transport Plan;
  - The Capital receipts are corporate resources and used across the capital programme flexibly;
  - Prudential guidelines are used to fund capital investment needs by borrowing repaid either from savings or from revenue over a 25 year period;
  - External resources are used for the purposes for which they are issued;
  - Other funding options are evaluated and used based on the merits of individual cases;
37. As can be concluded given the picture described above, it is of the utmost importance that the Council's limited resources are managed effectively.

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Also of utmost importance is the task of successfully managing the Council's assets and infrastructure base, and managing growth and developing related infrastructure provision.

38. The Council is responding to this in three ways:

- Devising an immediate response to stimulate the economy while maintaining focus on long-term affordability;
- Assessing the impact on the current capital strategy to ensure its longevity and sustainability;
- Considering longer-term implications and developing related action.

#### **4.1. Immediate Response**

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

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

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

41. Therefore, a prudent strategy for increased prudential borrowing on an invest-to-save basis is currently being employed to deal with the immediate pressures on capital resources.

##### **4.1.2. Assess the corporate capital resources requirement to move the Sustainability and Climate Change agendas forward**

42. The Council is procuring a residual waste treatment contract to direct waste away from landfill and to address the major investment required to meet national targets and those stated in the Oxfordshire Joint Municipal Waste Strategy. It is also investing in a long-term infrastructure programme for waste recycling centres (WRC) through the use of the performance reward grant and other corporate resources.

43. The Council has also agreed to allocate further corporate resources to the Carbon Reduction Programme. The enlarged programme will focus in particular on improving the performance of the property portfolio and the street lighting infrastructure. The Council is also planning to work with the Schools Forum to devise a funding strategy for the further expansion of this programme to the schools estate.



### **4.1.3. Provide contingency across the capital programme**

44. The Council's capital budget setting principle is "a balanced position with sufficient level of contingency". Reduction in the value of the capital receipts during 2009/10 meant that the Council reported over £5m cumulative shortfall across the Capital Programme.
45. Although this level of over-programming is within tolerances recommended by the Audit Commission, the Council has reviewed its capital programme to set a balanced budget for the 2010/11 to 2014/15 period and set aside contingencies across the whole capital programme for unforeseen capital pressures and to accommodate possible changes in the capital resources position supporting the programme.
46. Contingency provisions are also made under the CYP&F and the Transport Capital Programmes to deal with the immediate resources requirement based on the initial financial analysis for the BSF, Academies and Access to Oxford Programmes. Work is ongoing to ensure that commitments from partners are secured for the delivery of these programmes.

### **4.1.4. Agree funding strategies for the BSF Programme**

47. The Council considers that the first project of four schools within the BSF Programme is currently affordable. However, this is a long-term programme and the affordability position is likely to change over time. In order to maintain and improve the affordability position the Council agreed the following funding strategies:
  - securing additional capital and revenue funding support from existing CYP&F budgets;
  - securing contributions from the Dedicated Schools Grant in consultation with the Schools Forum;
  - securing contributions from schools' revenue budgets and Devolved Formula Capital Funding using established protocols in funding major development in schools;
  - using capital receipts within the programme where possible and in line with PfS' guidance;
  - using prudential borrowing where capital receipts are delayed and where opportunities for revenue savings can be identified, e.g. through the removal of surplus places, reducing the number of pupils being transported or placed outside the county.

## **4.2. Impact on the Current Capital Strategy**

48. It is likely that the current capital strategy will be affected from the picture presented above. Some of the key areas of consideration are presented below:

#### **4.2.1. Prepare for the impact of changes to local government finances and the Total Place agenda on settlement allocations**

49. Although the scale of impact of changes in these areas will not be known until the 3<sup>rd</sup> quarter of 2010, the Council has been working on achieving more flexible use of settlement allocations within the constraints of the current capital strategy. It was able to take advantage of the accelerated funding offer by Central Government in early 2009. The Council used this opportunity to stimulate local economic activity, to bring forward £1.5m highway maintenance work, and to generate revenue savings by deferring the unsupported borrowing requirement.
50. Both Transport and Schools programmes have undergone a funding sensitivity analysis to help understand the impact of likely cuts in government funding on the level of future investment in the related infrastructure bases. The analysis concluded that investment in integrated transport and non-statutory schools schemes will be severely affected by cuts of over 30%. There is now broader consensus on the more flexible use of capital resources and the Council is ready to consider different applications of a single pot approach to achieve better use of resources in the capital arena.
51. The CCMT has been working to bring all capital programmes together and to ensure that the overall capital programme is owned corporately. These ongoing works will ensure that the determination of priorities for the overall capital programmes is more transparent. Mechanisms are currently being developed to ensure broader member engagement in the next Local Transport Plan and the development of the Schools Asset Management Plan.
52. The Council is also critically observing the impact of the total place agenda on central government allocations. It is observing how strategic programmes and settlement allowances and their future operation will be influenced by this agenda. It is likely that this approach will enable the Council to progress with its own localities investment agenda subject to the scale and timing of forthcoming funding provision.

#### **4.2.2. Make capital receipts a thoroughly corporate resource**

53. Council policy is to treat capital receipts as corporate resource, not automatically allowing the originating service to utilise them. The Council looks to maximise capital receipts from the disposal of surplus land and buildings, unless there is a better overall benefit. This approach will stay firmly in place while increased pressure on selling major assets and reducing the size of the property portfolio is likely.
54. Given the fact that the Council's Business Efficiency Strategy requires a rationalisation of the asset base to help deliver £106 million of savings between 2010/11 and 2014/15, there is a need to strengthen further the capital strategy regarding the ring-fencing of capital receipts for the re-provision of assets.

55. Although services can still make a case for the replacement of an asset, work is ongoing to determine whether a percentage of the related capital receipt should be top-sliced for corporate purposes. This is in order to
- encourage a case to be made for joint proposals, where the use of assets benefits more than one service area;
  - influence and challenge firmly business cases for service re-provision based on ring-fenced capital receipt funding;
56. The Capital Programme Board will continue to consider each case on its merits. The Council will also be exploring the potential of funding the locality bases through different procurement options once the strategy is fully determined. This is particularly important when current economic conditions do not favour the disposal of assets and proposals based on ring-fencing assets on an individual basis are likely to have viability and cashflow problems from the start.

#### **4.2.3. Establish better links between the use of prudential guidelines and Council's Business Efficiency Strategy**

57. The Council is currently using funding under prudential guidelines for two categories of expenditure:
- capital investment which will result in future revenue savings; the cost of borrowing is met from these savings. Examples include Energy Conservation and the Better Offices Programme.
  - capital investment where the Council has a significant unmet capital need; a decision can be taken for capital investment to be funded by borrowing. The borrowing is repaid from revenue over a number of years.
58. The Council will continue to utilise unsupported borrowing to finance capital investment where there is a clear proven need and where this borrowing does not result in unacceptable increases in Council Tax levels. Currently, under the prudential guidelines, the revenue implications of every initiative are taken into account when estimating affordability of these proposals.
59. As part of its medium term planning process the Council also evaluates the relative merits of funding revenue or funding capital proposals. In the case of capital proposals it ensures that there is on-going revenue funding available to meet the impact of any additional borrowing requirements.

#### **4.2.4. Continue to secure external funding and project specific grants where they enable the delivery of corporate priorities**

60. The Council will try wherever possible to influence investment through the targeted use of its limited capital resources to lever in other investment to meet its objectives. However, the Council is clear that projects that may bring in further investment will only be supported if they meet the Council's priorities and objectives. The Council also evaluates long-term implications

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of accepting any external funding provision, in particular on its revenue budget.

61. The Council has benefited from this approach by securing approval for £4.6m co-location funding and £1.5m “Back on Track” funding from the DCSF, £1million Rural Capital funding to support 14-19 reform in rural settings and by achieving pilot status for the Single Conversation Programme from the Homes and Communities Agency.
62. The Council has also been working on making developer contributions an integral part of the asset management process through the effective use of section 106 agreements. This approach, too, ensures that future community assets are affordable and sustainable in the long term.
63. The Council will build on these successes and use its considerable experience in aligning funding streams and strategic programmes to meet its priorities in the context of its Capital Strategy. It will also enhance this strategy by using the Local Investment Plan (LIP) agreed by partners and take the opportunity to align all available funding streams further, including those from partner organisations at local, sub-regional, regional and national levels. The Council believes that this approach will ensure funding is generated for the longevity of the capital strategy and the capital programme and making maximum impact.

#### **4.2.5. Continue to employ an effective year-end financing strategy for the capital programme**

64. The Council’s capital financing strategy is aimed at minimising the on-going liabilities to the Council’s revenue budget arising from capital investment. The first calls on capital resources are therefore external funding (including S106), grants, supported borrowing<sup>2</sup>, and capital receipts and reserves. The final calls, where necessary, are on unsupported borrowing and revenue contributions.

### **4.3. Long Term Considerations and Actions**

#### **4.3.1. Striking a Better Capital Investment Balance: Change in Service Priorities and Changes to Demographics**

65. Demographic change puts pressure on other essential services, such as the provision of school places, home care, waste management and public transport facilities. Capital resources are already severely constrained based on the current needs arising from the Council’s strategic and service priorities. The Council has long recognised that a strategic response to meeting and containing demographic pressures is required.
66. The Council has therefore been using all of the formulaic basic needs settlement and other resources from the schools capital funding, in line with national policy, to respond to the increasing demand for school places due to changes in demography and parental choice. The Council is aiming

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<sup>2</sup> Note that the Council is a floor authority and therefore still needs to bear the cost of supported borrowing.

to secure additional funding to cope with the unexpected growth which is only partially offset by the low numbers of surplus places in other year groups in schools.

67. In 2008/09, £25m additional prudential borrowing was approved to respond to the investment need in services not receiving capital settlement from central government. However, there is still work to be done in this area to strike a better balance between those needs arising from changing service priorities and those arising from changes/shifts to the demographic picture.

#### **4.3.2. Funding Growth**

68. The Council is proactive in ensuring, as far as possible, that all additional capital investment needs arising from new developments are funded from developer contributions. It has benefited from its good track-record of effectively identifying infrastructure needs arising from new developments and securing developer contributions to enable required infrastructure delivery. However, the scale of the infrastructure provision to respond to the described level of growth requires a different approach to capital investment planning and a stronger emphasis on funding infrastructure.
69. Initial analysis of long-term infrastructure implications of future growth shows that significant investment in schools and transport infrastructure will be required as well as considerable investment in extra care housing, community facilities, green infrastructure and recreational resources. It is not yet clear what scale of investment will be required by our partners responsible for health and utilities infrastructure.
70. Due to the effect of current economic conditions on developer contributions, several issues have become critical when managing this scale of growth:
- Maintaining the viability of development proposals due to the reduction in land values;
  - The funding implications of providing infrastructure up-front due to timing issues;
  - Securing central government funding for some of the major infrastructure requirements when it is likely that capital spending by the public sector will be cut by 30% - 50% following the CSR2010;
  - Being prepared to deal with uncertainties around the exact cost of infrastructure provision when the development takes place;
71. The Council has already started working with district councils and other partners to identify further infrastructure funding streams under the umbrella of the recently established Spatial Planning and Infrastructure Partnership and with the Housing and Communities Agency as part of the Single Conversation Pilot. The Council and its partners are aiming to use the Single Conversation as an opportunity to pursue a new approach to infrastructure provision in which the investment fits the place rather than the place fits the programme.

72. Similarly, the Council and its partners are also trying to take advantage of the new Growth Fund<sup>3</sup> to support the delivery of infrastructure in growth areas. The application for Oxfordshire's share of the Eco-Town Pilots Support Funding (£60 million)<sup>4</sup> is also under progress. The use of these new funding streams is expected to unblock stalled developments to a degree. However, it is recognised that these are still relatively short-term solutions. Hence, there is still a need to investigate different funding mechanisms based on the identified funding gap to help deliver infrastructure.
73. The Council plans to develop a longer-term capital investment strategy on a 10-15 year horizon to manage effectively the infrastructure requirements arising from this unprecedented planned housing growth. This will be in conjunction with and follow the development of the Local Investment Plan, the Local Transport Plan 3 and the long-term Property Strategy.
74. The next section lists some of the models that the Council will look into as part of the development of the longer-term capital strategy development in more detail.

#### **4.4. Funding Options to Meet Capital Investment Challenges**

75. There are a number of innovative funding options and delivery models available or under development to support infrastructure delivery. The Council acknowledges that these options and models need to be fully evaluated to determine the most appropriate solution based on the nature of the infrastructure need, the scale of the funding gap and the availability of funding sources offered by Central Government.
76. The Council is committed to exploring all relevant options in consultation with its partners in delivery to ensure the effective management of growth and the timely provision of related infrastructure.

##### **4.4.1. Public Private Partnerships (PPP)/Private Finance Initiative (PFI)**

77. The PPP/PFI funding models are used as long-term contracts between the public sector client and a private sector special purpose vehicle to deliver infrastructure and services in exchange for an annual performance related payment. The Council looks at these models of funding for its major schemes and takes a decision on the merits of each individual case. It has successfully used PPP funding to develop the Oxford Castle site working with the private sector and SEEDA. It has also upgraded homes for the elderly in partnership with the Order of St John.
78. The Council's policy regarding this funding model has always been to carry out a full and robust assessment of its long-term implications to determine the value for money for the Council. This is due to the fact that while this model works well in many circumstances, they have not been

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<sup>3</sup> A new unringfenced grant. This is part of the £1.7bn that Communities and Local Government will be investing across the Growth Areas, the Thames Gateway, Growth Points and Eco-towns during the CSR07 period.(£832m)

<sup>4</sup> £60m start-up funding for local infrastructure relating to eco-towns.

found appropriate in financial terms. In line with this policy, the Council has fully investigated PFI options but has not so far decided this has been appropriate for any scheme. However, the Council is still working on employing similar models when it is suitable for its objectives. It is currently considering suitable options for funding the waste treatment contract, possibly through a Design, Build, Finance, Operate (DBFO) deal with the private sector. Similarly, it is considering the Local Education Partnership Model under the Building Schools for the Future Programme.

79. In future, the Council will also need to look at more competitive versions of this model, such as competitive or incremental partnerships and see whether or not any of them is applicable for or tailor made to the specific circumstances of the infrastructure requirement.

#### **4.4.2. Local Asset Backed Vehicles (A form of PPP Model)**

80. This funding mechanism aims to encourage private sector investment by making regeneration projects appealing on a long-term basis. The current economic conditions and their impact on the public finances and land values mean that it is likely that very limited funding will be available from both the public and private sector. It is expected that the use of this funding mechanism will increase in the coming years given the expected increase in asset rationalization by local authorities.

#### **4.4.3. Transport Innovation Fund**

81. The Department for Transport's long-term funding guidelines forecast that Transport Innovation Funding (TIF) will grow to over £2 billion by 2014/15, subject to the outcome of CSR2010<sup>5</sup>. The Council is currently developing the Local Transport Plan (3) and will test the applicability of this funding against the assessed need and long-term aspirations. This funding is currently directly linked to authorities who have taken up road user charging and therefore has not been pursued by the Council. However, its application is likely to be reviewed after the general election at the national level. Following this review, the Council is hoping to see further flexibilities in the allocation and the use of this funding stream and will feedback accordingly.

