



To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 22 January 2019 at 2.00 pm

Rooms 1&2 - County Hall, New Road, Oxford OX1 1ND

A handwritten signature in blue ink, appearing to read 'Yvonne Rees'.

Yvonne Rees
Chief Executive

January 2019

Committee Officer: Sue Whitehead

Tel: 07393 001213; E-Mail: sue.whitehead@oxfordshire.gov.uk

Membership

Councillors

Ian Hudspeth	Leader of the Council
Mrs Judith Heathcoat	Deputy Leader
Lawrie Stratford	Cabinet Member for Adult Social Care & Public Health
Ian Corkin	Cabinet Member for Cherwell Partnership
Steve Harrod	Cabinet Member for Children & Family Services
Lorraine Lindsay-Gale	Cabinet Member for Education & Cultural Services
Yvonne Constance OBE	Cabinet Member for Environment
David Bartholomew	Cabinet Member for Finance
Mark Gray	Cabinet Member for Local Communities
Eddie Reeves	Cabinet Member for Transformation

*The Agenda is attached. Decisions taken at the meeting
will become effective at the end of the working day on
unless called in by that date for review by the appropriate Scrutiny Committee.
Copies of this Notice, Agenda and supporting papers are circulated
to all Members of the County Council.
Date of next meeting: 26 February 2019*

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

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

Whose Interests must be included?

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

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

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

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

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

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

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

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

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

List of Disclosable Pecuniary Interests:

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

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members' conduct guidelines.

<http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on **07776 997946** or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes (Pages 1 - 16)

To approve the minutes of the meeting held on 18 December 2018 (**CA3**) and to receive information arising from them.

4. Questions from County Councillors

Any county councillor may, by giving notice to the Proper Officer by 9 am two working days before the meeting, ask a question on any matter in respect of the Cabinet's delegated powers.

The number of questions which may be asked by any councillor at any one meeting is limited to two (or one question with notice and a supplementary question at the meeting) and the time for questions will be limited to 30 minutes in total. As with questions at Council, any questions which remain unanswered at the end of this item will receive a written response.

Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Cabinet Member or such other councillor or officer as is determined by the Cabinet Member, and shall not be the subject of further debate at this meeting. Questions received after the despatch of the agenda, but before the deadline, will be shown on the Schedule of Addenda circulated at the meeting, together with any written response which is available at that time.

5. Petitions and Public Address

6. Service & Resource Planning Report 2019/20 - January 2019 (Pages 17 - 228)

Cabinet Member: Finance

Forward Plan Ref: 2018/130

Contact: Katy Jurczynszyn, Strategic Finance Manager (Finance, Strategy & Monitoring)

Tel: 07584 909518

Report by Director of Finance (**CA6**).

This report is the final report to Cabinet in the series on the service & resource planning process for 2019/20 to 2022/23, providing councillors with information on budget issues for 2019/20 and the medium term. The report sets out the draft council tax precept for 2019/20, the revenue budget for 2019/20, the Medium Term Financial Plan (MTFP) to 2022/23, the Capital Programme to 2028/29 as well as supporting strategies. Information outstanding at the time of the Cabinet meeting will be reported to Council when it considers the budget on 12 February 2019.

Cabinet's budget proposals take into consideration the latest information on the council's financial position outlined in this report; comments from the Performance Scrutiny Committee meeting on 13 December 2018 as well as 10 January 2019; and comments from the public consultation on the budget. As final notification of some funding streams is awaited, some further changes may be made to the budget proposals ahead of full Council on 12 February 2019.

Cabinet is RECOMMENDED to approve:

- ***The Review of Charges for 2019/20***
- ***The Financial Strategy for 2019/20***
- ***The Earmarked Reserves and General Balances Policy Statement 2019/20.***

Cabinet is RECOMMENDED to RECOMMEND Council to approve:

- ***in respect of revenue:***
 - ***a budget for 2019/20 and a medium term plan to 2022/23, based on the proposals set out in Section 4.2;***
 - ***a council tax requirement (precept) for 2019/20;***
 - ***a 2019/20 council tax for band D equivalent properties;***
 - ***virement arrangements to operate within the approved budget;***
- ***in respect of capital:***
 - ***the Capital & Investment Strategy for 2019/20 - 2028/29 including the Prudential Indicators and Minimum Revenue Provision Methodology Statement;***
 - ***a Capital Programme for 2018/19 to 2028/29 as set out in Section 4.9.1 including:***
 - (i) ***the new capital proposals as set out in Section 4.9.2;***
 - (ii) ***the Highways Structural Maintenance Programme 2019/20 and 2020/21 as set out in Section 4.9.3;***
- ***in respect of treasury management:***
 - ***the Treasury Management Strategy Statement and Annual Investment Strategy for 2019/20 incorporated in the Capital & Investment Strategy in Section 4.9;***
 - ***to continue to delegate the authority to withdraw or advance additional funds to/from external fund managers to the Treasury Management Strategy Team;***
 - ***that any further changes required to the 2019/20 strategy be delegated to the Director of Finance in consultation with the Leader of the Council and the Cabinet Member for Finance;***
 - ***the Treasury Management Prudential Indicators;***

- ***The Specified Investment and Non Specified Investment instruments as set out in Appendix A and B of Section 4.9;***
- ***to delegate authority to the Leader of the Council, following consultation with the Director of Finance and the Cabinet Member for Finance, to make appropriate changes to the proposed budget.***

7. Corporate Plan 2019-22 (Pages 229 - 286)

Cabinet Member: Deputy Leader of the Council

Forward Plan Ref: 2019/002

Contact: Ben Threadgold, Policy & Performance Service Manager Tel: 07867 467838

Report by Chief Executive (**CA7**).

The Corporate Plan 2018-2021 has been reviewed and updated to ensure it continues to accurately reflect the Council's future direction, strategic priorities, and key outcomes and indicators by which progress can be measured and reported.

A summary of the changes from the previous version of the plan is attached as appendix 1. An amended version of the Corporate Plan to cover the period 2019-2022 is attached as appendix 2.

This has been a light touch review, given the most recent version of the Corporate Plan was agreed by full Council on the 5th of July 2018. The plan has been amended to reflect key areas of focus to achieve each of the council's priorities throughout 2019-20, and has been updated with any changes to key facts within the document. The exception to this is the finance information, which will be updated as it becomes available and in time for agreement by Council in February.

Cabinet is RECOMMENDED to:

- (a) note the Draft Corporate Plan 2019- 2022;***
- (b) RECOMMEND that the Draft Corporate Plan be agreed by Council;***
- (c) Delegate authority for final additions and changes to be agreed by the Leader and the Chief Executive on behalf of Cabinet.***

8. Revision of Oxfordshire Minerals and Waste Development Scheme (Pages 287 - 344)

Cabinet Member: Environment

Forward Plan Ref: 2018/172

Contact: Peter Day, Minerals Principal Officer Tel: 07392 318899

Report by Director for Planning & Place (**CA8**).

The County Council must prepare and maintain a Minerals and Waste Development Scheme, setting out the programme for production of the Oxfordshire Minerals and Waste Local Plan. The most recent revision of the Oxfordshire Minerals and Waste Development Scheme was approved in December 2017. Part 1 of the Plan, the Core

Strategy was adopted in September 2017. Part 2, the Sites Plan, was commenced in September 2017 but consultation on issues and options was delayed and consequently the timetable for the Sites Plan in the December 2017 Development Scheme is now out of date and needs to be revised. In addition, changes in legislative requirements for Statements of Community Involvement mean that the Oxfordshire Statement of Community Involvement should be revised and a timetable needs to be set for this. A further revision of the Development Scheme is therefore now required.

The revised programme for the Sites Plan, taking into account the engagement of consultant support on technical work, maintains the target for adoption by the end of 2020, involving the following key stages: consultation on a draft plan in June 2019; publication in January 2020; submission for examination in March 2020; and adoption of the plan in December 2020.