#### **4.4.4. "Partnership for Schools" Approach to Education Funding**

82. Partnership for Schools has started overseeing about £13.2 billion education funding on top of the existing £9.3 billion for the Building Schools for the Future Programme. Initial indications are that PfS will move towards a "One Conversation" approach around schools funding<sup>6</sup>. Although details of this approach are not yet clear, it is expected that the allocation of this funding will be linked to how/where the schools will fit and enhance the community.

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<sup>5</sup> DfT (26<sup>th</sup> January 2006): Policy, guidance and research; the Transport Innovation Fund

<sup>6</sup> PfS (10<sup>th</sup> September 2009): Partnership for Schools launches "one conversation" with local authorities.

#### 4.4.5. Community Infrastructure Levy

83. The Community Infrastructure Levy (CIL) is being introduced to give local authorities extra resources to invest in vital facilities, public services and social infrastructure and to give developers greater certainty about their role and contribution.<sup>7</sup> Although this mechanism aims to bring much needed flexibility to the use of contributions from developers, there are concerns arising from its implications for the County Council. It is still not clear how the CIL income will be apportioned, how it will be transferred from charging bodies to infrastructure delivery organisations, and how it will affect the future of the S106 agreements. Hence, central government's response to concerns raised by county councils across the UK will be critical in determining the future capital strategy implications of this new funding mechanism.

#### 4.4.6. Tax Increment Financing (TIF) and Accelerated Development Zone Funding

84. Tax Increment Financing<sup>8</sup> is a mechanism that enables the use of anticipated future increases in tax revenue to finance the current improvements (such as new or improved infrastructure) that are expected to generate those increased revenues. The UK central government announced a study of its use in April 2009. Most of the designated growth authorities and city regions are waiting the result of this study to determine further their funding strategy for growth.

#### 4.4.7. Rolling Fund

85. There is also a growing interest in creating a Rolling Fund for funding infrastructure up-front. This is a mechanism by which local authorities along with their partners use initial public money to forward-fund major infrastructure schemes where infrastructure is needed to support the planned development. The cost of infrastructure is then recovered from public and private sector funding streams as they come forward. It is important to structure and manage the fund in a way that it takes into account any delays or reductions in the recovery.

86. The Council acknowledges that the level of funding available from central government and the private sector is constantly changing and current economic conditions will put further constraints on available future infrastructure funding. More sustainable and long-term funding models are needed to manage the growth agenda effectively and deliver the related infrastructure in a timely manner.

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<sup>7</sup> DCLG (August 2008): The Community Infrastructure Levy

<sup>8</sup> British Property Federation (November 2008): Tax Increment Financing



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## 5. Capital Programme: Governance, Development & Implementation

### 5.1. Capital Programme

87. The current capital programme for 2009/10 to 2014/15 totals £574m<sup>9</sup> capital investment across the county and covers a wide range of projects. The figures for the years 2011/12 onwards are a draft based on an indicative programme put forward to the Cabinet. This programme includes some indicative projects where no firm costings or business cases have been produced. These projects will only be progressed after a formal approval process, as outlined in the capital strategy, and if funding is available. The resources estimates are also indicative and subject to the result of the Comprehensive Spending Review 2010. Significant changes to the resources profile will affect the level of planned investment within the next five years.

### 5.2. Governance

88. The Council has the vision of “developing a truly corporate approach to strategic capital investment, infrastructure and asset planning”. It recognises that implementing a high-profile capital governance structure is essential to fulfil this vision and ensure success in the capital arena.

89. That is why capital governance arrangements were reviewed in the context of the immediate challenges presented by the infrastructure gap and the growth, total place, co-location and cross service delivery agendas. A new capital governance structure has been in operation since September 2009.

90. The new structure establishes a strong direct link between the mainstream capital programme and capital investment needs arising from the growth agenda (in particular strategic sites) and from cross-departmental and cross-organisational co-location and joint service delivery initiatives.

91. An overview of the new governance structure and terms of reference for new platforms are presented in Appendix 2. The key features of this structure are listed below:

#### 5.2.1. The Council & the Cabinet

92. The Council and the Cabinet continue as the key democratic decision-making bodies as per the Council’s constitution. The Council approves the key policy documents and the capital programme as part of the Council’s Policy and Budgetary Framework. The Cabinet recommends priorities, policy direction and the capital programme to the Council for approval. The Cabinet also approves new inclusions to the capital programme in line with the scheme of delegation and the financial procedure rules.

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<sup>9</sup> A map of planned capital investment is shown in Appendix 1(b).

### 5.2.2. The Capital Investment Board (CIB)<sup>10</sup>

93. The Capital Investment Board is a high-level political platform providing a cross-portfolio approach to and political steer on policy developments, strategic infrastructure development, the use of resources discussion and the growth, co-location and joint service delivery agendas.

### 5.2.3. The Capital Programme Board (CPB)<sup>11</sup>

94. The Capital Programme Board is a strong officer group with a clear remit and function to be the single point of contact in all capital and asset matters across the organisation with clear accountability and a sufficiently high level of authority and decision-making power within the limits of delegated responsibility.

## 5.3. Capital Programme Development & Implementation

95. The Council has been using a scoring matrix and option appraisal methodology to underpin its capital decision-making process. Recent changes in the context within which the capital strategy is developed mean that there is a need to strengthen the development framework for the capital programme.
96. In particular, the Council has taken steps to enhance the strategic alignment of the capital programme with corporate priorities and balance capital investment needs arising from planned growth and the maintenance of the existing portfolio.
97. The Council has already revised its financial procedure rules related to capital following the introduction of the new governance structure. The principle behind these adjustments is ensure that the overall structure is supported by appropriate officer teams operating clear, agreed, open and transparent corporate policies, protocols and procedures. Detailed protocols are under development and will follow the approval of the capital strategy.
98. It is also developing a two-stage approval process for capital resources allocation. If a project is approved at stage 1, it is accepted in principle to the Council's capital programme and allocated a project development budget. This stage is also called "commit to investigate". At stage 2, the project receives full political approval for work to commence and expenditure to be incurred, subject to the budget constraints of the project delivery budget allocation.
99. The revised project approval thresholds and a more detailed framework on the two-stage approval process are provided in appendices 3 and 4 respectively. The capital resources allocation model and the technical assessment are also shown within this process.

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<sup>10</sup> See Appendix 2b for the terms of reference of the Capital Investment Board

<sup>11</sup> See Appendix 2c for the terms of reference of the Capital Programme Board

### 5.3.1. Capital Resource Allocation

100. The Council is currently developing a new capital resources allocation model in order to align the use of capital resources to the delivery of corporate priorities. The model will be integrated into the service and resource planning process.

### 5.3.2. Technical Assessment (Options, Deliverability and Affordability Appraisals)

101. Given the scarcity of both land and capital in relation to future needs, OCC must ensure that each investment decision represents the best possible use of these limited resources, and the best long-term solution for the authority and its citizens as a whole. It is critical for the long term future of the Council's infrastructure base and to ensure the wise and responsible use of resources that each investment decision is based on a full consideration of all possible solutions and a full recognition of life cycle cost.

102. The Council is in the process of streamlining its technical assessment process for evaluating readiness and value for money of all its capital investment proposals. The agreed principles are:

- Analyse a range of possible solutions at the feasibility phase of each major capital investment;
- Base the options appraisal on the life cycle costs of possible solutions, including the discounted cost of future expenditures to determine their affordability;
- Explore different project delivery models that, where possible, include partnerships, sharing costs with other organisations, obtaining grant contributions or generating revenue income;

103. This approach will further ensure that investment in assets carries the underlying principle of seeking maximum benefit from the sum invested. Indeed, the revenue implications of any schemes are therefore considered at both stages of the process. However, more details are provided prior to full political approval being granted for proposals.

### 5.3.3. Procurement

104. The Council has established collaborative partnerships with both the professional services and construction services supply chains through innovative strategic procurement initiatives. It has developed delivery mechanisms focusing on build-ability, supply chain management and incentivised long-term framework partnerships with contractors. These include

- Core Multi-Disciplinary Consultants appointed on a 7 – 10 year term capable of delivering the Council's Capital Programme.
- Framework Consultants (3 Multi-Disciplinary and 1 Cost Management) appointed on 4-year terms, selected for their expertise and capability to deliver education projects;

- Similar Framework arrangements are in place for construction services. These delivered up to 60% of the Council's Capital Programme, with the remainder procured in the open market.

105. The current core consultants contractual arrangements can be terminated in 2012, and the framework consultancy and construction services contractual arrangements are also able to be terminated without penalty in 2012. The Council is reviewing the full range of options for the provision and procurement of all property consultancy, contracting, and facilities management services with the intention that revised arrangements securing efficiency benefits will be put in place from April 2012.

106. The Council is due to enter into new contractual arrangements for the delivery of the Transport service which involves operating in an integrated organisational structure aimed at generating a more efficient operation. This will enable us to plan the overall resource from inception to delivery on the ground thus smoothing the workflow throughout the year, planning future years and hence gaining greater effectiveness and efficiency.

107. The Council is currently procuring a residual waste treatment contract which utilises similar principles to a Private Finance Initiative (PFI) and is based on the Government's standard contract. The Council is also considering setting up a Local Education Partnership (LEP) to deliver projects for Building Schools for the Future (BSF) Programme as this is the preferred model of delivery by the Partnership for Schools.

#### **5.3.4. Partnership Working**

108. The Council has a strong vision to create sustainable places by working closely with its partners. It recognises that it can only achieve its objectives through partnership working and is therefore committed to working with public, private, voluntary and community organisations.

109. The Council already has a history of pursuing joint-working and joint-service delivery initiatives for better outcomes for communities and citizens of the County. The Council is currently

- working on the West End Project in partnership with Oxford City Council, South East England Development Agency (SEEDA) and other partners. The renaissance of Oxford's West End is the single biggest regeneration project that Oxford has seen for some decades and will shape the city centre experience for a hundred years to come.
- operating a private public partnership with the Oxfordshire Care Partnership (Orders of St John – referred to as OCP/OSJ) to provide residential care homes for Older People;
- working in partnership with District Councils in collection and treatment of waste, including delivering improved recycling and reduction in landfill;
- working with the Housing and Communities Agency and other partner organisation under the Single Conversation Pilot Project to provide a shared framework at a local level for the delivery of housing and economic growth, infrastructure, regeneration and community objectives.

### 5.3.5. Performance Management

110. The Council agrees a rolling five-year capital programme annually in accordance with its priorities. The capital programme is updated quarterly and its performance is reported monthly to the Cabinet. The Council's use of capital resources indicator was 90% at the end of 2008/09. This is a significant improvement from 18.58%<sup>12</sup> slippage reported in 2007/08 outturn position. The Capital Programme Manager is working closely with directorates to achieve further improvements in 2009/10 and the years beyond.

## 6. Conclusion

111. The Capital Strategy has been updated in light of a very challenging financial environment. Although, this update does not recommend an immediate change to the main policy framework, it makes a thorough assessment of the possible impact of the changing conditions.

112. It demonstrates how the economic recession, demographic changes, housing growth, business efficiency strategies, the total place agenda and state of the local government finances will all have an impact on Council's capital investment aspirations and the capital programme in the coming years. It recommends a series of short, medium and long-term measures to be employed in the future in light of the forthcoming Comprehensive Spending Review 2010.

113. At the heart of these recommendations lie the more flexible use of capital resources in support of Council's priorities and a stronger focus on long-term infrastructure requirements. The Capital Strategy therefore highlights a number of funding options that will define the level of available capital resources in the future.

114. It further highlights the importance of developing a longer-term capital investment strategy on a 10-15 year horizon to respond to the identified capital investment needs. This will be in conjunction with and follow the development of the Local Investment Plan, the Local Transport Plan 3, the long-term Asset Strategy, and the Strategy for Change for the Secondary School Estate. It will be also linked with the implementation of the Strategy for Change for the Primary School Estate.

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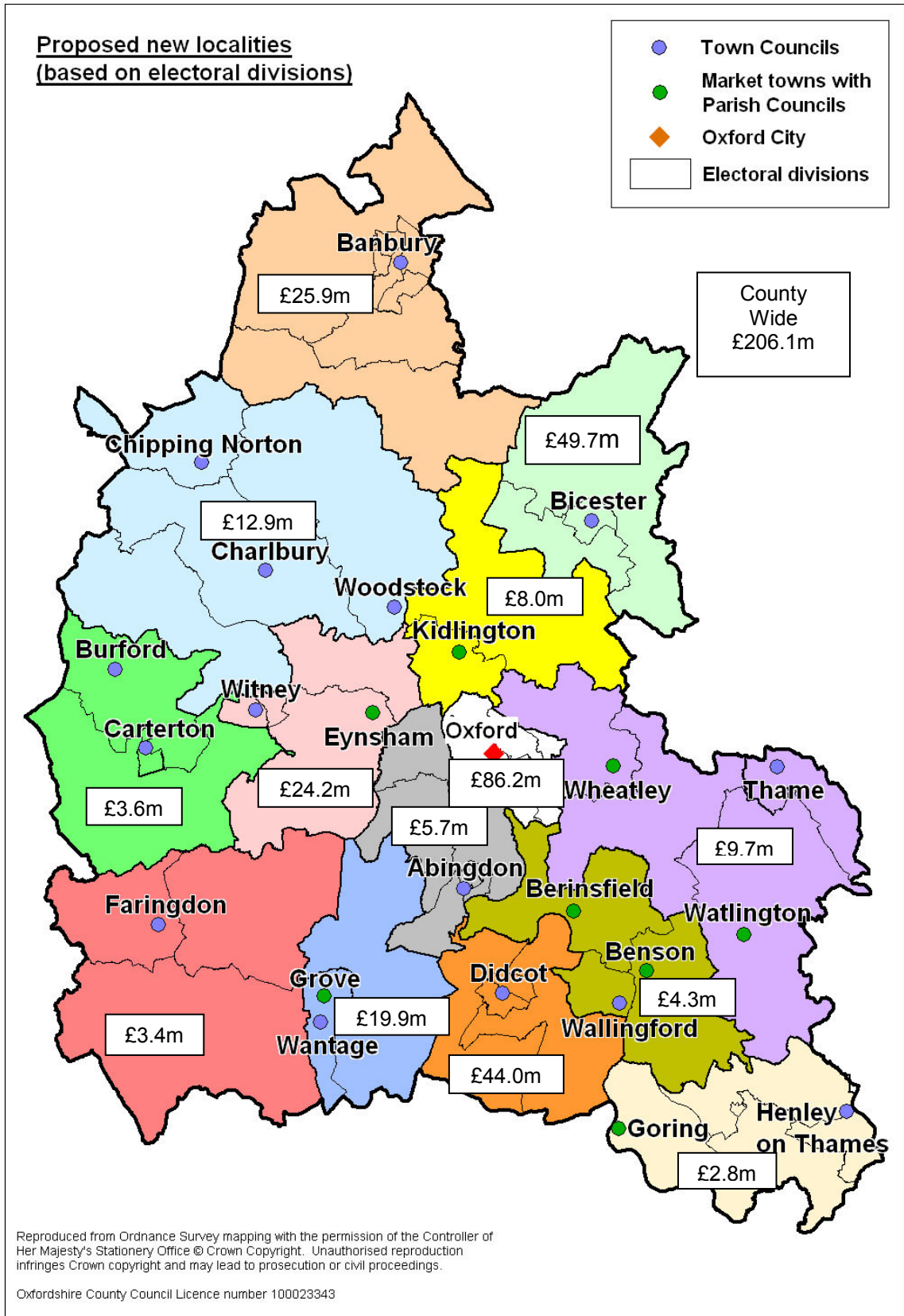
<sup>12</sup> Based on budget setting figure of £108.1m and the reported capital outturn of £88m.