The Cabinet is RECOMMENDED to:

- i. approve the Oxfordshire Minerals and Waste Development Scheme (Ninth Revision) 2019 at Annex 1, subject to final detailed amendment and editing, to have effect from 5 February 2019;***
- ii. authorise the Director for Planning & Place to:***
 - (a) carry out any final detailed amendment and editing of the Oxfordshire Minerals and Waste Development Scheme that may be necessary, in consultation with the Cabinet Member for Environment;***
 - (b) take the necessary steps to bring the revised Scheme into effect from 5 February 2019 and publish the revised Scheme, in accordance with Sections 15 and 16 of the Planning and Compulsory Purchase Act 2004 (as amended).***

9. Governance Review (Pages 345 - 372)

Cabinet Member: Deputy Leader of the Council

Forward Plan Ref: 2018/185

Contact: Colm Ó Caomhánaigh, Committee Officer Tel: 07393 001096

Report by Director of Law & Governance (**CA9**).

Following a Council motion to consider changing to a committee structure of governance, Cabinet set up a Governance Review Task Group to examine this as well as considering potential improvements to the current system.

The Cabinet is RECOMMENDED to:

- (a) endorse the proposal to move to a 'hybrid' system of governance;***
- (b) request the Governance Review Task Group to draw up a specific proposal for Cabinet's consideration based on the following design features:***
 - (i) Cabinet Committees –The membership of the Committees should be***

- politically proportional;*
- (ii) *Cabinet Members should attend Cabinet Committee meetings when issues in their portfolio are on the agenda. The Cabinet and Cabinet Members would still need to make the final decisions;*
 - (iii) *The Chairman and Deputy Chairman of each Cabinet Committee will be elected by the members of the Committee as usual but political group leaders should try to ensure that the Chairman and Deputy Chairman come from different political groups;*
 - (iv) *The proposal should address any improvements required in the Forward Plan process to ensure that sufficient lead time is allowed for Cabinet Committees to discuss issues at an early stage;*
 - (v) *The proposal should take into account the partnership arrangement with Cherwell District Council and the County Council's relationships with all local authorities and partners in Oxfordshire;*
 - (vi) *The proposal should include an estimate of any changes in the overall number of Committee meetings in the new system as well as any changes to the costs in supporting meetings.*
- (c) *request the Task Group to draw up a timetable to implement the changes within six months of a Cabinet decision on the final proposals. The change programme should include training for Members and Officers and specific training for Chairmen to ensure that the new committees encourage inclusive debate;*
- (d) *request the Task Group to include a review mechanism 12 months after the introduction of the new system. The review should include asking Members to complete the same questionnaire that they were given at the start of this process in order to measure any improvements;*
- (e) *request the Task Group to explore further the idea of establishing Area Committees with budgets addressing how they would relate to City and District Councils;*
- (f) *request the Chairmen of Scrutiny Committees to ensure that time is allowed in their work programmes to discuss policy matters;*
- (g) *request Facilities Management to draw up plans to reformat the rooms on the Members' corridor to provide more shared Members' facilities in the place of political group rooms.*

10. Business Management & Monitoring Report for Quarter 2 - 2018/19 - January 2019 (Pages 373 - 388)

Cabinet Member: Deputy Leader of the Council

Forward Plan Ref: 2018/131

Contact: Steven Jones, Corporate Performance & Risk Manager Tel: 07392 318890

Report by Policy & Performance Service Manager (**CA10**).

The report and its two annexes demonstrate the state of Oxfordshire County Council's progress towards Corporate Plan priorities at the end of Quarter 2 2018-19.

The Cabinet is RECOMMENDED to note the performance reported.

11. Delegated Powers - January 2019

Cabinet Member: Leader

Forward Plan Ref: 2018/132

Contact: Sue Whitehead, Principal Committee Officer Tel: 07393 001213

To report on a quarterly basis any executive decisions taken under the specific powers and functions delegated under the terms of Part 7.2 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c)(i). It is not for scrutiny to call in.

<i>Date</i>	<i>Subject</i>	<i>Decision</i>	<i>Reasons for Exemption</i>
7 January 2019	Request for exemption from Contract Procedure Rule ("CPR") 20 in respect of a Contract providing Care Services for People with a Learning Disability provided by MacIntyre Care	Approved an exemption from the tendering requirements under OCC's Contract Procedure Rules in respect of the award of a contract for provision of support services located in Witney for four people with a learning disability for a period of 104 weeks (plus a 26-week extension option) at an estimated value of £468,622.	To transfer services provided under indefinite term spot contracts to a block contract of finite duration and to ensure there is service continuity and provision for the four current tenants.

12. Forward Plan and Future Business (Pages 393 - 394)

Cabinet Member: All

Contact Officer: Sue Whitehead, Committee Services Manager Tel: 07393 001213

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include "updating of the Forward Plan and proposals for business to be conducted at the following meeting". Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA12**. This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

The Schedule is for noting, but Cabinet Members may also wish to take this opportunity

to identify any further changes they would wish to be incorporated in the next Forward Plan update.

The Cabinet is RECOMMENDED to note the items currently identified for forthcoming meetings.

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CABINET

MINUTES of the meeting held on Tuesday, 18 December 2018 commencing at 2.00 pm and finishing at 3.35 pm

Present:

Voting Members: Councillor Ian Hudspeth – in the Chair
Councillor Mrs Judith Heathcoat
Councillor Lawrie Stratford
Councillor Ian Corkin
Councillor Steve Harrod
Councillor Lorraine Lindsay-Gale
Councillor Yvonne Constance OBE
Councillor David Bartholomew
Councillor Mark Gray
Councillor Eddie Reeves

Other Members in Attendance: Councillor Jamila Begum Azad (Agenda Items 8 and 10)
Councillor Liz Brighthouse (Agenda Item 8)
Councillor Damian Haywood (Agenda Item 10)
Councillor Mark Lygo (Agenda Item 12)
Councillor Glynis Phillips (Agenda Items 6, 7 and 8)
Councillor John Sanders (Agenda Item 9)

Officers:

Whole of meeting Lorna Baxter, Director of Finance; Nick Graham, Director of Law & Governance; Yvonne Rees, Chief Executive; Sue Whitehead (Resources)

Part of meeting	
Item	Name
9 & 12	Bev Hindle, Strategic Director for Communities
10	Lucy Butler, Director for Children's Services; David Clarke, Deputy Director Education
11	Benedict Leigh, Deputy Director Adult Social Care

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

121/18 MINUTES

(Agenda Item. 3)

The Minutes of the meeting held on 20 November 2018 were approved and signed as a correct record.

122/18 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

Councillor Howson had given written notice of the following question to Councillor Constance: -

“Leaving aside East West Rail and the GWR electrification project, what progress on other rail projects has there been in Oxfordshire during 2018?”

Councillor Constance replied: -

“Network Rail has completed the £97 million Oxford area signalling scheme, replacing the 1960s signalling with a state-of-the-art system controlled from the Thames Valley Signalling Centre in Didcot. Signals have been replaced and extra signals provided to increase capacity.

Network Rail has completed Oxford Corridor Phase 1, a £163 million scheme to upgrade and remodel the track layout around Oxford station to remove conflicting movements, provide greater operational flexibility, improve train speeds and increase capacity.

Network Rail is finalising the business case for Oxford Corridor Phase 2, and this is due to be submitted to Government in spring 2019. This phase of work comprises a new northbound island platform, replacement of the Botley Road bridge, realignment of Roger Dudman Way and Cripsey Road, level crossing closures north of Oxford and upgraded track to and from East West Rail. It is estimated at around £160 million and will be delivered by 2023. Officers are working with Network Rail to define our future highway requirements.

The North Cotswold Line Taskforce has met regularly throughout the year and is developing a Strategic Outline Business Case for investing in extra capacity between Oxford and Hanborough to enable a more frequent train service that can support new housing and employment in West Oxfordshire.

Platform extension work is underway at stations on the North Cotswold Line to enable longer InterCity Express Trains to be introduced in 2019.

A new £20 million multi-storey car park has opened at Didcot Parkway partly funded from the Local Growth Fund. This has provided an extra 910 spaces, and increases car parking to 1800 spaces. Network Rail has built a step-free pedestrian link between the new car park and the station building.

Electrification of the Great Western Mainline through Oxfordshire is complete and electric trains can now operate between London Paddington and

Swindon (and from next year, Cardiff), albeit not through Steventon, where the ongoing objection to replacing the bridge means trains cannot use electric power and have to use their on-board diesel engines.

We have agreed that Network Rail will review the economic and operating case for completing electrification between Didcot and Oxford. If it were to go ahead, it would be designed with passive provision for future four-tracking.