## APPENDIX 1

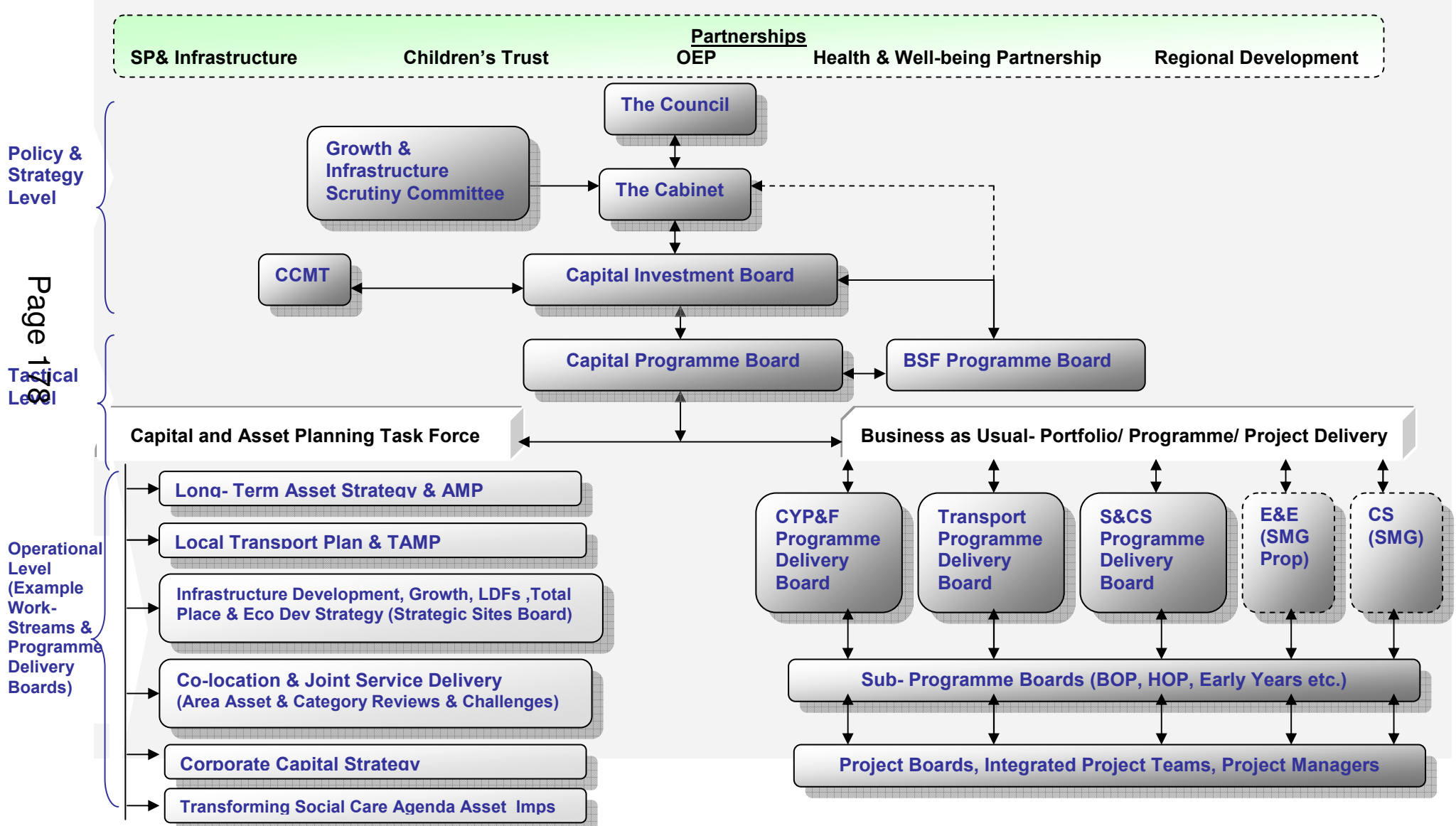
### (a) The Capital Investment Strategy: 2010/11 to 2014/15

<b>CAPITAL INVESTMENT STRATEGY FOR 2010/11 to 2014/15</b>	
<b>Resources</b>	<b>Investment Strategy</b>
<b>CYP&amp;F- Supported Capital Expenditure (S.C.E)</b>	This funding is ring-fenced for CYP&F Capital Programme. This funding is therefore allocated according to the priorities set out in the Schools Asset Management Plan.
<b>LTP- Supported Capital Expenditure (S.C.E)</b>	This funding is ring-fenced for Transport Programme under the E&E Capital Programme. This funding is therefore allocated according to the priorities set out in the Local Transport Plan.
<b>Usable Capital Receipts</b>	This funding stream is generally treated as flexible corporate resources. The policy also allows directorates to retail the capital receipts if a) it is planned to be used for direct re-provision of the property released b) it is planned to be used for another service priority which is consistent Council's overall priority and the AMP
<b>Developer Contributions</b>	This funding is used within the framework of the specific developer agreement. The policy will state that developer contributions are appropriately exploited to deliver the various infrastructures where appropriate and consistent with the framework contract. Appropriate contributions where secured and held in the account would/should be used in preference to other monies.
<b>Capital Grants/ External Funding</b>	These resources are provided by the national government or other external funding organisations and used for purposes for which they are issued. It is difficult to forecast a contribution for capital grants as they are led by specific investment programmes launched by these authorities and specific government departments in different time intervals.
<b>Unsupported Borrowing</b>	This funding stream is treated as a specific resource for a) a significant unmet capital need, a decision can be taken for capital investment funded by borrowing b) capital investment will result in future revenue savings, the cost of borrowing has been met from these savings (i.e. invest to save basis)
<b>Capital Reserves</b>	This funding stream is generally treated as flexible corporate resources. The policy also allows these resources to be earmarked for specific programme or project.
<b>PFI/ PPP</b>	Decisions are taken on the merits of each individual case and PFI/ PPP funding is considered as an option with all other suitable options for funding its major schemes.

**(b) The Capital Programme 2009/10 to 2014/15**



### APPENDIX 2 (a) - The New Capital Governance Structure- Overview





## Appendix 2 (b)

### CAPITAL INVESTMENT BOARD- TERMS OF REFERENCE

#### 1. Role

14. The Capital Investment Board (CIB)'s role is to shape the vision and set the agenda for capital investment and asset planning activity in order to put next generation infrastructure in place. It aims to provide a cross-portfolio approach to and high-level political steer on capital investment, strategic infrastructure development, the use of resources discussion and the growth, co-location and joint service delivery agendas. It will play a key role in managing relationships with partnerships and in making cross-organisational working a reality in the capital arena for the County.

#### 2. Composition & Resources

15. The board is composed of the members of the CCMT and of the Cabinet. It will be chaired by the Leader of the Council, and supported by the Capital Programme Manager. The Board will meet every two months.

#### 3. The Remit & Function

16. The remit of the CIB is
  - a) To shape and influence county's capital investment, strategic infrastructure and asset strategies and recommend strategic resource allocations according to capital priorities for the county
  - b) To secure commitments from partners to progress the agreed outcomes and projects and to identify and negotiate further enabling measures by uncovering and exploiting linkages with other policy/strategy blocks
  - c) To ensure that the vision for the strategic direction and scale of ambition for the organisation's capital investment portfolio are clear by providing a strategic steer on national, regional and cross-organisational challenges, risks and opportunities.
  - d) To advise on the policy development and priorities in the capital arena
  - e) To contribute to the development of a corporate approach to the use of capital resources at the policy level
  - f) To consider/debate key capital strategy/policy documents, long-term strategic asset matters and key property related initiatives
  - g) To define the top-down view and expectations in the capital arena through the provision of an early steer on approach and priorities
  - h) To review the framework for prioritising capital investment proposals aligning the AMP, TAMP and CS to the Corporate Plan
  - i) To promote and champion the importance of capital matters on political platforms
  - j) To provide visible corporate leadership & commitment at events and in communications
  - k) To receive and review regular progress reports from the Capital Programme Board (CPB) regarding the delivery of priority work-streams

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- l) To receive and review regular progress reports from the Building Schools for the Future (BSF) Board and to link the BSF programme with the overarching capital programme

#### **4. Decision- making**

17. The CIB is a working party and provides opportunities for high level collaboration between members and officers. Actual decisions are made in accordance with the scheme of delegation i.e. either by the Cabinet, by the relevant portfolio holder or by an officer of the authority following consideration by the CIB. Any proposal that is outside the approved budget and policy framework is referred back to full Council in accordance with the Constitution.

#### **5. Key Outcomes**

18. The use of Capital Resources directly related to the service delivery and corporate priorities and Council's aspirations for growth and infrastructure development;
19. Greater Cabinet and CCMT awareness of the infrastructure asset implications of all decisions;
20. Clearly defined capital priorities strongly linked with Council's policies and long-term strategies
21. Enhanced corporate and partnership working within the capital arena
22. Increased leverage of capital funding from wide range of sources (realisation of capital receipts, securing external funding through national and regional initiatives, generating long-term infrastructure and growth funding)
23. Realised opportunities for increasing income and/or reducing expenditure in management of property assets with direct contribution towards Council's efficiency programme

#### **6. Reporting Arrangements & Communication Plan**

24. Minutes of the meetings, with action items, will be circulated within 10 working days to members of the Board, members of CPB, the chairs of the Programme Delivery Boards and lead officers for the strategic work-streams.
25. The Growth and Infrastructure Scrutiny Committee will receive quarterly updates.
26. The Strategy and Partnership Scrutiny Committee will receive annual updates
27. There will be a continuous dialog with the Spatial Planning and Infrastructure Partnership. This dialog and relationship will be managed at the elected member and director level.
28. There will be a continuous dialog with the CPB and with the BSF Programme Board. These dialogs will be managed by the Assistant Chief Executive & Chief

Financial Officer and the Director of Environment & Economy, and the Director of Children Young People & Families respectively.

### **7. Review Arrangements**

29. Reviews will be carried out annually.

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## Appendix 2 (c)

### CAPITAL PROGRAMME BOARD- TERMS OF REFERENCE

#### 1. Role

1. The Capital Programme Board (CPB) is a strong officer group with a clear remit and function to be the single point of contact in all capital and asset matters.
2. The board's role is to ensure the development and delivery of long term infrastructure and asset strategies, the achievement of better long term planning of capital investment, better use and management of assets, greater local-decision making and accountability within the capital arena and the enhancement of cross-service strategic working among directorates and in partnership with other organisations.
3. It will create a programme of strategic capital investment for Oxfordshire and ensure that strategic capital investment is planned and delivered in the most effective way possible. It will establish a strong corporate centre, facilitating effective decision-making and providing officer leadership and challenge in the capital arena.

#### 2. Composition

4. The board has a small number of core members who are tasked to take a strategic view on the use of capital resources, capital investment and asset planning in line with Council's priorities. Members of the board will be accountable for ensuring the delivery of the specific capital targets and benefits agreed by the CIB. The membership of the CPB is listed below:
  - Assistant Chief Executive & Chief Finance Officer (the Chairman)
  - Director for Environment & Economy
  - Head of Transport (E&E)
  - Head of Property (E&E)
  - Head of Finance & Procurement (CC)
  - Head of Sustainable Development (E&E)
  - Head of Strategy and Transformation (S&CS)
  - Head of Commissioning, Performance and Quality Assurance (CYP&F)
  - Head of Strategy (CC)
  - Capital Programme Manager (CC)
5. The members of the CPB have, between them, responsibility for the Council's key strategic and service plans, including the Capital Strategy, Asset Management Plan, Long-term Property Strategy, Local Transport Plan, Strategy for Change for Secondary and Primary Schools, Strategic Sites Development, the Corporate Plan, the Medium Term Financial Plan, and regional and sub-regional strategies. This ensures the board supports both internal and external key strategies, plans and objectives.

6. Assistant Chief Fire Officer and Head of Service Support for the Community Safety and Shared Services Directorate will also have an invitation to all meetings of the Board where resources allocation and capital projects prioritisation are discussed.
7. The Board will be supported by the Capital Finance Team and meet every two months starting from 9th October 2009. These meetings will be in line with the meeting calendar for the CIB so that there is always 4 weeks between CIB and CPB meetings.

### **3. The Remit & Function**

8. The remit of the CPB is
  - a) To consider and determine capital investment and asset management issues across the organisation by establishing a strong corporate centre and facilitating effective decision-making in the capital arena;
  - b) To provide officer leadership and challenge in the capital arena by taking a corporate view on capital and asset management and the use of capital resources throughout the authority and by giving a strategic focus and co-ordination to capital and asset planning across the corporate portfolio;
  - c) To be accountable for ensuring the delivery of the specific capital targets and benefits for the organisation agreed by the CCMT and the Cabinet;
  - d) To set the strategic direction for the capital and asset planning task force and to challenge/assess/steer their progress against strategic objectives;
  - e) To establish and maintain linkages with partnership structures at appropriate stages and to advise CIB on co-ordinating the liaison with partners on co-location and joint service delivery proposals as required;
  - f) To make recommendations on capital investment priorities to CCMT, CIB and the Cabinet;
  - g) To agree capital investment decisions within the capital arena within the given remit and tolerances across the portfolio where priorities are already agreed by the cabinet as part of the Council's budgetary framework;
  - h) To determine implications of applying for external funding and to agree applications in consultation with the CIB;
  - i) To ensure that there is a programme of action and appointed work-stream leaders in place to deliver the agreed priority work-streams by the CIB;
  - j) To develop, own, monitor and report progress against the agreed yearly plan on exception basis to the CIB;

### **4. Decision- making**

9. The CPB is an officer working group. It takes its decision-making power from the delegated authority of member officers as per Financial Procedure Rules (FPR) and the Council's Constitution. It makes decisions only where priorities are already agreed by the cabinet as part of the Council's budgetary framework. It also ensures that necessary consultation is carried out with the CIB and relevant directors as part of the decision-making process. Decisions over £5m and new inclusions to the Capital Programme will be referred to the Cabinet in line with the FPR. Any proposal that is outside the approved budget and policy framework will be referred back to full Council in accordance with the Constitution.

## 5. Key Outcomes

10. The use of Capital Resources directly related to the service delivery and corporate priorities and Council's aspirations for growth and infrastructure development;
11. Creation of a single point of contact for all capital matters.
12. Continuous improvement in strategic planning and delivery of the capital programme ensuring that strategic capital investment is planned and delivered in the most effective way possible
13. Better long term planning of capital investment, better use and management of assets, greater local-decision making and accountability within the capital arena.
14. Increased leverage of capital funding from wide range of sources
15. Enhanced of cross-service strategic working among directorates and in partnership with other organisations.
16. Realised opportunities for increasing income and/or reducing expenditure in management of property assets with direct contribution towards Council's efficiency programme

## 6. Reporting Arrangements & Communication Plan

17. Minutes of the meetings, with action items, will be circulated within 10 working days to members of the Board, members of CIB, the chairs of the Programme Delivery Boards and lead officers for the strategic work-streams.
18. The Growth and Infrastructure Scrutiny Committee will receive quarterly updates.
19. The Strategy and Partnership Scrutiny Committee will receive annual updates.
20. There will be a continuous dialog with the CIB and with the BSF Programme Board. These dialogs will be managed by the Assistant Chief Executive & Chief Financial Officer and the Director of Environment & Economy, and the Director of Children Young People & Families respectively.