The County Council jointly commissioned initial site assessment work for the proposed Wantage & Grove station with Vale of White Horse District Council to ensure appropriate land is safeguarded in their Local Plan. As a result, two potential sites have been identified.

Informal discussions have been held with Oxford University about a proposal for a new station near Begbroke. This will serve the expanding Science Park and the strategic housing site being proposed in the Cherwell Local Plan. We await further information from the University.

Oxfordshire Rail Corridor Study – this is a vital project and an investment priority for Oxfordshire as it will establish the priorities for rail investment in Oxfordshire for the next 30 years. Officers have, and continue to be, heavily involved in working with Network Rail and the Department for Transport in drafting and agreeing key documents and defining the scope of the study. The first stage strategic study will demonstrate how prioritised rail investment can support the economy and wider growth development in Oxfordshire, including delivering the Housing & Growth deal (and the new housing it includes), and the emerging Joint Statutory Spatial Plan.

The strategic study will identify a number of interventions, some of which will then be developed further in the second stage. However, the importance of the Cowley Branch Line means that further development work will be done in parallel with the strategic study.

Supplementary: Responding to a further question Councillor Constance agreed that she would have expected to see a statement on the Cowley branch line and she undertook to provide a response.

Councillor Turnbull had given written notice of the following questions to Councillor Lindsay-Gale: -

“1. A key part of the SEND sufficiency of places strategy is ensuring that all mainstream schools support an inclusive approach to education. How confident are you that schools will be receptive to this approach, and what steps are being taken to ensure that academies, and not just maintained schools, adopt this inclusive approach?

Councillor Lindsay-Gale replied:

“The code of practice states that where possible all children should be educated in a mainstream school, but especially when this is requested by the parent.

In many cases schools can sometimes feel that they lack the experience and expertise to meet some children’s needs in a mainstream environment. We have a high level of special educational needs expertise across the schools in Oxfordshire and by using this expertise to upskill our schools, where we/they have identified they require support, it will empower them to be able to meet more children with SEN in their local school.

In the autumn term 2018 a series of briefings were conducted in the North, Centre and South of the county where this was shared with Headteacher’s, Governors Inclusion leaders and SENCOs of both Academy and Maintained schools. The feedback from those that attended was very positive and agreed that this was the right direction to be taking. We work in the same way with academies and maintained schools in relation to special educational needs and will continue to foster and further develop our relationship with all schools in relation to an inclusive approach.

Oxfordshire LA have already identified that it needs to review the funding that is paid to schools to support children with special educational needs. We are hoping that with the above and a clear funding model this will also help to further support schools to meet all children’s needs.

In addition to the above, Ofsted have announced a change to the inspection framework from September 2019, which ensures that schools remain responsible for children who are on roll and have accessed alternative provision. Therefore, the journey of a child’s progress and provision be it at the school or at an alternative placement will be more closely tracked, this greater focus in the inspection framework can only improve the provision provided for all children in all types of schools.”

“2. The decision of the Cabinet in June to support a consultation to close Northfield School was extremely stressful for everyone involved with the school - a school that was already having to operate out of temporary classrooms across two sites because the main school building had been allowed to deteriorate. As Cabinet is now being asked to agree to rebuild and expand Northfield School (which when suggested by the Labour Group we were told was not an option) I would like to ask what lessons have been learned from this process about the way that the County Council manages its maintained schools, and special schools in particular?”

Councillor Lindsay-Gale replied:

“As stated in the question, the decision to look at closing Northfield was a stressful and difficult time for all. In April of 2018 due to a temporary school

closure it became clear that the school building was not fit for purpose and this resulted in the need for the temporary provision across the two sites. It was at this time that the need for options to be explored was required as the situation was totally unprecedented. As a result, the consultation paper was presented to enable the Council to gather the necessary information to inform any future proposal.

The consultation took place to determine views on:

- Close the Northfield School, placing current students in alternate and more suitable provision, pending the outcome of the SEND Review
- Continue to operate Northfield School as is, pending the outcome of the SEND Review

The clear feedback from a range of stakeholders including parents of children at the school, students, staff, Unions, MPs and presentations made to Cabinet by members of the public was that they were not supportive of the proposal to close the school and were very keen to consider all other options rather than closure.

A further consideration was that at the time of the decision the school had over 50 pupils on roll and when looking at the local market it was clear that to place these children in alternative school placements would not be possible. All maintained special schools in neighbouring authorities who take children with special needs such as those at Northfield, advised that they did not have any available places, and those schools in the independent sector, where places might have been available, could not accommodate the number of children who we would have needed to place at short notice.

Therefore, all these factors were taken into consideration in the decision to bring the proposal to Cabinet to rebuild Northfields as the best option for the children and young people with such complex needs.

There have been a number of valuable lessons learnt from this process: -

- The clear need for a Council SEND Sufficiency of Places Strategy. The timing of this strategy was driven by the need for more places and this was clearly exemplified by the Northfield's situation.
- A survey of all Special Schools has been conducted to build the Council's knowledge of the condition of schools and working in partnership with Property services to develop a capital works programme for our schools.
- Review the delegation of repair and maintenance responsibility and budget with our schools
- Establish clearly defined and approved governance process to expedite decision making should an emergency situation arise and that key senior managers are pre identified to lead on the operations and decision making needed.
- Review our business continuity plan and budget for emergency school closure"

123/18 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

The Leader of the Council had agreed the following requests to address the meeting:

Item	Speaker
Item 6– Financial Monitoring and Medium Term Financial Plan Delivery Report	Councillor Glynis Phillips, Shadow Cabinet Member for Finance
Item 7 – Capital Programme Monitoring Report	Councillor Glynis Phillips, Shadow Cabinet Member for Finance
Item 8 – Service & Resource Planning Report	Councillor Glynis Phillips, Shadow Cabinet Member for Finance Councillor Liz Brighouse, Chairman of Performance Scrutiny Committee Councillor Jamila Begum Azad
Item 9 – Compulsory Purchase Powers for Acquisition of Land Required for Delivery of Schemes	Councillor John Sanders, Shadow Cabinet Member for Environment
Item 10 – SEND Sufficiency Strategy and Northfield School	Councillor Jamila Begum Azad Councillor Damian Haywood (5 mins)
Item 11 – Daytime Support Sustainability Grant Awards	Councillor Sobia Afridi – Shadow Cabinet Member, Adult Social Care & Public Health – did not speak
Item 12 – Mill Arts Centre	Councillor Mark Lygo

124/18 FINANCIAL MONITORING AND MEDIUM TERM FINANCIAL PLAN DELIVERY REPORT - OCTOBER 2018

(Agenda Item. 6)

The report set out the forecast position of the revenue budget as at the end of October 2018. The report also included an update on the delivery of savings, plus forecast reserves and balances.

Councillor Glynis Phillips, Shadow Cabinet Member for Finance spoke to the report highlighting the continuing issues in CEF and commented on those issues that were underfunded by central government such as, unaccompanied young asylum seekers. Councillor Phillips welcomed the

winter pressure funding but felt the requirements around it were unreasonable. Councillor Phillips commented that in the Communities directorate the Carillion issue was a future risk. Overall, she commented that the position was unsustainable and that results were needed from the Transformation Programme to avoid cuts in future years.

Councillor David Bartholomew, Cabinet Member for Finance, responded to the comments made, noting that the CEF matters raised were national issues. The Directorate was developing an action plan in response. He added that the Council would deliver a balanced budget and thanked the diligent work of the Finance Team.

Councillor Bartholomew introduced the contents of the report.

RESOLVED: to:

- (a) note the report;
- (b) approve the virements set out in Annex 2a and note the virements set out in Annex 2b; and
- (c) approve the bad debt write-offs as set out in paragraphs 67 and 68.

125/18 CAPITAL PROGRAMME MONITORING REPORT - OCTOBER 2018

(Agenda Item. 7)

Cabinet considered the third separate capital programme update and monitoring report that focussed on the delivery of the 2018/19 capital programme based on projections at the end of October 2018 and new inclusions within the overall ten-year capital programme.