## 7. Review Arrangements

21. Reviews will be carried out annually.

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## APPENDIX 3

### NEW CAPITAL PROJECT APPROVAL THRESHOLDS (BASED ON REVISED FINANCIAL PROCEDURE RULES)

#### CAPITAL EXPENDITURE AND PROGRAMME

12. No capital commitment shall be entered into unless:-

- (a) It is included within the Capital Programme approved by the Council (either as a specified individual scheme or as part of a Planned Annual Programme) or is fully funded within the revenue budget and the Chief Finance Officer has confirmed that finance is available; and
- (b) In the case of a project that costs:
  - £200,000 or less, it has been approved by the Service or Cost Centre Manager;
  - Between £200,000 and £500,000, the Head of Service has approved a detailed project appraisal for that project;
  - Between £500,000 and £1,000,000, the Director has approved a detailed project appraisal for that project;
  - Between £1 million and £2 million, the Director and Chief Finance Officer have approved a detailed project appraisal for that project;
  - Between £2 million and £5 million, the Chief Finance Officer, in consultation with the relevant Cabinet Member, has approved a detailed project appraisal for that project;
  - £5 million and over, the Cabinet has approved a detailed project appraisal for that project; and
- (c) The tender figure falls within the provisions of paragraph 13 below.

#### Variation in costs

13. Where any tender or other variation may or will produce an increase of 5% or more on the total cost of that project, additional approvals must be sought as follows. If the total project budget as recorded in the Capital Programme is:

- a) Up to £500,000 the variation (5% or more) must be approved by the Service Manager in consultation with the Head of Finance and Procurement;

- 
- b) Between £500,000 and £1 million the variation (5% or more) must be approved by the Head of Service in consultation with the Head of Finance and Procurement;
  - c) Between £1 million and £2 million the variation (5% or more) must be approved by the Director and Head of Finance & Procurement;
  - d) Between £2 million and £5 million the variation (5% or more) must be approved by the Chief Finance Officer;
  - e) £5 million or more the variation (5% or more) must be approved by the Cabinet.
14. Approval should be sought at a higher level than stated in (a) to (e) above in cases where the estimated level of percentage increase is very high or where the viability and value for money of the scheme are threatened. Variations over £200,000, regardless of the percentage increase, require approval from the Capital Programme Board in accordance with paragraph 17.
15. Approval and variation thresholds stated in paragraphs 12 and 13 also apply to programmes or projects that are fully or partially externally funded.

### **Insurance reinstatements**

16. In the case of insurance reinstatements paragraphs 12 and 13 above apply to the gross cost of the scheme only if the Council is contributing more than £75,000 or where there is a change in the service provided.

### **Responsibilities of Chief Finance Officer**

17. The Chief Finance Officer will ensure that the Capital Programme Board monitors the capital programme and resources, controls expenditure against approved budgets, and addresses any problems of overspending or resource re-allocation in consultation with the Capital Investment Board.
18. Capital budgets for new projects or changes to the approved capital budgets for projects in the programme will be put forward for approval as part of a financial monitoring report by the Chief Finance Officer.
19. The Chief Finance Officer will ensure that virements are allowed only where they are within the overall policy framework and do not involve an increasing commitment in future years, which cannot be contained within existing approved budget allocations as determined by the Council.
20. The Chief Finance Officer will issue guidance as needed on governance and procedures.



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## Responsibilities of Directors

21. When disposing of assets other than land and property – such as surplus or obsolete materials, stores or equipment, Directors should follow guidance issued by the Chief Finance Officer and seek advice from them.
22. Part 7 of the Constitution delegates specific powers and functions to the Director for Environment and Economy. This includes various functions relating to the management of land and property. In particular, these set out procedures for the disposal of land.

## Leader of the Council

23. The Leader of the Council may in conjunction with the Chief Finance Officer approve any proposed change to the Capital Programme in advance of the financial monitoring report to Cabinet. In these cases, funding must be agreed by the Chief Finance Officer and reported to the Cabinet in due course.

## Disposals of Land and Property

24. In respect of disposals of land and property, the processes followed should be robust and transparent and in accordance with current legislation and Council's policies for "the Disposal of Surplus Land for Less than Market Value"<sup>13</sup> and "the Sale of Surplus Land for Affordable Housing"<sup>14</sup>.
25. The Head of Property should seek appropriate financial and legal advice before any disposal. Then, depending on the value of the disposal, different levels of approval are needed, as follows:
  - a. Where the estimated disposal value is less than £2 million, the Head of Property Services may arrange for the disposal of land or property, but;
  - b. Where the estimated disposal value is between £2 million and £5 million, a decision by the Chief Finance Officer to proceed with the disposal is required, or;
  - c. Where the estimated disposal value of individual property assets is £5 million or more, a decision by Cabinet to proceed with the disposal is required.
26. Disposals may be at a discounted or 'undervalue' level, below the 'best consideration that can reasonably be obtained'. In these cases, additional financial and legal advice should be sought. Disposals in these cases can be controversial so local circumstances and the scale of the discount in price should be considered when deciding who should make the final decision to sell. Generally though:

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<sup>13</sup> Report to the Cabinet dated 28<sup>th</sup> October 2003.

<sup>14</sup> Report to the Cabinet dated 17<sup>th</sup> April 2007.

- 
- (a) Where the 'undervalue' is less than £250,000, the Head of Property may arrange for the disposal of the land or property in consultation with the Capital Programme Board; but
  - (b) Where the 'undervalue' is between £250,000 and £1 million, the Head of Property must prepare a report to the Chief Finance Officer, requesting approval to proceed with the disposal; or
  - (c) Where the 'undervalue' is £1 million or more, the Head of Property and the Chief Finance Officer must prepare a report to Cabinet, requesting their approval to proceed with the disposal.

27. Approval should be sought at a higher level in cases that are controversial or where there is a larger discount from the 'best consideration' value following consultation with the Capital Investment Board.

### **Acquisition of Land and Property**

28. In respect of the acquisition of land and property where budget provision for an acquisition exists within the total Council budget, the Head of Property may approve a purchase of land or property in accordance with approval levels specified in paragraph 12 (b) above.

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# Appendix 4: CAPITAL PROGRAMME ENTRY PROCESS & PROJECT APPROVAL FRAMEWORK

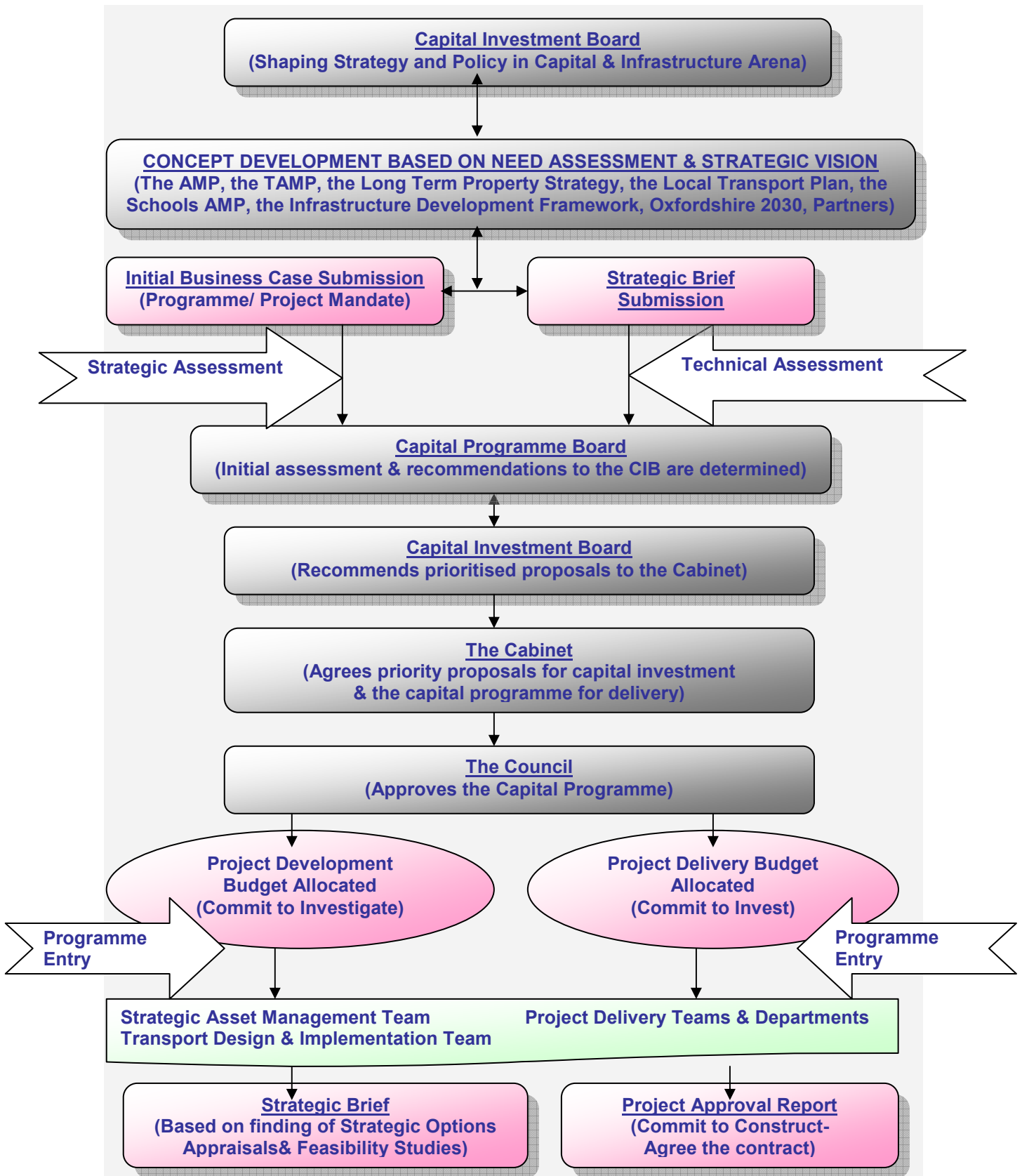


Figure 1: Two-stage Approval - High Level Process Map

## The Overview of the Staged Approach to Programme Entry and Project Approval

STAGES	STAGE 0 Concept Development	STAGE 1 Project Development	STAGE 2 Project Delivery	STAGE 3 Project Closure
<b>Responsible Owner</b>	CIB, CPB, Directorates Partners Transport Strategy Team Property Strategy Team	Transport Design & Implementation Teams Property Strategy & Tactical Teams	Transport & Property Project Delivery	The Client Directorate Transport & Property Strategy/Delivery Teams
<b>Activity</b>	Evidence need & strategic fit Define vision, objectives, aspirations & outcomes Identify infrastructure issues (condition, sufficiency, suitability, growth)	Options Appraisal Feasibility Study Outline Design Procurement Route Early assessment of land, highways, planning, utilities, sustainability, ICT issues Stakeholder Consultation	Statutory & regulatory approvals Detail Design (inc. ICT) Tenders, work/purchase orders (where required) Value engineering Change Control Supply chain management	Post implementation reviews Handover Plan (inc. responsibility for financial completion) Updates to asset register & other databases Defects reporting Performance reporting
<b>Criteria</b>	Strategic Assessment (the Capital Resource Allocation Model)	Technical Assessment (Options, Deliverability & Affordability Appraisals)	Deliverability against the brief, budget, timescales, procurement & quality	Client Satisfaction Survey Quality inspections End Project Report (RAG)
<b>Outputs</b>	Initial Business Case (Project Mandate)	Strategic Brief (Outline Business Case) Monitoring Report & Risk	Project Approval Report (Full Business Case) Monitoring Report & Risk	Impact Assessment/Benefit Realisation Report Lessons learnt report
<b>Cost/Savings Resources</b>	Conception Cost Form Funding Sources Revenue Imps (Annex 3) CFT, S106 Team & FBPs	Cost/Benefit Analysis Project Abnormals & WLC Revenue Imps (Annex 3) CFT, S106 Team & FBPs	Detailed cost & resources plan (inc. WLC, VfM, VAT) Financial Appraisal Form CFT & FBPs	Final account valuation FPR- ± 5% , SAP capital close, SAP revenue start CFT & FBPs
<b>Communication &amp; Consultation</b>	Users & other Directorates Portfolio Holder Stakeholders & Partners Service Providers Local Members Capital Programme Mng. CPB & CIB	The Client & Directorates Portfolio Holder Stakeholders & Partners Service Providers Local Members Capital Programme Mng. CPB, CIB & PDB	The end user and the client representative liaison Collaboration with contractor Neighbourhood Liaison Portfolio Holder Capital Programme Mng. CPB & PDB	Post project appraisal meeting (end users, the client directorate, project team & key stakeholders) The client representative Capital Programme Mng. CPB & PDB
<b>Approval</b>	<b>Commit to Investigate</b> Prj. Development Budget FPR, Cabinet & Council <b>(Programme Entry)</b>	<b>Commit to Invest</b> Project Delivery Budget Cabinet & Council <b>(Programme Entry)</b>	<b>Commit to Construct</b> Prj. Approval Budget ±5% S151, Portfolio Holder, Cabinet	<b>Client Acceptance</b> Revenue Budget (running & operating costs) Service Manager

## Appendix 5

### 2010/11 Capital Budget Setting Process Map

Capital Budget Setting Process			
Timetable (week commencing)	Programme Review Process	Capital Bid Evaluation Process	Financial Control Process
29 <sup>th</sup> June 2009	The Capital Budget Setting Process endorsed by the CSG	New AMP Templates produced by Property Services (PS)	<ul style="list-style-type: none"> <li>Disposal Programme Update (June 09)</li> <li>The Capital Programme Update (July 09)</li> </ul>
6 <sup>th</sup> July 2009 & 13 <sup>th</sup> July 2009	CYP&F Challenge Panel (2)	<ul style="list-style-type: none"> <li>CWG approves the new AMP Template</li> <li>New AMP Templates sent to Directorate Property Representatives</li> </ul>	<ul style="list-style-type: none"> <li>Support to the Challenge Panels</li> <li>Produce MMR Report with revised profiles (July 09)</li> </ul>
20 <sup>th</sup> July 2009 & 7 <sup>th</sup> Sep 2009	Directorates work on <ul style="list-style-type: none"> <li>their AMP templates and link them with their Annex 3;</li> <li>their current capital programme and review them in light of new AMP priorities;</li> </ul>	<ul style="list-style-type: none"> <li>Capital Resources Allocation Model Workshop;</li> </ul>	<ul style="list-style-type: none"> <li>Capital position statements (individual shortfall positions) for individual programmes produced and communicated to the Directorates</li> <li>Produce MMR report with revised profiles (Sep 09)</li> <li>Service &amp; Resource Planning Report Input (Sep 09)</li> </ul>
14 <sup>th</sup> Sep 2009	Directorates <ul style="list-style-type: none"> <li>Work on their proposals to reduce the shortfall;</li> <li>Consider the results of the challenge panel actions;</li> <li>Cross-check and revise expenditure profiles with more than £500k allocation in 2009/10 and 2010/11;</li> </ul>	<ul style="list-style-type: none"> <li>Directorate AMP Templates returned to the PS;</li> <li>The Capital Investment Board (CIB) considers the capital programme position and endorses the principles of 2010/11 budget setting process (agreed by the CSG in July 2009);</li> <li>The CIB considers the draft CRAM and makes recommendation for its further development;</li> </ul>	<ul style="list-style-type: none"> <li>New project report finance information check;</li> <li>Disposal Programme Update (Sep 09)</li> <li>S106 Resources Profile Update (Sep 09)</li> </ul>
21 <sup>st</sup> Sep 2009 & 28 <sup>th</sup> Sep 2009	<ul style="list-style-type: none"> <li>E&amp;E- Other Programmes Challenge Panel (PSMT);</li> <li>New programme delivery boards set up and start operation;</li> <li>Identification of projects that will be included in the cost challenge</li> </ul>	<ul style="list-style-type: none"> <li>PS quality check the AMP returns</li> <li>Resources shortfall determined based on the AMP returns;</li> <li>2010/11 Transport project/ programme proposals returned to the CPM;</li> <li>The CRAM criteria development &amp; consultation;</li> </ul>	<ul style="list-style-type: none"> <li>Capital Programme Update (Oct 09)</li> <li>Produce MMR report with revised profiles (Oct 09)</li> </ul>