Councillor Glynis Phillips, Shadow Cabinet Member for Finance drew attention to discussion at the Performance and Scrutiny Committee that had queried the capacity of the Council to manage the substantial number and scale of projects to be undertaken; she also referred to the large amount of capital funding. She commented that additional staff would be required and referred to the need for a transparent process. Monitoring would be important, and she hoped that the Council was up to the task. She welcomed the option of borrowing to build to bring out of county placements for children back in county and supported selling on any additional places. This needed to be pursued alongside a long-term strategy to deal with increased demand. On paragraph 17 Councillor Phillips sought clarification on whether the £17.4m referred to was additional spend. Councillor Phillips referred to the money allocated to look at a safe pedestrian crossing on Risinghurst Road. A child had been run over in a recent incident and she asked whether it was included.

Councillor David Bartholomew, Cabinet Member for Finance, agreed that it was an ambitious programme requiring sufficient capacity and added that an awareness of the need to monitor and manage it was high on the agenda. Councillor Ian Hudspeth, Leader of the Council, commented that capacity

was a crucial issue but that residents would question the Council if it did not put in ambitious bids to central government. He referred to the HIF bid, which if accepted would take the capital programme to over £1b.

Councillor Bartholomew referring to building children's homes was supportive of the possibility of selling on spare places although there were obstacles to be overcome. Councillor Bartholomew clarified that there was £10m already identified for spend on roads and there was an additional £7.4m. Councillor Constance, Cabinet Member for Environment added that in recent discussions with Skanska she had raised with them their ability to step up in the light of increased investment.

Councillor Bartholomew, introduced the contents of the report. He drew attention to the recommendation to approve £6.3m towards the extension of Broadband for Business in Rural Oxfordshire which was a formality as the project would be fully funded by a grant from DEFRA.

RESOLVED: to:

- (a) note the report;
- (b) approve the updated Capital Programme at Annex 2 and the associated changes to the programme in Annex 1c; and
- (c) approve the budget requirement of £6.3m towards the extension of Broadband for Business in Rural Oxfordshire.

126/18 SERVICE & RESOURCE PLANNING REPORT - 2019/20 - DECEMBER 2018

(Agenda Item. 8)

Cabinet had before them the second in the series of reports on the Service & Resource Planning process for 2019/20 and it set out the latest identified pressures and proposed savings for 2019/20 and the medium term as well as key points arising from the Autumn Budget announced on 29 October 2018.

Councillor Glynis Phillips, Shadow Cabinet Member for Finance, expressed disappointment at the budget settlement, commented that the underlying situation gave cause for concern and highlighted several specific areas of concern including that relating to learning disability, older people and mental health. In particular Councillor Phillips urged Cabinet to reject reductions in the budget relating to mental health services.

Councillor Liz Brighouse, Chairman of Performance Scrutiny Committee commented, following that Committee's consideration of the proposals. In particular the Committee: was keen to undertake further work to scrutinise the impact of the transformation programme, noting that its impact was unclear, and it was not included in the proposals; was keen to see an emphasis on prevention to manage demand, expressed significant concerns over the proposals for mental health services and expressed concern over

the purchase of care home beds on block. The Committee also highlighted areas where they would continue to keep a watching brief including daytime support, Carillion and the Growth agenda.

Councillor David Bartholomew, Cabinet Member for Finance responded to the comments made. He indicated that transformation was coming out temporarily to allow for greater clarity. There had been something of a pause and reset on transformation but the numbers, both the savings and the cost of achieving them would be going back in before decisions were taken. It would be an ongoing and iterative process. Councillor Brighthouse asked that any new numbers come to Scrutiny. Councillor Ian Hudspeth, Leader of the Council, highlighted the role of the Transformation Sub-Committee that was a joint meeting of Performance Scrutiny Committee and Audit & Governance Committee members. The figures referred to would go to that Sub-Committee before February Council.

Councillor Jamila Begum Azad, local councillor for St Clement's & Cowley Marsh, referred to a new sign on the St Clements community building identifying it as Blackbird Leys Family Solutions service. She queried why it had been named Blackbird Leys and highlighted the needs of young people and vulnerable people in the wider East Oxford area. Councillor Gray, Cabinet Member for Local Communities replied that he had recently visited the centre and would take up the comments made.

Referring to the comments made on adult social care Councillor Lawrie Stratford, Cabinet Member for Adult Social Care, stated that the changes to mental health were still proposals and the Council was still in discussion with Oxford Health. The Daytime Support changes were going well but there would be a review and some changes could be expected.

Councillor David Bartholomew, Cabinet Member for Finance, in moving the recommendations, thanked officers for their work. Lorna Baxter, Director of Finance, introduced the contents of the addenda setting out details of the Provisional Local Government Finance Settlement for 2019/20 and noting that the Council was still waiting on confirmation on schools' capital funding.

During discussion a Cabinet Member highlighted innovation including the street lighting programme which was a great use of new technology and the Bus Service Operators Grant. In his Division three buses were running that otherwise would not be able to run.

RESOLVED: to take the issues set out in the report into consideration in forming their proposed budget for 2019/20, Medium Term Financial Plan to 2022/23 and Capital Programme to 2028/29.

127/18 COMPULSORY PURCHASE POWERS FOR ACQUISITION OF LAND REQUIRED FOR DELIVERY OF SCHEMES

(Agenda Item. 9)

The Council is proposing to deliver a programme of major transport infrastructure projects, to support and enable housing and economic growth in Oxfordshire. To progress with the delivery of proposed major transport infrastructure schemes, the use of Compulsory Purchase Powers may have to be used for the acquisition of land required for the construction work.

Cabinet had before them a report that detailed the schemes which may require CPOs to proceed, as well as schemes identified as likely to require CPO in future, but which are still in early feasibility stages where exact parcels of land have not yet been identified.

Councillor John Sanders, Shadow Cabinet Member for Environment was supportive of the proposals but noted that their use could be controversial and cause a reputational risk to the Council. He therefore expressed concern that the report was not detailed. He asked Cabinet to consider asking officers to come back to Cabinet to identify each site, with Cabinet making the decision unless it was time critical.

During discussion Cabinet supported the proposals, and the ability to move quickly where necessary. The decision would aid future negotiation and gave clarity to the Council's strength of purpose. A Cabinet Member suggested that in the event of a particularly controversial decision it could in any event be brought before Cabinet

RESOLVED: to:

- (a) approve delegation of the exercising of Compulsory Purchase Powers to the Director of Capital Investment and Delivery, in consultation with the Cabinet Member responsible for Transport, for the purchase of land required for the delivery of the major infrastructure schemes outlined in paragraphs 7 and 9 of this report, in the event that the land cannot be acquired by negotiation; and
- (b) note that should the whole or any part of lands required are not acquired by negotiation, the making of a Compulsory Purchase Order under provisions contained in Part XII of the Highways Act 1980 for the acquisition of the land, will be progressed. This could include providing the necessary attendance, expert witness provision, etc. at a Public Enquiry if required.

128/18 SEND SUFFICIENCY STRATEGY AND NORTHFIELD SCHOOL

(Agenda Item. 10)

a Special Educational Needs & Disability Sufficiency of Places Strategy

Oxfordshire's school age population is growing, both because of the rise in births experienced between 2002-2011 and due to the large-scale housing growth planned for the county between now and 2027. However, the growth in demand for Special School and Resource Base provision has increased rapidly.

Currently, as a result, there are insufficient school places to meet this demand and the strategy was written to detail how the Council plans to address the current lack of special educational needs school places. Cabinet had before them a report and strategy that identified options to meet the increase in demand on places.

Councillor Damian Haywood, speaking as a local councillor for Iffley Fields & St Mary's and as a governor of Mabel Pritchard Special School stated that whilst welcoming the Strategy as an excellent piece of work he did have some concerns. Councillor Haywood:

- Queried whether the number of places to be provided was sufficient.
- Whether the annual saving targets were achievable.
- Whether there was sufficient capital for the number of places to be provided and whether funding would be included in the budget.

Councillor Lorraine Lindsay-Gale, Cabinet Member for Education and Cultural Services in moving the recommendations, thanked Councillor Haywood for his comments and hoped that he would be involved in the work going forward.

Lucy Butler, Director of Children's Services, referred to the context of a huge increase in demand and suggested that the Strategy be reviewed annually. The emphasis was on local first and she detailed for Cabinet Members the four strands of the Strategy. The fourth strand was to build new schools including the re-build of Northfield School.