<b>Capital Budget Setting Process</b>			
<b>Timetable (week commencing)</b>	<b>Programme Review Process</b>	<b>Capital Bid Evaluation Process</b>	<b>Financial Control Process</b>
5 <sup>th</sup> Oct 2009 & 30 <sup>th</sup> Oct 2009	<ul style="list-style-type: none"> <li>The Capital Programme Board (CPB) reviews the CP and make recommendations to the CIB on deferrals;</li> <li>Directorates consider the recommendation coming from the CPB and provide additional information to inform the CIB meeting;</li> <li>S&amp;CS Challenge Panel;</li> </ul>	<ul style="list-style-type: none"> <li>The CPB considers the new capital bids and makes recommendations to the CIB;</li> <li>Directorates consider the recommendation coming from the CPB and provide additional information to inform the CIB meeting;</li> <li>Strategic Directors asked to do a final review of the services' capital priorities and their timetable for implementation</li> <li>The AMP is revised in light of Directorate returns;</li> <li>The CRAM is tested using projects/ programme within the current CP;</li> </ul>	<ul style="list-style-type: none"> <li>Contractual commitment levels determined;</li> <li>Revenue implications of capital bids cross-checked against Annex 3s</li> </ul>
2 <sup>nd</sup> Nov 2009 & 16 Nov 2009	<ul style="list-style-type: none"> <li>CYP&amp;F Challenge Panel;</li> <li>Results of challenge panels cross-checked with the delivery partners</li> </ul>	<ul style="list-style-type: none"> <li>CCMT considers the proposed list of capital bids;</li> <li>The capital strategy is reviewed in light of the revised AMP;</li> <li>Final capital bid &amp; de-prioritisation/ deferral proposals is prepared for the CIB following the feedback from <ul style="list-style-type: none"> <li>a) Challenge Panels</li> <li>b) Portfolio Holder</li> <li>c) Strategic Directors/ CCMT</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Produce MMR report with revised profiles (Nov 09);</li> <li>Any significant change affecting the surplus/ shortfall position reported to the CPM;</li> <li>Results of the challenge panels are integrated to the capital programme;</li> <li>Service &amp; Resource Planning Report Input (Nov 09)</li> </ul>
23 <sup>rd</sup> Nov 2009	CIB considers the draft/ interim programme for 2010/11 & makes the final adjustments to the delivery timetables in light of the strategic priorities	<p>The Capital Star Chamber (the CIB)</p> <ul style="list-style-type: none"> <li>The CIB considers the final bid portfolio &amp; makes required prioritisation/ de-prioritisation/ deferral decisions;</li> <li>The CIB considers the details of the CYP&amp;F and Transport Capital Programmes &amp; makes required prioritisation/ de-prioritisation/ deferral decisions;</li> </ul>	<ul style="list-style-type: none"> <li>An interim position statement is produced for the CIB</li> <li>Disposal Programme Update (Nov 09)</li> <li>S106 Resources Profile Update (Nov 09)</li> </ul>
30 <sup>th</sup> Nov 2009 & 7 <sup>th</sup> Dec 2009	<ul style="list-style-type: none"> <li>Final updates made to the individual programmes</li> </ul>	<ul style="list-style-type: none"> <li>The CPB considers the draft Capital Strategy and AMP;</li> <li>Preparation for presentations to the Scrutiny Committees (Strategy &amp; Partnership (17<sup>th</sup> December 2009), Growth &amp; Infrastructure (7<sup>th</sup> January 2010))</li> </ul>	<ul style="list-style-type: none"> <li>Produce MMR report with revised profiles (Dec 09);</li> <li>Annual capital settlement confirmations integrated to the resources profile</li> </ul>

<b>Capital Budget Setting Process</b>			
<b>Timetable (week commencing)</b>	<b>Programme Review Process</b>	<b>Capital Bid Evaluation Process</b>	<b>Financial Control Process</b>
14 <sup>th</sup> Dec 2009 & 28 <sup>th</sup> Dec 2009	<ul style="list-style-type: none"> <li>▪ Final controls and updates to the capital strategy &amp; capital programme reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ The AMP and CS finalised following the comments from the CPB &amp; the Portfolio Holder;</li> <li>▪ Strategy &amp; Partnership Scrutiny Committee considers the Capital Strategy&amp; the AMP (@17<sup>th</sup> Dec 2009);</li> </ul>	<ul style="list-style-type: none"> <li>• Final controls and updates to Period 3 Capital Programme Update and 2009/10 Capital Programme</li> </ul>
4 <sup>th</sup> Jan 2010 & 25 <sup>th</sup> Jan 2010	<ul style="list-style-type: none"> <li>▪ Directorates consider any significant changes to the draft capital programme and report to the CPB;</li> </ul>	<ul style="list-style-type: none"> <li>• The CIB considers the AMP &amp; the CS and makes recommendations to the Cabinet;</li> <li>• Strategy &amp; Partnership Scrutiny Committee considers the 2010/11 Capital Programme (@14<sup>th</sup> Jan 2010);</li> <li>• The Cabinet considers and approves the proposed CS, AMP and CP (@19<sup>th</sup> Jan 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Capital Programme Update (Jan 10)</li> <li>• Significant changes (over £250k) to the CP are integrated into the Feb 09 Programme for approval by the Council</li> </ul>
9 <sup>th</sup> Feb 2010	Council approves the Capital Strategy& 2010/11 Capital Programme		



**Service & Resource Planning 2010/11 - 2014/15**  
**Corporate Asset Management Plan 2010/11 – 2014/15**

## **Introduction**

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

## **Purpose of the Asset Management Plan**

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

objectives and how assets are managed is a requirement of central government.

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

### **Objectives and Business Efficiency Strategy**

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

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

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

## Financial Context

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

14. These conditions place higher demand on public services and have significant implications on capital resources. The council has already experienced a sharp reduction in the value of capital receipts as well as delays in delivery of the disposal programme during 2009. Similarly, it is witnessing increasing demands from developers to reassess and renegotiate the need for, and terms applied to, contributions and infrastructure secured through planning obligations. It is very likely that we will receive significantly less settlement from the central government from 2011/12 onwards.

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

## How do our Assets Need to Change?

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

## World Class Economy

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

### **Healthy and Thriving Communities**

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

### **Environment and Climate Change**

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

### **Better Public Services**

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

### **The Council's Property Portfolio**

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

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

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

ensure it supports delivery of the Council's objectives. The challenge is to reduce the size of the portfolio and refigure in a way that is strategically driven and affordable. This will involve radical review and cultural change.

## Property Themes

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

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

## Approach to Asset Base

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

## Offices

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

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

## Adult Social Care

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

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

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

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

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

### *Extra Care Housing*

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

*Work on existing residential provision*

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

*Residential Accommodation for Adults with Learning Disabilities*

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

*Other housing and residential requirements*

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

*Process and System Development*

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

## Libraries

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

### *Current service constraints*

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

### *Population growth*

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

### *Service modernization*

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

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

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

### *Community need*

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



## Young People's Centres

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

## Re-use, Recycling & Recovery of Waste

46. The Waste Recycling Centre Infrastructure Development Programme is fundamental to the Council's priority and theme of Environment and Climate Change.
47. The priorities for the 2010/11 programme require the council to increase, refurbish/redevelop and geographically relocate its WRC assets to achieve sustainable, continuous improvement in service provision. Phase 1

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

48. The second phase (2012–15) of the programme will see the relocation of Alkerton to serve the Banbury area, relocation of Ardley to serve the Bicester area and the redevelopment/upgrade of Stanford-in-the-Vale. The longer term (phase 3, 2015+) will review the need to develop smaller satellite recycling centres to serve housing growth.
49. The Council is in the process of letting a DBFO contract for the delivery of a facility to treat our residual waste. The preferred bidder proposes to build an energy from waste facility at a large capital cost. It is intended that at the end of the contract period (25 years plus any extension) that this asset comes under the control of the Council under a long lease arrangement. The Council could then let another contract for its continued operation.

### **Schools**

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

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

### **Resource Implications**

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

52. As the asset strategy is developed, the HR and ICT implications will also be set out in the AMP.

## **Performance Management**

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

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

55. In summary, the report showed:

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

## **Organisational Arrangements**

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

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

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

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

- Changing the culture and approach to asset management
- Better planning of capital investment
- More effective use of assets
- Enhanced cross-service working
- Improved working and asset sharing with partners

59. The role of the Capital Investment Board is to set the vision and agenda for capital investment and asset planning to put in place the next generation of infrastructure and to deal with growth, joint service delivery and partner relationships.

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

61. Property Services is planning a restructure from April 2010 to allow a refocusing of resources to increase the capacity for strategic work, particularly development of the asset strategy.

## **Strategic Actions**

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

### **By the end of 2009/10**

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

### **By the end of 2010/11**

- a fully developed asset strategy approved and in use to help ensure that decisions about property support the Council's objectives
- a plan underway for meeting Business Efficiency savings from reducing the size of the portfolio with savings commencing in 2011/12
- arrangements in place for joint asset planning with partners

- a “New Ways of Working” framework in place to allow our staff to work effectively and flexibly and to make the most effective use of our assets

**By the end of 2011/12**

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

**By the end of 2014/15**

- delivered the property savings required by the Business Efficiency Strategy

**Annually**

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

January 2010

Mark Tailby  
Assistant Head of Property

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## Service & Resource Planning 2010/11 - 2014/15 Capital programme 2009/10 - 2014/15

### Financing of Capital Programme

Table 1 : Summary Position

	PHASED PAYMENTS (NET)							TOTAL £000
	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	After 2014/15 £000	
<b>Financing</b>								
Credit Approvals	39,563	47,412	41,674	36,394	36,827	3,090	202	205,162
SCE(R) Formulaic Capital Allocations - Grant	4,222	20,314	10,499	10,524	10,290	0	0	55,849
Grants & Contributions	49,291	60,761	18,747	15,267	12,549	12,001	0	168,616
Direct Revenue Financing	1,271	877	0	0	0	0	0	2,148
Capital Receipts	7,017	7,010	7,625	3,380	1,805	4,070	0	30,907
Indicative 3 Year Forward Plan & Contributions								
* Capital Receipts Unapplied	706	5,631	2,622	15,000	31,750	39,550		95,259
Capital Reserve	2,980							2,980
Financing Adjustments	8,027	1,363	340	0	0	0	0	8,027
	2,861							4,564
<b>Total Finance Available</b>	<b>115,938</b>	<b>143,368</b>	<b>81,507</b>	<b>80,565</b>	<b>93,221</b>	<b>58,711</b>	<b>202</b>	<b>573,512</b>
<b>Payments/ Notional Payments</b>								
Capital Programme Payments	97,051	106,536	67,780	47,413	42,265	12,614	1,702	375,361
Indicative 3 Year Forward Plan	1,750	20,034	30,209	34,222	49,284	46,491	0	181,990
Capital Revenue Switch Adjustments	3,112	2,859	1,120	1,120	0	0	0	8,211
Earmarked Reserve Allocations	2,035	819	1,010	1,450	670	1,800	0	7,784
<b>Total Payments/ Notional Payments</b>	<b>103,948</b>	<b>130,248</b>	<b>100,119</b>	<b>84,205</b>	<b>92,219</b>	<b>60,905</b>	<b>1,702</b>	<b>573,346</b>
<b>Financing Surplus(+)/ Shortfall (-)</b>	<b>11,990</b>	<b>13,120</b>	<b>-18,612</b>	<b>-3,640</b>	<b>1,002</b>	<b>-2,194</b>	<b>-1,500</b>	<b>166</b>
<b>Cumulative Surplus(+)/ Shortfall (-)</b>	<b>11,990</b>	<b>25,110</b>	<b>6,498</b>	<b>2,858</b>	<b>3,860</b>	<b>1,666</b>	<b>166</b>	

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

Expenditure profiles are based on December 2009 updates provided by project delivery

Table 2 : Financing Details

	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	After 2014/15 £000	TOTAL £000
<b>Credit Approvals</b>								
<b>Annual Capital Guidelines</b>								
Education	12,602	9,240	10,624	12,474	14,324			59,264
Transport	16,389	16,048	18,612	18,612	18,613			88,274
Personal Social Services	72	72	72	72				288
Fire	676	696	696					2,764
<b>Basic Credit Approval</b>	<b>29,739</b>	<b>26,056</b>	<b>30,004</b>	<b>31,854</b>	<b>32,937</b>	<b>0</b>	<b>0</b>	<b>150,590</b>
<b>Supplementary Credit Approvals</b>								
Education								0
Transport								0
Personal Social Services								0
Other								0
Prudential Guidelines	9,824	21,356	11,670	4,540	3,890	3,090	202	54,572
<b>Total Credit Approvals</b>	<b>39,563</b>	<b>47,412</b>	<b>41,674</b>	<b>36,394</b>	<b>36,827</b>	<b>3,090</b>	<b>202</b>	<b>205,162</b>
<b>Direct Revenue Financing</b>								
Specific	1,271	877	0	0	0	0	0	2,148
<b>Total Direct Revenue Financing</b>	<b>1,271</b>	<b>877</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,148</b>
<b>Capital Receipts</b>								
Receipts	7,017	7,010	7,625	3,380	1,805	4,070		30,907
<b>Total Usable Receipts</b>	<b>7,017</b>	<b>7,010</b>	<b>7,625</b>	<b>3,380</b>	<b>1,805</b>	<b>4,070</b>	<b>0</b>	<b>30,907</b>