RESOLVED: to note and approve the special educational needs sufficiency of places strategy.

b Proposal to Agree to Re-Build and Expand Northfield School Through the Special Educational Needs and Disability Sufficiency of Places Strategy

Cabinet considered a report that proposed the re-build of Northfield School in-line with the SEND Education Sufficiency Strategy 2018-2027 for circa 100 students. The report seeks approval for the admission of Year 7 pupils for

the academic year 2019/20 in to Northfield Special school and for in year transfers from January 2018.

Councillor Jamila Begum Azad, local councillor for St Clement's & Cowley Marsh asked that she receive the recent Ofsted Inspection report for Northfield School. Commenting on the proposals Councillor Begum Azad queried whether they were deliverable and what consultation there would be. Councillor Lorraine Lindsay-Gale, Cabinet Member for Education and Cultural Services replied that it had been received only recently and Councillor Begum Azad would receive a copy. It was disappointing but not unexpected that the School was in Special Measures. Parents and governors would have been notified.

Lucy Butler, Director for Children's Services, explained the context to the current proposal to re-build referring to the report to Cabinet in July. At that point the children were on a split site but now all children were back at the Northfield School site and the best outcome was seen to be the re-build of the school.

A Cabinet Member in commending the report, encouraged and supported mainstream schools to be as inclusive as possible. This provided benefits for mainstream pupils but as an additional challenge for schools needed to be funded.

Councillor Lindsay-Gale moved the recommendations.

RESOLVED: to:

- (a) note the outcome of the informal consultation and capacity reviews and agree not to issue a statutory notice for closure.
- (b) approve the proposed re-build of Northfield School in-line with the Special Educational Needs and Disability Education Sufficiency Strategy 2018-2027 for circa 100 students.
- (c) support allocation of £9.52m capital budget within the capital programme for the delivery of re-provision of Northfield Special School, the funding for which will be agreed through the annual service and resource planning process and the Capital Programme to be approved by Council in February 2019; and
- (d) approve admission of Year 7 pupils for the academic year 2019/20 in to Northfield Special school and for in year transfers from January 2019.

129/18 DAYTIME SUPPORT SUSTAINABILITY GRANT AWARDS

(Agenda Item. 11)

There are grant funds available to support the continuation and development of community and voluntary sector daytime support opportunities in Oxfordshire; these funds include the Innovation Fund to support new initiatives and the sustainability fund to support existing services.

Cabinet considered a report relating to the Sustainability Grant Fund for 2019/20, to support community and voluntary sector daytime support services to continue and flourish. There is £250,000 available in this fund.

As per the agreed cross-party panel decision making process, the report set out the panel's final recommendations for allocation of the Sustainability Fund in 2019-20, for decision by Cabinet.

Councillor Lawrie Stratford. Cabinet Member for Adult Social Care moved the recommendations.

Councillor Mark Gray, Cabinet Member for Local Communities, thanked the cross party working group and service users for their involvement. Councillor Gray explained the approach taken by the Working Group in making their recommendations and noted that almost all recommendations had unanimous support of the Working Group members.

RESOLVED: to:

- (a) congratulate the voluntary sector for its dedication and commitment to continuing to provide much valued services, and their work towards self-sustainability
- (b) approve for funding the bids listed under paragraph 31 (a) of the report.
- (c) approve the recommendations for funding the bids listed under paragraph 31 (b) of the report.
- (d) approve the recommendations for funding the bids listed under paragraph 31 (c) of the report, subject to conditions as set out in the cross-party panel recommendations (Annex 2).
- (e) approve for funding the combined bids listed under paragraph 31 (d) of the report.
- (f) approve the recommendation to reject the bids listed under paragraph 31 (e) of the report.
- (g) approve transferring the remaining amount, as set out under paragraph 31 (f) of the report, to the Innovation Fund 2018; and
- (h) approve the recommendations set out under paragraph 37 (1-5) of the report.

130/18 THE MILL ARTS CENTRE, BANBURY

(Agenda Item. 12)

Cabinet had before them a report seeking approval to a proposal to improve the long-term sustainability of the Mill Arts Centre in Banbury by declaring the property surplus to council requirements and transferring to Cherwell District Council as a named purchaser for less than best consideration.

Councillor Mark Lygo, Shadow Cabinet Member for Transformation, supported the proposal and thanked officers for their efforts in bringing it forward.

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Councillor Eddie Reeves, Cabinet Member for Transformation, in moving the recommendations emphasised that the proposal would allow the Arts Centre to access heritage funding, with Cherwell District Council taking a lead through their cultural planning and vision.

Responding to a question from a Cabinet Member, Bev Hindle, Strategic Director of Communities confirmed that the review referred to as recommendation (d) would come back to Cabinet for approval.

Nick Graham, Director of Law & Governance, responding to a question confirmed that the agreement would include specific reference to buy back and overage to protect the Council's position.

Cabinet was advised that Cherwell District Council had agreed the proposals at their meeting on 17 December and they saw it as vital to that Council's regeneration plans for Banbury.

RESOLVED: to:

- (a) declare The Mill surplus to the county council's requirements.
- (b) approve the principle of transferring The Mill to Cherwell District Council, as a named purchaser for £1 which is less than best consideration subject to the necessary legal safeguards being in place.
- (c) delegate to the Director of Law & Governance in conjunction with the Director of Capital Investment and Delivery to conclude the necessary legal agreement; and
- (d) request that officers review the procedure for the disposal of surplus land at less than market value and bring an updated approach back to Cabinet at the appropriate time (once the current government consultation on this issue has concluded).

131/18 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 13)

The Cabinet considered a list of items for the immediately forthcoming meetings of the Cabinet.

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

..... in the Chair

Date of signing

2019

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Division(s): N/A

CABINET – 22 JANUARY 2019

SERVICE & RESOURCE PLANNING 2019/20 – 2022/23

Report by the Director of Finance

Recommendations

1. **Cabinet is RECOMMENDED to approve:**
 - **The Review of Charges for 2019/20**
 - **The Financial Strategy for 2019/20**
 - **The Earmarked Reserves and General Balances Policy Statement 2019/20.**
2. **Cabinet is RECOMMENDED to RECOMMEND Council to approve:**
 - **in respect of revenue:**
 - **a budget for 2019/20 and a medium term plan to 2022/23, based on the proposals set out in Section 4.2;**
 - **a council tax requirement (precept) for 2019/20;**
 - **a 2019/20 council tax for band D equivalent properties;**
 - **virement arrangements to operate within the approved budget;**
 - **in respect of capital:**
 - **the Capital & Investment Strategy for 2019/20 - 2028/29 including the Prudential Indicators and Minimum Revenue Provision Methodology Statement;**
 - **a Capital Programme for 2018/19 to 2028/29 as set out in Section 4.9.1 including:**
 - (i) **the new capital proposals as set out in Section 4.9.2;**
 - (ii) **the Highways Structural Maintenance Programme 2019/20 and 2020/21 as set out in Section 4.9.3;**
 - **in respect of treasury management:**
 - **the Treasury Management Strategy Statement and Annual Investment Strategy for 2019/20 incorporated in the Capital & Investment Strategy in Section 4.9;**
 - **to continue to delegate the authority to withdraw or advance additional funds to/from external fund managers to the Treasury Management Strategy Team;**
 - **that any further changes required to the 2019/20 strategy be delegated to the Director of Finance in consultation with the Leader of the Council and the Cabinet Member for Finance;**
 - **the Treasury Management Prudential Indicators;**

- **The Specified Investment and Non Specified Investment instruments as set out in Appendix A and B of Section 4.9;**
- **to delegate authority to the Leader of the Council, following consultation with the Director of Finance and the Cabinet Member for Finance, to make appropriate changes to the proposed budget.**