## Children, Young People &amp; Families - Main Capital Programme

Ref. (1)	Narrative (2)	Project Appr. (3)	(S)tart (F)inish (4)	PHASED PAYMENTS (GROSS)							TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER		
				Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000		After 2014/15 (12) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000
1	<b>Primary Capital Programme</b> Combe - New Hall & Classrooms	ED643	(S) Sept 08 (F) June 09	934	241							1,175	0	37	0	0	1,138
2	Charlton-on-Ordnor - Repl of Temporary Classrooms	ED701	(S) (F)	23	600	582						1,205	0	20	0	0	1,185
3	Thame, Barley Hill - Repl of Temporary Classrooms	ED703	(S) Sept 09 (F)	37	630	550	183					1,400	0	300	0	0	1,100
4	Marcham (Phase 2) - Classroom	ED704	(S) May 09 (F) Aug 09	344								344	0	0	0	0	344
5	Launton - Hall & Classrooms	ED695	(S) (F)	250		550	75					875	0	0	0	0	875
6	Harwell - 2 classroom extension	ED711	(S) (F)	200		350	200					750	0	30	0	0	720
	<b>Sub-Total Primary Capital Programme</b>			<b>994</b>	<b>2,265</b>	<b>2,032</b>	<b>458</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,749</b>	<b>0</b>	<b>387</b>	<b>0</b>	<b>0</b>	<b>5,362</b>
7	<b>Secondary Capital Programme</b> Wantage, Fitzwaryn - Phase 1	ED689	(S) Nov 08 (F) Dec 09 (e)	472	1,756							2,228	0	1,785	0	0	443
8	Woodstock, Marlborough - Science & Repl Temporary Buildings	ED692	(S) Apr 09 (F) Jan 10 (e)	220	1,700	1,395						3,315	0	310	0	0	3,005
9	Witney, Wood Green - Changing Rooms	ED694	(S) Dec 08 (F) July 09	135	157							292	0	280	0	0	12
10	Oxford, Peers School Academy Project	ED686	(S) (F)	705	15,000	15,245	2,400					33,350	0	31,532	0	478	1,340
11	Oxford Academy Project - Environmental	ED678	Complete	146								146	0	146	0	0	0
12	Chipping Norton - Science	ED708	(S) (F)	12	450	2,850	688					4,000	0	130	0	0	3,870
13	Burford Community College - 8 Classroom Block & Drama Studio	ED714	(S) (F)	200		1,900	400					2,500	0	100	0	0	2,400
14	Wantage, Fitzwaryn - Phase 2 (Modernisation & Post 16)	ED715	(S) (F)	100		1,850	1,250					3,200	0	1,690	0	0	1,510
	<b>Sub-Total Secondary Capital Programme</b>			<b>1,690</b>	<b>19,363</b>	<b>23,240</b>	<b>4,738</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,031</b>	<b>0</b>	<b>35,973</b>	<b>0</b>	<b>478</b>	<b>12,580</b>



## Children, Young People &amp; Families - Main Capital Programme

Ref. (1)	Narrative (2)	Project Appr. (3)	(S) Start (F) Finish (4)	Before 2009/10 £000 (5)	PHASED PAYMENTS (GROSS)							TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER		
					2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000		SCA (14) £000	Grants & Cont'n's (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000	
	<b>Provision of School Places</b>																	
15	Banbury, Hanwell Fields - Extensions	ED676	(S) Jun 08 (F) Sept 09	1,355	722							2,077	0	394	0	0	0	1,683
16	Witney, Tower Hill - Extension	ED688	(S) Feb 09	104	565							669	0	669	0	0	0	0
17	Cuttislowe - Foundation Stage Classroom	ED705	(F) Sept 09		250							250	0	87	0	0	0	163
18	Witney, Henry Box - Music	ED699	(S) Feb 09 (F) Sept 09	22	780	74						1,406	0	1,366	0	0	0	40
	<b>Sub-Total Provision of School Places</b>			<b>1,481</b>	<b>2,317</b>	<b>74</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,402</b>	<b>0</b>	<b>2,516</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,886</b>
	<b>Children's &amp; Family Centres</b>																	
19	Flexibility of Childcare 08/09 - 10/11			117	1,200	1,000						7,772	0	7,772	0	0	0	0
20	Children Centres 08/09 - 10/11			6	260	1,000						5,118	0	5,104	0	0	0	14
21	North East Abingdon - Children's Centre	ED698	(S)	16	424							440	0	440	0	0	0	0
22	Bloxham - Children's Centre	ED713	(F)		200	252						452	0	452	0	0	0	0
23	Chalgrove - Children's Centre (P1 & P2)	ED716	(S) (F)	1	400	143						544	0	471	0	0	0	73
	<b>Sub-Total Children's &amp; Family Centres</b>			<b>140</b>	<b>2,484</b>	<b>9,702</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,326</b>	<b>0</b>	<b>14,239</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>87</b>
	<b>Improvements of Young People's Centres</b>																	
24	Faringdon Young People's Centre			105	120							225	0	225	0	0	0	0
25	Wallingford Young People's & Children Centre	ED700	(S) (F)	22	50	1,050	85					1,207	0	350	0	300	557	
26	Witney Young People's Centre (Phase 1)			92	8							100	0	0	0	0	80	
27	Berinsfield Youth Centre	ED707	(S) (F)	6	200	44						250	0	0	0	0	250	
28	Chill Out / Youth Capital Fund			528	470	399						1,397	0	897	0	0	0	500
29	Witney Young People's Centre (Phase 2)	ED709	(S) (F)	75	950	95						1,120	0	250	20	0	0	850
30	Kidlington Young People's Centre	ED717	(S) (F)		250	48						298	0	250	3	0	0	45
31	Back on Track - Mill & Vehicles			19	381							400	0	400	0	0	0	0
	<b>Sub-Total Youth Centres</b>			<b>772</b>	<b>1,554</b>	<b>2,491</b>	<b>180</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,997</b>	<b>0</b>	<b>2,372</b>	<b>43</b>	<b>300</b>	<b>2,282</b>	

## Children, Young People &amp; Families - Main Capital Programme

Ref. (1)	Narrative (2)	Project Appr. (3)	(S)art (F)inish (4)	Before 2009/10 £000 (5)	PHASED PAYMENTS (GROSS)							TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER	
					2009/10 £000 (6)	2010/11 £000 (7)	2011/12 £000 (8)	2012/13 £000 (9)	2013/14 £000 (10)	2014/15 £000 (11)	After 2014/15 £000 (12)		SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000
32	<b>Children Homes Development</b> Thornbury House Children's Home - Replacement Building *	ED702	(S) (F)	31	300	1,000	123					1,454	0	0	0	0	1,454
33	<b>Annual Programmes</b> Schools Access Initiative			825	1,008	982	1,142	1,142				6,241	0	0	0	0	6,241
34	Health & Safety - CYP&F			331	119	305	305	350				1,715	0	23	0	0	1,692
35	Kilvrough Manor	ED697		74	241							315	0	0	0	0	315
36	Health & Safety - Corporate			270	300	300	400	400				2,070	0	0	0	0	2,070
37	Temporary Classrooms - Relocation & Removal			302	548	660	600	600				3,310	0	0	0	0	3,310
38	Croprey - Refurbishment & Extensions	ED710				356						356	0	0	0	0	356
39	<b>Other Schemes</b> Small Projects			0	1,099	247	335	256	193	0		2,130	0	166	0	85	1,879
40	Minor Works			150	181	0						331	0	6	0	0	325
41	Loans to Foster/Adoptive Parents (Prudentially Funded)			158	90	90	90	90	90	202		900	0	0	0	0	0
42	Special Schools (16-19)			567	453							1,020	0	0	0	0	1,020
43	14-19 Rural Areas			120	120	430	50					600	0	600	0	0	0
44	14-19 Diploma			355	836	836						1,191	0	1,191	0	0	0
45	Play Pathfinder			291	955	864						2,110	0	2,110	0	0	0
46	Short Breaks (AHDC)			299	299	698						997	0	997	0	0	0
47	Woodlands Outdoor Education Centre	ED645	(S) (F)	76	190	100	19					385	0	0	0	0	385
48	<b>ICT</b> Harnessing Technology Grant			944	1,283	1,225						3,452	0	3,452	0	0	0
49	Home Access for Targeted Groups				213							213	0	213	0	0	0
50	<b>Retentions &amp; Oxford City School Reorganisation</b> 2007/08 Earlier Starts - Retentions			0	1,240	305						1,545	0	3,207	0	1,539	-3,201
51	Oxford City Schools Review			0	58							58	0	839	0	1,198	-1,979
	<b>Sub Total Other Programmes</b>			<b>4,019</b>	<b>9,052</b>	<b>8,398</b>	<b>3,064</b>	<b>2,793</b>	<b>2,775</b>	<b>90</b>	<b>202</b>	<b>30,393</b>	<b>900</b>	<b>12,804</b>	<b>0</b>	<b>2,822</b>	<b>13,867</b>
	<b>SUB-TOTAL CYP&amp;F</b>			<b>9,096</b>	<b>37,035</b>	<b>46,393</b>	<b>10,514</b>	<b>2,793</b>	<b>2,775</b>	<b>90</b>	<b>202</b>	<b>108,898</b>	<b>900</b>	<b>65,291</b>	<b>43</b>	<b>3,600</b>	<b>36,064</b>

## Children, Young People &amp; Families - Main Capital Programme

Ref. (1)	Narrative (2)	Project Appr. (3)	(S)tart (Finish) (4)	PHASED PAYMENTS (GROSS)							TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER		
				Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000		After 2014/15 (12) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000
	<b>School Capital</b>																
52	Devolved Formula			9,564	9,564	9,564	9,564	9,564	9,564	10,000	57,820	0	57,820	0	0	0	0
53	Harnessing Technology Grant			1,392	1,276	1,189					3,857	0	3,857	0	0	0	0
54	Specialist Sports College			350							350	0	350	0	0	0	0
55	Kitchen & Dining Improvements			200	318						518	0	518	0	0	0	0
56	14-19 Diploma			600	909						1,509	0	1,509	0	0	0	0
	<b>Sub-Total School Capital</b>			<b>0</b>	<b>12,106</b>	<b>12,067</b>	<b>10,753</b>	<b>9,564</b>	<b>9,564</b>	<b>10,000</b>	<b>64,054</b>	<b>0</b>	<b>64,054</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL CAPITAL PROGRAMME</b>			<b>9,096</b>	<b>49,141</b>	<b>58,460</b>	<b>21,267</b>	<b>12,357</b>	<b>12,339</b>	<b>10,090</b>	<b>172,952</b>	<b>900</b>	<b>132,345</b>	<b>43</b>	<b>3,600</b>	<b>36,064</b>	
	<b>Capital Revenue Switch Adjustments</b>																
57	Efficiency Savings			140							0	0	0	0	0	0	0
58	Property Client Fees			560							140	0	0	0	0	140	0
	<b>Total Capital Revenue Switch Adjustments</b>			<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>
	<b>TOTAL CHILDREN, YOUNG PEOPLE &amp; FAMILIES</b>			<b>9,796</b>	<b>49,141</b>	<b>58,460</b>	<b>21,267</b>	<b>12,357</b>	<b>12,339</b>	<b>10,090</b>	<b>173,652</b>	<b>900</b>	<b>132,345</b>	<b>43</b>	<b>3,600</b>	<b>36,764</b>	

## Children, Young People &amp; Families - Forward Plan

Narrative	PHASED PAYMENTS / ALLOCATIONS								SPECIFIC & OTHER FUNDING		
	2008/09 £000	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	After 2013/14 £000	TOTAL COST £000	Additional Resources £000	Revenue £000	Formula Allocations £000
<b>Primary Capital Programme</b>											
Primary School Review (funding allocation)			1,000	7,148	9,544	10,744	5,066	33,502	4,468		29,034
- Bayards	300		1,750	5,100	1,050			8,200			8,200
- Wood Farm	300		4,250	5,000	2,200			11,750	923		10,827
- Rose Hill											
- St Andrew's, Chinnor											
- ICT Programme			0	0	0			0			0
Primary Replacement of Temps			100	500				2,000			2,000
- The Grange			1,400					600	40		560
- Great Milton			25					750	40		710
- Tackley			200								
- Mill Lane											
- Cumnor											
- Garsington											
- Peppard			50					600	40		560
<b>Secondary Capital Programme</b>											
Faringdon Community College - Phase 3			100	1,400				1,500	500		1,000
Warriner (D&T & Extension)				250				250	250		0
Secondary Schools Modernisation				750	750			1,500			1,500
- Bartholomew											
- Henry Box											
Special Schools Modernisation											
- Northern House			150	1,200	100			1,450	300		1,150
- Wood Eaton Manor	200							200			200
Lord Williams - Autism Unit	50		670	700				1,420	320		1,100
St Birinus - Food Technology			200	100				300	300		0
Iffley Mead - Food Technology			150	100				300	300		0
Secondary Modernisation Future Years (Including BSF)				500	648	3,190		4,338			4,338

**Children, Young People & Families - Forward Plan**

Narrative	PHASED PAYMENTS / ALLOCATIONS							SPECIFIC & OTHER FUNDING			
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	After 2013/14	TOTAL COST	Additional Resources	Revenue	Formula Allocations
<b>Provision of School Places</b>											
Didcot, Great Western Park - Primary (14 classroom) No.1					2,500	3,750	6,250	6,250	6,250		0
Didcot, Great Western Park - Primary (14 classroom) No.2						300	6,250	6,250	6,250		0
Didcot, Great Western Park - Secondary (Phase 1)					750	2,250	20,500	20,800	20,800		0
Didcot, Ladygrove (New Primary School) - 7 classroom								3,000	3,000		0
Carterton Community College - Hall		50	540	35				625	327		298
Bodicote, Bankside - 10 classroom				250	3,000	750		4,000	4,000		0
Bicester, Gavray Drive - 7 classroom				50	2,000	1,950		4,000	4,000		0
Bicester - Secondary P1 (incl existing schools)				500	4,000	6,500		11,000	11,000		0
Bicester - Secondary P2 (incl existing schools)						5,500	5,500	11,000	11,000		0
Bicester, South West - 14 classroom					2,500	3,750		6,250	6,250		0
Upper Heyford - New Primary School					2,500	3,750		6,250	6,250		0
Wantage / Grove - Secondary (option c)					500	6,000	7,500	14,000	7,000		7,000
Witney, Madley Brook - 3 Classroom Extensions		50	700	125				875	275		600
Existing demographic pupil provision		0	300	1,000	1,000	600	451	3,351	500		2,851
The Cherwell											
Primary Basic Need - Areas											
Oxford											
St Nicholas		50	574	76				700			700
St Philip & James			75					75			75
Henley											
- Faringdon											
- Wantage											
- Wallingford											
Secondary											
- Cooper		150	2,300	1,550				4,000			4,000
- Wheatley Park (Hall)											
- Cherwell (Hall)											
<b>Risk / Contingency</b>		0	0	250	250	250	1,224	1,974			1,974
<b>Children's &amp; Family Centres</b>											
<b>Early Years Development Funding</b>											

Children, Young People & Families - Forward Plan

Narrative	PHASED PAYMENTS / ALLOCATIONS							SPECIFIC & OTHER FUNDING			
	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	After 2013/14	TOTAL COST	Additional Resources	Revenue	Formula Allocations
<b>Halls &amp; Kitchens</b> Hornton - Hall			550	200				750	8		742
<b>Special Education Needs</b>											
<b>Locally Co-ordinated Voluntary Aided Programme</b>											
<b>Risk Management Programme</b>											
<b>Opportunity Development</b> Larkmead - AWP & Sports Facilities			100	500				600	600		0
<b>Outdoor Education Service</b>											
<b>Improvement of Young People's Centres</b>											
Back on Track Programme											
Didcot			500	50				550	550		0
Barbury New Futures Centre			1,400	1,100	400			3,000	3,000		0
Chipping Norton Young People & Adult Learning Centre			650	275	50			1,000	1,000		0
The Net Young People's Centre (Abingdon -includes £250k Bot Funding)			250	150				400	250		150
<b>Children Homes Development</b>											
<b>Annual Programmes</b>											
<b>Specific / Delegated Funding</b> Targeted Capital - SEN (allocation)			750	1,350	480			2,630			2,630
<b>ICT</b>											
<b>TOTAL</b>	<b>0</b>	<b>1,750</b>	<b>20,034</b>	<b>30,209</b>	<b>34,222</b>	<b>49,284</b>	<b>46,491</b>	<b>181,990</b>	<b>99,791</b>	<b>0</b>	<b>82,199</b>