Executive Summary

3. This report is the final report to Cabinet in the series on the service & resource planning process for 2019/20 to 2022/23, providing councillors with information on budget issues for 2019/20 and the medium term. The report sets out the draft council tax precept for 2019/20, the revenue budget for 2019/20, the Medium Term Financial Plan (MTFP) to 2022/23, the Capital Programme to 2028/29 as well as supporting strategies. Information outstanding at the time of the Cabinet meeting will be reported to Council when it considers the budget on 12 February 2019.
4. Cabinet's budget proposals take into consideration the latest information on the council's financial position outlined in this report; comments from the Performance Scrutiny Committee meeting on 13 December 2018 as well as 10 January 2019; and comments from the public consultation on the budget. As final notification of some funding streams is awaited, some further changes may be made to the budget proposals ahead of full Council on 12 February 2019.
5. The report sets out a revised profile of savings expected from the Transformation Programme at paragraphs 55 to 58.
6. Charges levied by the council have been reviewed in line with the Corporate Charging Policy (set out in Annex 1a) and are set out in detail at Annex 1b. As a result of this review and an increase to statutory charges additional income is expected for 2019/20.
7. The Prudential Code for Capital Finance in Local Authorities requires that for each financial year, a local authority should prepare at least one Investment Strategy which should contain the disclosures and reporting requirements specified in the guidance. The Capital & Investment Strategy which incorporates the Treasury Management Strategy Statement 2019/20 and meets these requirements is set out at Section 4.9.
8. The Strategic Measures budget incorporates the principal and interest charges on debt as well as the interest earned on cash balances. A review of all these areas has been undertaken and will generate additional income of £2.3m in 2019/20¹ and a further £1.4m over the medium term.
9. Additional estimated resources of £182.9m have been identified for the Capital Programme over the period 2019/20 to 2028/29. The allocations to the capital portfolio areas have been reassessed in line with emerging pressures and

¹ Replaces the £1.0m target set out in the Cabinet report in December 2018

approved programmes. Based on current projections, there is an overall shortfall of funding for the Capital Programme of £6.4m. However, as the capital proposals will increase the capital programme to over £1bn, the shortfall can be managed as funding levels are confirmed over the 10-year period.

10. The effect the proposals in this report have on the overall revenue financial position is to reduce budget shortfall from £6.6m in 2019/20 to a balanced budget position. The shortfall in future years has reduced from £32.7m to £17.3m.

Introduction

11. The service & resource planning report to Council in February will be set out in four sections:

Section 1 – Leader of the Council's overview

Section 2 – Corporate Plan

Section 3 – Chief Finance Officer's statement on the budget

Section 4 – Budget Strategy and Capital Programme

12. This report forms the basis of Section 4 to that report and the annexes are numbered on that basis. In addition, the report also sets out for approval the review of charges (Annex 1).

Section 4	Budget Strategy and Capital Programme
4.1	Draft medium term financial plan (MTFP) 2019/20 – 2022/23
4.2	Pressures & savings proposals
4.2.1	Changes since December 2018 Cabinet report
4.2.2	Previously agreed and new pressures and savings
4.3	Draft Council Tax 2019/20
4.4	Draft detailed revenue budget 2019/20
4.5	Virement Rules for 2019/20
4.6	Financial Strategy 2019/20
4.7	Earmarked Reserves and General Balances Policy Statement 2019/20
4.7.1	Earmarked Reserves 2018/19 – 2022/23
4.8	Dedicated Schools Grant provisional allocation 2019/20
4.9	Capital & Investment Strategy incorporating the Treasury Management Strategy (including prudential indicators and minimum revenue provision policy statement)
4.9.1	Draft Capital Programme 2018/19 – 2028/29
4.9.2	Capital Portfolio Allocations 2019/20 – 2028/29
4.9.3	Highways Structural Maintenance Programme 2019/20 – 2020/21
4.10	Comments from Performance Scrutiny Committee
4.11	Budget consultation report

Corporate Plan

13. An updated Corporate Plan 2019/2022 will be presented to Council for approval in February 2019 as Section 2, alongside the budget and Medium Term Financial Plan.
14. The plan reflects the Council's vision of Thriving Communities for everyone in Oxfordshire, and sets out our key priorities and how these will be achieved over the coming years.
15. Given the significant work in developing the existing Corporate Plan, which was signed off in July 2018, the draft plan has undergone a relatively light touch review and update. This has ensured that facts and figures are accurate, and that actions to achieve our priorities reflect any progress or changes since the previous plan was agreed.
16. The key outcomes and indicators that will be used to monitor and report on progress in implementing the plan have also been reviewed, though are considered to still be relevant and remain broadly the same. Further work is ongoing to review the more detailed performance measures and targets that support these outcomes and indicators, and will be reported to Performance Scrutiny and Cabinet in March 2019.

Overview and advice from the Chief Finance Officer

17. Under Section 25 of the Local Government Act 2003, the Chief Finance Officer (Director of Finance) is required to report on the robustness of the estimates made in determining the council tax requirement and on the adequacy of the proposed financial reserves. This assessment will be included in Section 3 of the report to Council in February 2019.

Draft Budget 2019/20 and Medium Term Financial Plan to 2022/23

18. In September 2018, Cabinet agreed that the Medium Term Financial Plan (MTFP) to be agreed by Council on 12 February 2019 would cover the four years 2019/20 to 2022/23. A draft MTFP for 2019/20 to 2022/23 is set out in Section 4.1, this is based on the latest information on financing available to the Council following the Provisional Local Government Finance Settlement plus the new pressures and savings proposals as set out in Section 4.2 to this report.
19. Section 4.3 provides a draft of the council tax calculation including the council tax requirement for 2019/20 and the Band D council tax equivalent. The draft detailed budget for 2019/20 is set out at Section 4.4.

Provisional Local Government Finance Settlement

20. On 13 December 2018, the Provisional Local Government Finance Settlement was announced by the Secretary of State for Housing, Communities and Local Government, James Brokenshire MP. The announcement set out provisional

allocations for 2019/20. The publication of the Draft 2019/20 Local Government Finance Report was the start of a consultation period that ended on 10 January 2019. The final settlement is therefore not expected until the end of January 2019.

21. This year's settlement is the fourth year of the current four-year Spending Review period and the four-year funding offer for local authorities (2016/17 to 2019/20). Following submission of an Efficiency Plan to the Department for Communities and Local Government (DCLG)², the Council had notification that it is formally on a four-year settlement on 17 November 2016.
22. The key aspects of the Provisional Local Government Finance Settlement were set out in the Addenda to the Service & Resource Planning Report to Cabinet in December 2018. Those that have financial implications for the 2019/20 budget are set out below.

Business Rate Top-Up and Negative Revenue Support Grant (RSG)

23. The Government has confirmed the outcome of the consultation published in July 2018 to remove negative RSG. There will be no adjustment, therefore the additional £6.2m funding is confirmed. This had already been assumed in the overall financial position for 2019/20.

Additional Social Care Funding (Announced Budget 2018)

24. As announced in the Autumn Budget, the additional £650m for Adult's and Children's Social Care in 2019/20 was confirmed. The winter pressures element is £2.3m and the un-ringfenced Social Care Support Grant is £3.9m.

New Homes Bonus

25. The Government announced funding to maintain the New Homes Bonus baseline at 0.4%. Oxfordshire's provisional allocation for 2019/20 is £3.6m, £0.4m higher than the existing MTFP assumption.

Levy Account Surplus

26. The government will distribute the £180m surplus in the business rates levy account to all councils based on need. Oxfordshire's share of this one-off funding is £1.1m in 2019/20.

75% Business Rate Retention Pilots

27. 15 local authorities were named as pilots for the 75% business rate retention scheme in 2019/20. Oxfordshire's bid to be a pilot authority was not successful.
28. The 15 authorities are Berkshire; Buckinghamshire; East Sussex; Hertfordshire; Lancashire; Leicestershire; Norfolk; Northamptonshire; North and West Yorkshire; North of Tyne; Solent Authorities; Somerset; Staffordshire and Stoke; West Sussex; and Worcestershire.

Council Tax Referendum Principles

² Renamed Ministry for Housing, Communities & Local Government on 9 January 2018. New name will be reflected in all reports going forward.

29. There is no change to the 3% Council Tax referendum limit in 2019/20. The Adult Social Care precept increase will also remain at 6% for the period 2017/18 to 2019/20.