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

## Social &amp; Community Services - Main Capital Programme

Ref. (1)	Narrative (2)	Project Appr. (3)	(S)Start (F)inish (4)	PHASED PAYMENTS (GROSS)							TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER		
				Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000		After 2014/15 (12) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000
<b>Community Services</b>																	
<b>Libraries</b>																	
1	Banbury Library & Mill Art Centre				25	60	800	2,190	2,710				0	110	0	0	5,675
2	Bicester Library			16	20	34	800						0	0	0	0	870
3	Central Libraries Refurbishment			268	20								0	0	22	0	266
4	Charlbury Library												0	0	0	0	0
5	Headington Library		(S) Jul 09	7	20	219							0	75	0	0	171
6	Thame Library		(F)	145	1,290	257							1,692	0	23	0	1,544
7	Watlington Library		(S) Aug 09	130	500	140							770	0	274	0	201
8	General Library Refurbishment		(F)	102	220	1,260							322	0	53	0	269
9	Introduction of RFID (Radio frequency identification) self service in Libraries (PB@ £329k)	CS-2010	(F)										1,260	0	931	0	329
<b>County Heritage &amp; Arts</b>																	
10	Abingdon Museum (Contribution)					100	100	100					300	0	0	0	300
11	Museums Resource Programme	CS7		41	100	494							635	0	83	0	552
12	Development Project - SOFO				15	15							30	0	30	0	0
13	Pegasus Theatre (Contributions)			335	540								875	0	0	0	875
14	Cogges Manor Farm				65	75	110						250	0	0	0	250
15	Oxfordshire Record Office (PB@ £250k)	CS-2010				430							430	0	180	0	250
<b>Sub-Total Community Services</b>				<b>1,044</b>	<b>2,815</b>	<b>3,084</b>	<b>1,810</b>	<b>2,290</b>	<b>2,710</b>	<b>0</b>	<b>0</b>	<b>13,753</b>	<b>0</b>	<b>1,759</b>	<b>22</b>	<b>420</b>	<b>11,552</b>
<b>Social Care for Adults</b>																	
<b>Mental Health</b>																	
16	Mental Health Projects			177	177	177							531	0	531	0	0
<b>Residential</b>																	
17	HOP's Bicester (Forward Funding)	SS88		1,007	500	274							1,781	0	57	0	1,724
18	HOPs Phase 1 - New Builds (Prudentially Funded)	CS-2010				5,000	8,108						13,108	0	0	0	13,108
19	HOPs Phase 2 Strategy (PB@£2.429m)	CS-2010				1,169	1,740	2,330	1,260				6,499	0	0	0	2,429
20	Extra Care Housing - General (£650k PB funded from 2010/11 onwards)	CS-2010		14	50	386	450						900	0	0	0	900
21	Extra Care Housing - Banbury (Grant funded)				675	675							1,350	0	1,350	0	0
23	ECH - Care Facilities Additions Programme (Prudentially Funded)	CS-2010				800	300	300	300				900	0	0	0	900
24	ECH - Land Acquisition Programme (Prudentially Funded)	CS-2010				800	800	800	800				4,700	0	0	0	4,700
25	Learning Disabilities - Supported Living (PB Funded)	SS93		4	240	425	531						1,200	0	0	0	1,200
26	Improving the Care Home DAAT					0							0	0	0	0	0

## Social &amp; Community Services - Main Capital Programme

Ref. (1)	Narrative (2)	Project Appr. (3)	(S)tart (F)inish (4)	PHASED PAYMENTS (GROSS)							TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER			
				Before 2009/10 £000 (5)	2009/10 £000 (6)	2010/11 £000 (7)	2011/12 £000 (8)	2012/13 £000 (9)	2013/14 £000 (10)	2014/15 £000 (11)		After 2014/15 £000 (12)	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000	
	<b>Day Centres</b>																	
27	Abingdon, Resource Centres (Phases 1-3)	SS95		208	622	420												1,250
28	Banbury Day Centre			4	50	450	96											600
29	Rural Day Centres (OP)			81	30													111
30	Wantage Day Centre																	0
31	Day Service Older People																	0
32	Day Centre - LD				50													50
	<b>Sub-Total Social Care for Adults</b>			<b>1,495</b>	<b>2,394</b>	<b>9,776</b>	<b>12,025</b>	<b>3,430</b>	<b>2,360</b>	<b>0</b>	<b>1,500</b>	<b>32,980</b>	<b>0</b>	<b>1,988</b>	<b>0</b>	<b>4,070</b>	<b>26,922</b>	
	<b>Strategy &amp; Transformation</b>																	
33	IT- Supporting People			81	48							129	0	0	0	0	0	129
34	Time to Change			2,074	57							2,131	0	0	0	1,100	1,031	
35	Adult Social Care IT Infrastructure				100	363						463	0	463	0	0	0	
36	New Adult Services System				50	600	950	400				2,000	0	0	0	0	2,000	
37	Mobile Working Project			26	24	50						100	0	0	0	0	100	
	<b>Sub-Total Strategy &amp; Transformation</b>			<b>2,181</b>	<b>279</b>	<b>1,013</b>	<b>950</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,823</b>	<b>0</b>	<b>463</b>	<b>0</b>	<b>1,100</b>	<b>3,260</b>	
	<b>Retentions &amp; Minor Works</b>																	
32	Retentions				183							183	0	0	0	1,500	-1,317	
33	Minor Works			0	319	50						369	0	40	0	0	329	
34	HOP's Externalisation			11,915	75	75						12,065	0	800	0	9,825	1,440	
	<b>Sub-Total Retentions &amp; Minor Works</b>			<b>11,915</b>	<b>577</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,617</b>	<b>0</b>	<b>840</b>	<b>0</b>	<b>11,325</b>	<b>452</b>	
	<b>TOTAL CAPITAL PROGRAMME</b>			<b>16,635</b>	<b>6,065</b>	<b>13,998</b>	<b>14,785</b>	<b>6,120</b>	<b>5,070</b>	<b>0</b>	<b>1,500</b>	<b>64,173</b>	<b>0</b>	<b>5,050</b>	<b>22</b>	<b>16,915</b>	<b>42,186</b>	
	<b>Capital Revenue Switch Adjustments</b>																	
	<b>Total Capital Revenue Switch Adjustments</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>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>TOTAL SOCIAL &amp; COMMUNITY SERVICES</b>			<b>16,635</b>	<b>6,065</b>	<b>13,998</b>	<b>14,785</b>	<b>6,120</b>	<b>5,070</b>	<b>0</b>	<b>1,500</b>	<b>64,173</b>	<b>0</b>	<b>5,050</b>	<b>22</b>	<b>16,915</b>	<b>42,186</b>	



## Environment &amp; Economy (Transport) - Main Capital Programme

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)								SPECIFIC FINANCING				OTHER	
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000	TOTAL COST (13) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000
	Retentions from LTP1 schemes		197							197	1	0	0	0	0
	<b>LTP2</b>														
	<b>Network Development</b>														
	Thornhill P & R	2,918	26							2,944	2,455	442	0	0	0
	A40 Green Road Roundabout	5,396	15							5,411	3,624	431	22	436	898
	Congestion Monitoring ANPR	794	2							796	696	100	0	0	0
	TNR Routeing	13	50							63	63	0	0	0	0
	Oxford VMS	441	200							641	141	500	0	0	0
	Chipping Norton AQMA	76	129	250						455	355	0	0	100	0
	Wallingford AQMA	277	22	34						56	56	0	0	0	0
	Thornhill P & R extensions	277	82	140						499	299	0	0	200	0
	TMC Network Improvements	72	103							175	72	103	0	0	0
	<b>Access to Oxford</b>														
	Oxford Rail Station			500			1,730			500	322	78	0	100	0
	Access to Oxford Remaining Programme							2,400		4,130	4,130	0	0	0	0
	<b>Road Safety</b>														
			677	616						1,293	773	520	0	0	0
	<b>Oxford Transport Strategy</b>														
	Summertown	1,291	50	180						1,341	1,123	218	0	0	0
	Fairfax Rd/Purcell Rd Cycle Link	5		130						185	5	180	0	0	0
	Highfield Area Traffic Management	9	35	91						135	0	135	0	0	0
	Old Rd/Windmill Rd Cycle Link		3	30						135	35	100	0	0	0
	Other Cycle Improvement schemes		138	235						33	3	30	0	0	0
	Controlled Parking Zones	31	53							507	339	168	0	0	0
	Central AQMA	1,746	600							84	38	46	0	0	0
	London Rd corridor - phase 2	112	180							2,346	1,801	545	0	0	0
	London Rd corridor - phase 3	128	466							2,035	1,122	913	0	0	0
	New Inn Hall Street (West End)	85	121			1,443	300			594	105	489	0	0	0
	Speedwell Street/St Aldate's (West End)									206	34	172	0	0	0
	Horspath Driftway/The Slade crossing & cycl/ped improvements			150						150	0	150	0	0	0
	<b>Transform Oxford</b>														
	Queens Street	9	985				588			588	369	219	0	0	0
	Frideswide Square (West End)	64	136	450						994	994	0	0	0	0
	St Ebbes			90						90	90	0	0	0	0

## Environment &amp; Economy (Transport) - Main Capital Programme

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

## Environment &amp; Economy (Transport) - Main Capital Programme

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)								SPECIFIC FINANCING			OTHER		
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000	TOTAL COST (13) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000
	<b>Public Transport</b>														
	Premium Routes upgrade		437	414											
	Iffley Rd donnington bridge in	1	226	120											
	Oxford, Garsington Rd/Cowley Rd signalled														
	rdbt improvements														
	Public Transport Information Project	671	288	278											
	Rail Station Development		125	134											
	Didcot Station Forecourt	943	536	2,000	2,080	70									609
	<b>Smarter Choices (BWTS)</b>														
	<b>Salaries</b>														
	Tugwell Field Access Road		632	512											
	Integrated Transport Forward Plan		224												126
	Preparation Pool				3,078	3,851	6,632								
			300												
	<b>Sub-Total Integrated Transport</b>	<b>20,976</b>	<b>9,390</b>	<b>11,033</b>	<b>11,186</b>	<b>13,181</b>	<b>10,362</b>	<b>2,100</b>	<b>0</b>	<b>78,228</b>	<b>46,820</b>	<b>27,388</b>	<b>218</b>	<b>1,836</b>	<b>1,966</b>

## Environment &amp; Economy (Transport) - Main Capital Programme

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)								TOTAL COST (13) £000	SPECIFIC FINANCING			OTHER		
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000		SCA (14) £000	Grants & Cont'n's (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000	
	<b>Structural Maintenance</b>															
	Carriageways		1,771	1,800	1,846	1,734	1,970		9,121	8,671	0	0	0	450		
	Footways		2,257	1,200	1,800	1,850	1,650		8,757	8,757	0	0	0	0		
	Surface Treatments		3,202	2,995	3,600	3,415	3,500		16,712	16,672	0	0	0	40		
	Structural Patching		368	200	543	543	550		2,204	1,923	0	0	0	281		
	Bridges		2,031	3,131	3,400	4,200	4,000		16,762	16,762	0	0	0	0		
	Public Rights of Way Bridges		0	100	100	100	100	100	500	400	0	0	100	0		
	River Thames Bank Repairs (Phase 3)		0	350	600	650	800		3,959	3,371	275	0	0	0		
	Drainage		806	1,103	600	520	520		2,630	2,571	0	0	0	50		
	St Lighting Column replacement	418	350	520	520	520	520		768	768	0	0	0	0		
	Cumnor Hill		620	100					620	0	620	0	0	0		
	A420 Lower Bourton Junction		100	835					935	0	935	0	0	0		
	A40 (Headington - M40)		90	600					690	500	190	0	0	0		
	A422 Ruscot Avenue, Banbury		30	90					120	90	30	0	0	0		
	A4158 Oxford Iffley Road (design)		100	178					973	973	0	0	0	0		
	St Aldates Phase 2	873	1,878	178					2,433	2,033	400	0	0	0		
	High Street Phase 3	377	23		1,067	735	934		2,759	2,759	0	0	0	0		
	Principle Roads		393	143	144	145	146		971	846	125	0	0	0		
	Other HQ Items															
	<b>Sub-Total Structural Maintenance</b>	<b>1,668</b>	<b>14,569</b>	<b>13,245</b>	<b>13,620</b>	<b>13,892</b>	<b>14,170</b>	<b>100</b>	<b>71,264</b>	<b>67,446</b>	<b>2,575</b>	<b>322</b>	<b>100</b>	<b>821</b>		
	<b>TOTAL CAPITAL PROGRAMME</b>	<b>22,644</b>	<b>23,959</b>	<b>24,278</b>	<b>24,806</b>	<b>27,073</b>	<b>24,532</b>	<b>2,200</b>	<b>149,492</b>	<b>114,266</b>	<b>29,963</b>	<b>540</b>	<b>1,936</b>	<b>2,787</b>		
	<b>Capital Revenue Switch Adjustments</b>															
	Highways Maintenance Efficiency Saving		200						200	200	0	0	0	0		
	Access to Oxford		650	1,600					2,250	2,250	0	0	0	0		
	<b>Total Capital Revenue Switch Adjustments</b>	<b>0</b>	<b>850</b>	<b>1,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,450</b>	<b>2,450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
	<b>TOTAL ENVIRONMENT &amp; ECONOMY TRANSPORT</b>	<b>22,644</b>	<b>24,909</b>	<b>25,878</b>	<b>24,806</b>	<b>27,073</b>	<b>24,532</b>	<b>2,200</b>	<b>151,942</b>	<b>116,716</b>	<b>29,963</b>	<b>540</b>	<b>1,936</b>	<b>2,787</b>		

## Environment &amp; Economy (Other) - Main Capital Programme

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)								SPECIFIC FINANCING				OTHER	
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000	TOTAL COST (13) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000
	<b>Carbon Management</b>														
	Energy Conservation (Prudentially funded)	341	150	300	733										1,524
	Street Lighting (Prudentially funded)	226													226
	SALIX	291	323									300			0
	Energy Bus		102												102
	Automated Monitoring & Targeting	61	68												129
	Carbon Management Fund			160											160
	Carbon Reduction Programme (Property)		315		150										465
	Carbon Reduction Programme (Street Lighting)		180		370										550
	<b>BOP</b>														
	Southern Area Offices	269												269	0
	Storage	225												225	0
	Banbury Office	2,796	3,320											3,916	2,194
	County Hall	1,463	1,318											9	2,722
	East Oxford Office - Knights Court	742	84											826	0
	Oxford Options	85	826	39										950	0
	Oxford Options - Laundry	9	148											157	134
	Youth Offending Service			150										150	0
	Trading Standards		405	75										480	0
	Macclesfield House ICT node		500											500	0
	BOP Contingency				333									0	333
	<b>Other Projects</b>														
	Contributions to Chipping Norton Town			120										120	0
	Partnership Programme														
	Redbridge Hollow - Fly Tipped Waste	12	427	141	600										1,180
	Relocation of Countryside Services	2	237	121											360
	Bampton Community Facility (Co-location)		20	444	444									250	0
	Chipping Norton Access Road (Contribution)		283	128	19										430
	Charlbury Skills Centre & Library (Spendlove Centre)			500	585									115	470
	<b>Annual Programmes</b>														
	Backlog Maintenance (Prudentially funded)	17,352	5,385	2,168											23,023
	Minor Works		468	390	300	300	300							0	1,758
	Health & Safety (Non-Schools)		28	24	24	24	24							0	148
	Contingency - staff delivery			50	50	50	50							0	150
	<b>Sub-Total Property Services</b>	<b>23,874</b>	<b>13,592</b>	<b>5,805</b>	<b>3,608</b>	<b>374</b>	<b>324</b>	<b>324</b>	<b>0</b>	<b>47,901</b>	<b>0</b>	<b>703</b>	<b>6,860</b>	<b>36,978</b>	

## Environment &amp; Economy (Other) - Main Capital Programme

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)								SPECIFIC FINANCING				OTHER	
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000	TOTAL COST (13) £000	SCA (14) £000	Grants & Cont'ns (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000
	<b>Waste Management</b>														
	Oakley Wood WRC Redevelopment	71	729												0
	Redbridge WRC	4	65	131	800										0
	Kidlington WRC		140	2,000	860										800
	Dean Pit WRC		100	600	300										1,046
	Waste Infrastructure Development Programme (Phase 2)					1,189									300
	Oxford Waste Partnership PRG allocation		384		154										1,189
	<b>Sub-Total Waste Management</b>	<b>75</b>	<b>1,418</b>	<b>2,731</b>	<b>2,114</b>	<b>1,189</b>	<b>0</b>	<b>0</b>	<b>7,527</b>	<b>0</b>	<b>3,357</b>	<b>835</b>	<b>0</b>	<b>0</b>	<b>3,335</b>
	<b>TOTAL CAPITAL PROGRAMME</b>	<b>23,949</b>	<b>15,010</b>	<b>8,536</b>	<b>5,722</b>	<b>1,563</b>	<b>324</b>	<b>324</b>	<b>55,428</b>	<b>0</b>	<b>6,717</b>	<b>1,538</b>	<b>6,860</b>	<b>40,313</b>	
	<b>Capital Revenue Switch Adjustments</b>														
	BOP Capital Revenue Switch		795	40	120	120									175
	Disposal Costs		97	88											185
	Efficiency Savings		370	131											501
	<b>Total Capital Revenue Switch Adjustments</b>	<b>0</b>	<b>1,262</b>	<b>259</b>	<b>120</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>1,761</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>900</b>	<b>861</b>	
	<b>TOTAL ENVIRONMENT &amp; ECONOMY OTHER</b>	<b>23,949</b>	<b>16,272</b>	<b>8,795</b>	<b>5,842</b>	<b>1,683</b>	<b>324</b>	<b>324</b>	<b>57,189</b>	<b>0</b>	<b>6,717</b>	<b>1,538</b>	<b>7,760</b>	<b>41,174</b>	

## Community Safety &amp; Shared Services Main Capital Programme

Ref. (1)	Narrative (2)	PHASED PAYMENTS (GROSS)								SPECIFIC FINANCING				OTHER		
		Before 2009/10 (5) £000	2009/10 (6) £000	2010/11 (7) £000	2011/12 (8) £000	2012/13 (9) £000	2013/14 (10) £000	2014/15 (11) £000	After 2014/15 (12) £000	TOTAL COST (13) £000	SCA (14) £000	Grants & Cont'n's (15) £000	Revenue (16) £000	Capital Receipts Fund (17) £000	Balance (18) £000	
	<b>Fire &amp; Rescue Service</b>	61	1						62	0	62	0	0	0	0	
	Banbury Fire Station - New Dimension Radio Replacement Scheme	144	14						158	0	0	0	0	158	0	
	Critical Works - HQ Power Supply	50							50	0	0	0	0	50	0	
	Critical Works - W.C/Shower Facilities		61						61	0	35	26	0	0	0	
	Minor Works - Day Crewing Houses Flood Defence Works		30						30	0	30	0	0	0	0	
	Minor Works - Slade incident Command Suite		32						32	0	13	11	0	8	0	
	Bicester Fire Station	26	20	389					435	0	424	0	0	11	0	
	Wallingford Fire Station	12	10						22	0	0	0	0	22	0	
	Thame Fire Station		25	775	1,200	300			2,300	0	968	0	0	1,332	0	
	<b>Sub-Total</b>	<b>293</b>	<b>193</b>	<b>1,164</b>	<b>1,200</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>3,150</b>	<b>0</b>	<b>1,532</b>	<b>37</b>	<b>0</b>	<b>1,581</b>	<b>0</b>	
	<b>Gypsy &amp; Traveller Sites</b>															
	Redbridge Hollow Additional Pitch		126						126	0	126	0	0	0	0	
	Redbridge Hollow Traveller Site Refurbishment of Amenity Units		69						69	0	56	13	0	0	0	
	<b>Sub-Total</b>	<b>0</b>	<b>195</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>195</b>	<b>0</b>	<b>182</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>Safer Stronger Communities</b>															
	Safer Stronger Communities Grant	201	201						402	0	402	0	0	0	0	
	<b>Shared Services Food With Thought</b>															
	School Kitchen & Dining Improvements		400	100					500	0	200	300	0	0	0	
	<b>Sub-Total</b>	<b>201</b>	<b>601</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>902</b>	<b>0</b>	<b>602</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	<b>TOTAL CAPITAL PROGRAMME</b>	<b>494</b>	<b>989</b>	<b>1,264</b>	<b>1,200</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>4,247</b>	<b>0</b>	<b>2,316</b>	<b>350</b>	<b>0</b>	<b>1,581</b>	<b>0</b>	
	Capital Revenue Switch Adjustments								0	0	0	0	0	0	0	
	Total Capital Revenue Switch Adjustments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	<b>TOTAL COMMUNITY SAFETY &amp; SHARED SERVICES</b>	<b>494</b>	<b>989</b>	<b>1,264</b>	<b>1,200</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>4,247</b>	<b>0</b>	<b>2,316</b>	<b>350</b>	<b>0</b>	<b>1,581</b>	<b>0</b>	

## Corporate Core - Main Capital Programme

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



## **Service & Resource Planning 2010/11 - 2014/15** **Prudential Indicators for Capital**

### **Introduction**

1. This paper sets out the capital Prudential Indicators that it is recommended that the Council should adopt as part of its budget setting in February 2010. The Council also has to set further indicators in relation to Treasury Management and these are included for approval in the Treasury Management Strategy at Annex 8. The indicators have been developed by CIPFA<sup>1</sup>.
2. Having simplified the capital finance system and given authorities more freedom in determining their capital programmes, there is a system of self regulation introduced through the Prudential Guidelines. The recommended indicators are set out below:
3. In considering its programme for capital investment, the Council is required within the Prudential Code to have regard to:
  - Affordability, e.g. implications for Council Tax
  - Prudence and sustainability, e.g. implications for external borrowing
  - Value for money, e.g. option appraisal
  - Stewardship of assets, e.g. asset management planning
  - Service objectives, e.g. strategic planning for the authority
  - Practicality, e.g. achievability of the forward plan

### **Capital Expenditure**

4. The Council is required to make reasonable estimates of the total of capital expenditure that it plans to incur during 2010/11 and the following two financial years. The Council must also approve the actual expenditure for 2008/09 and revised expenditure for 2009/10.
5. It is proposed that the capital expenditure will be £130.2m for 2010/11, £100.3m for 2011/12 and £84.2m for 2012/13. Actual expenditure for 2008/09 was £101.1m and estimated expenditure for 2009/10 is £104.2m. This programme will be funded as follows:

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<sup>1</sup> Chartered Institute of Public Finance & Accountancy

	Actual 2008/09	Estimates			
		2009/10	2010/11	2011/12	2012/13
	£m	£m	£m	£m	£m
SCE(R) Supported Borrowing	27.3	29.7	26.0	30.0	31.9
Prudential Borrowing	5.6	9.8	16.6	16.4	4.5
Grants and Contributions	33.4	54.5	86.7	32.1	40.8
Capital Receipts	24.7	8.9	0.0	15.7	3.4
Revenue	10.1	1.3	0.9	0.0	0.0
Reserves	0.0	0.0	0.0	6.1	3.6
	<b>101.1</b>	<b>104.2</b>	<b>130.2</b>	<b>100.3</b>	<b>84.2</b>

6. The indicators have been based on the February 2010 capital programme set out in Annex 12.
7. The capital expenditure figures for beyond 2010/11 will be able to be revised in twelve months' time.

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

8. Estimates of the ratio of financing costs to the net revenue stream for the current and future years, and the actual figures for 2008/09 are shown below.

Year	Actual/ Estimate	Financing Cost	Net Revenue Stream	Ratio
2008/09	Actual	26,995	393,528	6.86%
2009/10	Estimate	34,864	406,121	8.58%
2010/11	Estimate	36,333	433,045	8.39%
2011/12	Estimate	35,449	432,574	8.19%
2012/13	Estimate	36,794	442,055	8.32%

9. Financing costs include interest payable on borrowing, interest and investment income and the amount required for the minimum revenue provision. The estimates of financing costs are set out in the Medium Term Financial Plan (MTFP) at Annex 1.
10. The net revenue stream is the amount to be met from government grants and local taxpayers, the estimates for which are also set out in the MTFP.

### The Capital Financing Requirement

11. 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 2009 that are recommended for approval are:

Year	Actual/Estimate	£m
2008/09	Actual	408.912
2009/10	Estimate	432.080
2010/11	Estimate	483.990
2011/12	Estimate	500.064
2012/13	Estimate	516.434

12. 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.

13. CIPFA's Prudential Code for Capital Finance in Local Authorities includes the following as a key indicator of prudence:

"In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years".

14. The Assistant Chief Executive & Chief Finance Officer reports that the authority had no difficulty meeting this requirement in 2008/09, nor are any difficulties envisaged for the current or future years. This view takes into account current commitments, existing plans, and the proposals in the budget report.

### **The Incremental Impact of Capital Investment Decisions**

15. The estimate of the incremental impact of capital investment decisions proposed in this budget report, over and above capital investment decisions that have previously been taken by the Council are, for the Band D Council Tax:

Year	Actual/Estimate	£
2010/11	Estimate	29.01
2011/12	Estimate	28.15
2012/13	Estimate	28.26

16. From the introduction of the Prudential Indicators in 2004/05 up to the end of 2005/06 these figures reflect the costs of unsupported borrowing for capital investment through the Public Service Agreement and Prudential Borrowing. For 2006/07 onwards the figures reflect the increase in the Council's debt charges arising from supported borrowing and prudential borrowing. Although supported borrowing costs are reflected in the grant support from government, as the Council is on the grant floor, the increased costs of borrowing do not increase the amount of grant receivable. The increased costs of borrowing therefore fall on the Council Tax.

## **COUNCIL – 9 FEBRUARY 2010**

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

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

#### **Introduction**

1. Further information relevant to the revenue budget and Medium Term Financial Plan (MTFP) 2010/11 to 2014/15 has become available since the report and addenda to Cabinet on 19 January 2010. This paper sets out those changes, which include final taxbase and collection fund figures plus the outcome of the Final Local Government Finance Settlement.

#### **Tax Base**

2. Formal confirmation has now been received from all five District Councils in relation to their agreed taxbases for 2010/11. The final taxbase figure is 242,050.5 compared to 242,050.3 set out in the report to Cabinet on 19 January 2010. This final position represents a 0.47% increase from 2009/10 compared to the 0.5% increase set out in the MTFP.

#### **Collection Fund**

3. The addenda to the Cabinet report on 19 January 2010 stated that the County Council's share of income from collection fund surpluses and shortfalls was estimated to be £2.528m based on provisional information and that this would be available for one-off investments. The County Council's final share of the collection fund surplus is £2.357m, a reduction of £0.171m since the previous report.

#### **Final Local Government Finance Settlement**

4. The Parliamentary Under Secretary of State announced the final Local Government Finance Settlement for 2010/11 on 20 January 2010. This confirmed final formula grant figures for 2010/11 of £106.321m. There is no change from the provisional settlement.

#### **Pay Inflation**

5. The Employers' Side of the National Joint Council informed trade unions<sup>1</sup> on 20 January 2010, that in view of the difficult financial position facing councils they will not be able to offer any increase in pay for 2010/11. The employers recognised that councils want to protect services and offering a national pay increase for 2010/11 would severely compromise that aim.

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<sup>1</sup>UNISON, GMB and Unite

6. The January report set out proposed increases for pay inflation of 1.0% for 2010/11, 0.5% to be allocated to services and 0.5% to be held in a reserve pending the outcome of the settlement. In light of the national employers' position, a 1.0% increase is not now likely, so the 0.5% in the reserve will be allocated to balances to counter the reductions caused by the recent bad weather and in subsequent years be used to reduce the remaining deficit in the MTFP planning period. The 0.5% in Directorate budgets will be earmarked against the final pay settlement and/or it will be available to fund the costs associated with job reductions.

### **Learning & Skills Council (LSC) Dissolution**

7. The December 2009 Service & Resource Planning report to Cabinet set out details of the dissolution of the LSC and the responsibilities which will transfer to the County Council from 1 April 2010. Notification has now been received of the Learning and Skills Special Purpose grant which will fund the staff transferred from the LSC. The grant of £0.404m will form part of the Area Based Grant. Information on the amount of funding which the authority will need to pass onto providers is still to be confirmed but is expected to be in the region of £40m per year.

### **Free Personal Care at Home**

8. The Personal Care Bill, which if approved will guarantee free personal care for the people with the highest needs, is due its second reading in the House of Lords on 1 February 2010. Assuming this is unopposed; it is expected to get royal assent in March 2010. This would enable the scheme to start in October 2010.
9. Recent work undertaken appears to show that the national cost of the proposals is between two to three times that set out by the Government in the Provisional Local Government Finance Settlement in December of £670m nationally. Furthermore, as the amount of grant to support the cost is fixed at £420m in a full year, any increase in cost will fall on local authorities. The expected cost that local authorities will need to fund is estimated to be from £250m to anywhere up to £900m. For Oxfordshire, this could take the costs up to £10m from £2.8m per year. The £10m cost assumes that Oxfordshire's unit costs and client groups are in line with the national position. However, there is an expectation that there are a higher number of self funders in the south east which is likely to increase the pressure further.
10. Costs of £2.8m in 2011/12, with a half year effect of £1.4m in 2010/11 are currently assumed until further information becomes available.

### **Pensions**

11. The Council appointed a new actuary for the Pension Fund on 11 December 2009. Barnett Waddingham, the successful tenderer will provide actuarial advice for the next five years. Their first report provides a funding assessment of the Pension Fund as at 31 December 2009. The assessment indicates that

the financial position of the fund has improved compared to the position at 30 June 2009 and as a consequence their assessment of the required increase in employer contribution at the next triennial valuation has reduced. The MTFP already includes £6m from 2011/12 for an expected increase in contribution rate. Based on the position at 30 June 2009, this was increased by £2.5m and was set out in the Service & Resource Planning report to Cabinet in September 2009. Given the improved position, it would be reasonable to reduce the estimated additional cost back to £6m.

### **Flood Defence Levy**

12. Information has not yet been received from the Regional Flood Defence Committees for which Oxfordshire is required to contribute. The total cost in 2009/10 was £0.488m. Any variation from the budget will need to be met from balances in 2010/11 and considered on an on-going basis as part of the 2011/12 Service & Resource Planning process.

### **Conclusion**

13. This report reflects a number of changes since the last report to Cabinet on 19 January 2010 and provides the final funding position for the Council. The Medium Term Financial Plan, which forms Annex 1 of the Cabinet report, reflects all of the changes described in this report.

Sue Scane  
Assistant Chief Executive & Chief Finance Officer

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

27 January 2010

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