Outstanding Information

30. There are several areas where information is still provisional and on which assumptions are included in the budget and capital programme for 2019/20:
- Final local government finance settlement
 - Local business rates forecasts
 - Surpluses/shortfalls on council tax and business rates collection funds
 - Several grant notifications including Extended Rights to Free Travel, Fire Revenue Grant, Local Reform and Community Voices grant and the School Condition Capital Grant.
31. Any changes once this information is finalised could have an impact on the budget or capital programme. Any changes to the provisional assumptions will be reported to Council in February 2019 by the Director of Finance. All Councillors will be notified of any updated information once it is received.
32. In light of the information outstanding, it is proposed that authority is delegated to the Leader of the Council, following consultation with the Director of Finance and the Cabinet Member for Finance, to make appropriate changes to the Cabinet's proposed budget ahead of the Council meeting on 12 February 2019.

Draft Budget 2019/20

33. The table below sets out the funding available for 2019/20 and the net operating budget for 2019/20. The net operating budget represents the gross expenditure on council services less specific government grants (such as the Dedicated Schools Grant). Changes from the MTFP for both 2019/20 and over the medium term are explained in the ensuing paragraphs.

	£m
Revenue Support Grant	0.0
Business Rates Top Up	39.9
Non-Domestic Rating Income	34.6
Council Tax Precept	369.1
Council Tax Collection Fund Adjustments	4.6
Business Rates Collection Fund Adjustments	0.0
NET OPERATING BUDGET	448.2

Revenue Support Grant, Business Rates Top-up and Local Business Rates

34. 2019/20 is the first year that the Council does not receive any Revenue Support Grant (RSG). As mentioned in paragraph 23 above, the Government has

removed the negative RSG amount that was proposed in the original four-year offer, confirming £6.2m of funding for 2019/20.

35. The district councils are required to provide final estimates of the council's share of the locally retained element of business rates for 2019/20 by 31 January 2019, together with the council's share of any surplus/deficit estimated from 2018/19. There is no movement from the existing MTFP to report at this stage as the information remains outstanding.
36. The business rate pool established between Cherwell District Council, West Oxfordshire District Council and the County Council in 2014/15 will continue into 2019/20. The pooling arrangement is expected to bring benefits to the area as a whole through reduced levies on business rates growth. This means that Oxfordshire gets to keep more business rate income than it otherwise would have done. For 2019/20 the County Council will receive a 10% share of any growth, in return for taking on a 2.5% share of any losses. The financial benefit for the County Council is expected to be £0.5m.

Council Tax requirement

37. A total council tax increase of 2.99% is proposed in 2019/20 just below the council tax referendum threshold of 3.0%.
38. A council tax increase of 1.99% is proposed for 2020/21 and beyond.
39. This proposal raises additional council tax income (excluding estimated taxbase increases) of £10.5m in 2019/20, £7.2m in 2020/21, £7.4m in 2021/22 and £7.5m in 2022/23.
40. The existing MTFP includes a taxbase³ of 251,778 for 2019/20, based on assumed growth of 2.00% in line with increases in the previous two years and the rate of housing growth in Oxfordshire. The report to Cabinet in December 2018 set out that the provisional the taxbase increase was only 1.78%. The final taxbase for 2019/20 has now been confirmed by all district councils at 251,264 an increase of 1.79% from 2018/19. Compared with the December 2018 report this increases the amount of funding available by £0.1m in 2019/20 but is £0.8m less than assumed in the MTFP.
41. The draft council tax calculation including the council tax requirement for 2019/20 and the Band D council tax equivalent is set out in Section 4.3.

Council Tax Surpluses/Deficits

42. The latest estimate for the council's share of income from collection fund surpluses and shortfalls for 2019/20 is £4.7m, £0.2m higher than the MTFP assumption. Each district council must formally notify the County Council of its

³ The taxbase is the number of banded properties that the council uses to set the council tax. It is the total number of properties in the county weighted by reference to council tax bands A to H and takes into account discounts and exemptions.

share of any surpluses or shortfalls on the council tax collection funds within seven working days of 15 January 2019. The final and confirmed position will be notified in due course.

Inflation

43. Pay inflation has been applied at 2% in line with the 2018 to 2020 pay offer for local government officers. The 2018 to 2020 pay offer also includes the introduction of a new pay spine structure from 1 April 2019 to incorporate the impact of the national living wage on lower pay scales. The financial implications of the new pay spine for the Council has also been met within the inflation provision in the MTFP. There continues to be no provision for non-pay inflation. Inflation of up to 3% has been applied to contracts based on the relevant price indices for each contract. The total amount of inflation applied to budgets is £5.5m for 2019/20, £0.2m less than the budget of £5.7m.

Function and Funding Changes

44. Function and funding changes relate to changes to local government functions and changes to specific grant allocations. Some allocations for 2019/20 are yet to be confirmed (see paragraph 26) and are based on provisional estimates. The existing MTFP includes funding changes of £1.3m in 2019/20 relating most significantly to reductions in;
- Social Care Grant £1.4m,
 - Special Educational Needs & Disabilities Grant £0.4m
 - New Homes Bonus £0.1m,
 - Independent Living Fund £0.1m, and
 - Offset by an increase of £0.7m in Section 31 grant for Business Rate Reliefs.
45. Following the Autumn 2018 Budget and provisional settlement, function and funding changes total -£4.1m. The changes arise from:
- The New Homes Bonus allocation is £0.4m higher than the assumed amount in the existing MTFP;
 - The new £3.9m un-ringfenced Social Care Support Grant for Adult and Children's Social Care; and
 - £1.1m from the Levy Account Surplus (paragraph 26 above).
46. Indicative Public Health grant allocations for 2019/20 were announced in December 2017. These were confirmed in December 2018. Oxfordshire will receive £29.7m, which is £0.8m less than 2018/19 and in line with the national reduction of 2.6% from the Spending Review totals in 2015.

Pressures & Savings proposals

47. The report to Cabinet in December 2018 set out the details of identified pressures and proposed savings. The position included the removal of the savings profile relating to the Transformation programme in the existing MTFP. There was a remaining net pressure of £6.6m in 2019/20, £22.2m in 2020/21, £8.5m in 2021/22 and £2.0m in 2022/23. The following table sets out the changes to the

new pressures and savings proposals since the December report. Those that are not explained elsewhere in the report are set out in the following paragraphs.

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total All £m
Overall Position per December report (shortfall +/surplus -)	8.122	21.134	8.456	2.019	39.731
Addenda to December 2018 Cabinet Report:					
Additional Funding as a result of Provisional Local Government Finance Settlement	-1.509	1.086			-0.423
Revised Position as set out in Addenda to December 2018 Cabinet Report	6.613	22.220	8.456	2.019	39.308
Changes set out in January 2019 Cabinet Report:					
Income - Increased fees in Registration Service	-0.250				-0.250
Income - Increased & new charges in Communities	-0.400				-0.400
Income - Additional parking income	-0.300	-0.300			-0.600
Release of Highways Maintenance budget	-1.500		1.500		0.000
Additional Strategic Measures income	-1.294	-0.524	-0.474	-0.440	-2.732
Increase in Firefighters Pension grant (reduces pressure)	-0.246	0.016			-0.230
Final Taxbase (reduces pressure)	-0.059	-0.003	-0.002	-0.002	-0.066
Inflation budget not required	-0.199				-0.199
Contribution from Insurance Reserve	-1.000	1.000			0.000
Transformation additional savings - service redesign	-1.000	-6.000	-8.500		-15.500
Transformation additional savings - third party spend		-1.000	-1.000		-2.000
Transformation additional savings - income generation		-0.500			-0.500
Transformation additional savings - other efficiency savings	-0.500				-0.500
Re-profile Mental Health Saving - Staffing	0.300	0.300			0.600
Re-profile Mental Health Saving - Staffing		-0.300	-0.300		-0.600
Remove Mental Health Saving		0.500	0.500		1.000
Remove planned contribution to balances. This will be added to corporate contingency	-1.000	1.000			0.000
Contribution to Contingency from Balances	1.000	-1.000			0.000
Increased Collection Fund Surplus	-0.165	0.165			0.000
Revised Overall Position as per January Report (shortfall +/surplus -)	0.000	15.574	0.180	1.577	17.331

New savings and income generation proposals

48. As a result of the review of charges and an increase to statutory charges in the Registration Service, the following additional income is expected for 2019/20:
- Registration Services - £0.250m
 - Communities new and increased charges - £0.400m
49. In addition, a change to the charging structure for on-street parking in Oxford City, resulting from the work to jointly manage parking and align charges in the city, is expected to generate additional income of £0.3m in 2019/20⁴ and a further £0.3m in 2020/21. This will help to fund the cost of maintaining, signing and lining car parking and associated infrastructure.
50. A review has been undertaken of the income received and expected from developers towards the cost of future infrastructure maintenance (commuted

⁴ This is a change in profile from the proposal set out in the report to Performance Scrutiny on 10 January 2019.

sums). It is proposed that £1.5m each year for 2019/20 and 2020/21⁵ from commuted sums will be used to support the funding for highways maintenance (including streetlighting, bridges, drainage and roads), allowing for an equivalent sum to be released from the highways maintenance revenue budget.

Changes to existing savings proposals

51. In response to feedback from Performance Scrutiny Committee and through the public consultation, a revised proposal regarding mental health is set out as part of the proposed budget.
52. The proposal is to remove entirely the £1.0m saving against the Outcomes Based Contract (OBC) for Mental Health (Reference 20AD15) and to slip the £0.6m saving against mental health social workers (Reference 20AD19) by a year. This means that there will be no reduction in 2019/20 and the first reduction will be £0.3m in 2020/21.
53. In the course of the budget consultation members of the public have highlighted the value of the work of the voluntary sector and voluntary sector organisations have expressed concerns about the impact of the Outcomes Based Contract on their staff and on their financial viability. In light of this, and alongside the removal of the savings proposal (Reference 20AD15), the Council will work with Oxfordshire Clinical Commissioning Group on a full and transparent review of resource allocation within the OBC, with a view to ensuring that voluntary groups are fairly treated.
54. Proposals around reductions in spend on mental health social work (Reference 20AD19) have been slipped by a year to 2020/21. These proposals are expected to be worked up in detail with Oxford Health NHS Foundation Trust and their impact and potential mitigations for this impact reviewed.

Transformation Programme

55. The existing MTFP includes savings being delivered through transformation. £4.9m of savings are being delivered in 2018/19 and a further £11.7m are in the MTFP to be delivered between 2019/20 and 2021/22. Additional savings as part of this proposed budget include £14.7m of savings derived from designing and delivering services differently, more effective appraisal and renegotiation of contracts, and generating increased or new sources of income. In addition to these, it is expected that a further £18.5m of savings can be achieved through other transformation projects over the medium term, taking the total savings from transformation activity to £49.7m compared to estimated savings of £34m-£58m set out in the Business Case approved by Cabinet in September 2018.
56. Including savings in the MTFP, savings expected to be delivered in 2019/20 comprise £2.3m from service redesign, £10.0m from reductions in third party

⁵ This is a reduction of one year compared to the proposal set out in the report to Performance Scrutiny Committee on 10 January 2019

spend, £1.9m from income generation and £0.5m from other transformation efficiencies.

57. The savings proposals at Section 4.2.2 set out those which arise from transformation activity.
58. As set out in Paragraph 70, it is proposed that £6.0m is transferred into the Transformation Reserve to help pay for implementation costs in 2019/20. The balance in the reserve is expected to be £2.5m at 31 March 2019. In addition, as set out in Paragraph 96, an allocation of £5.0m has been made as part of the proposed Capital Programme towards the costs of transformation. In total therefore, funding of £13.5m has been made available to support the costs associated with delivering transformation savings.

2020/21 Position

59. The current assumption in the proposed MTFP is that all of the one-off funding received in 2019/20 does not continue and all of the growth in business rates since 2013/14 is lost. This funding totals £17.3m. Given the national recognition of pressures in adult social care, and more recently children's social care, it is currently assumed the council's assessed need will increase. However, the council also has relatively high resources – i.e. the tax base which reduces the reliance on government grant.
60. Forecasts from the Institute for Fiscal Studies using information from the Budget 2018 indicate a flat cash position for un-protected services, which includes local government, over the period 2018/19 to 2023/24. Based on this forecast therefore, it is expected that at least some of the temporary funding in 2019/20 will continue as part of the spending review and new formula. However, as it is not possible to predict what the funding level will be, the proposed MTFP does not assume any of this funding for 2020/21. As a consequence of this assumptions, the proposed MTFP has a budget shortfall of £15.6m in 2020/21. Work will need to commence early in the 2019/20 financial year to plan for how a shortfall will be addressed as it will not become clear until the autumn this year, how much funding the council will receive in 2020/21. Updates will be provided to Cabinet as information on the Spending Review and new funding formula become available.

Draft Detailed Revenue Budget 2019/20

61. Section 4.4 sets out the draft detailed revenue budget for 2019/20. The annex shows the movement in gross expenditure and income from 2018/19, comprising inflation, function and funding changes, previously agreed funding and proposed virements. For illustrative purposes, the annex includes the effects of the pressures and savings proposals as set out in Section 4.2.

Virement Rules

62. When approving the budget each year the council is required to agree the virement rules. The existing arrangements have been reviewed and are set out

for approval in Section 4.5. No changes to the rules are proposed from 2018/19 but the format has been changed to make them easier to understand.

Financial Strategy

63. The Financial Strategy set out in Section 4.6 states that to succeed in long term sustainability and financial resilience requires successful delivery of two critical elements which reflect the financial planning principles for the budget and medium-term plan:
- Managing the impact of rising need, caused by population growth and increased complexity, for adult and children's social care through demand management approaches, more effective pathways and commercial improvements.
 - Delivering the savings currently in the medium term financial plan (MTFP), and identifying upwards of £17m of savings included in the MTFP from transforming how we work
64. The strategy sets out the funding context, the medium and long-term forecasts plus financial health performance measures for 2019/20.

Corporate Contingency

65. In forming the proposed budget, there is inevitably some risk that estimates are not entirely accurate and that account should be made for this uncertainty. For this reason, the corporate contingency budget is held to cover;
- the risk that demographic pressures are at the higher end of forecasts, rather than the mid-range forecast assumed in the service budgets;
 - any unfunded elements of government grant, particularly Unaccompanied Asylum Seeking Children (UASC); and
 - the risk that proposed savings are not achieved in full, based on the performance targets set out in the Financial Strategy.
66. The proposed level of corporate contingency for 2019/20 is £5.5m and reflects the following:

Contingency risks:	£m
Children's Social Care - high end increase in numbers	2.3
Adult Social Care - high end increase in numbers	0.5
UASC grant funding shortfall	1.0
Non-achievement of savings - 10% of amber savings	0.8
Non-achievement of savings - 30% of red savings	0.9
TOTAL	5.5

67. In addition to the corporate contingency, general balances are held to in order to provide a contingency against unplanned or unexpected events. Further details are set out in the paragraph below.

Earmarked Reserves and General Balances

68. The earmarked reserves and general balances policy statement is set out in Section 4.7.
69. The risk assessment for the level of general balances to be held for 2019/20 has determined that it is appropriate to hold £19.3m. The projected level of balances at 31 March 2019 is £28.2m, £8.9m above the risk assessed level.
70. It is proposed that £6.0m is transferred into the Transformation Reserve to help pay for implementation costs in 2019/20. This would leave the projected level of general balances as £22.2m at 1 April 2019.
71. The existing MTFP includes an annual £1.0m contribution to balances to replenish any use from the previous year and ensure that the risk assessed level is maintained. Based on the expected outturn position for 2018/19, the contribution in 2019/20 will not be required. Therefore, it is proposed that the £1.0m contribution for 2019/20 is transferred to the corporate contingency budget, increasing it to £5.5m.
72. In light of the significant pressures relating to High Needs and other budgets with demographic volatility, the proposed budget includes £3.0m of on-going funding in 2019/20 (and rising in future years) to help manage demographic risk. It is proposed that a new reserve is created and the funding held in the reserve until its need is determined.
73. The expected balance of the Insurance Reserve at 31 March 2019 is greater than the actuarial assessment, therefore it is proposed that £1.0m is taken from the reserve and is used towards helping achieve a balanced budget in 2019/20.
74. Details of earmarked reserves and their planned usage over the medium term are set out in Section 4.7.1. Excluding schools, earmarked reserves are forecast to be £53.7m at 1 April 2019, reducing to £34.5m by 31 March 2023.

Schools Funding

75. Dedicated Schools Grant (DSG) allocations for 2019/20 were announced on 17 December 2018. Oxfordshire's provisional allocation for 2019/20 is £468.3m and is set out in Section 4.8.
76. The Government has reiterated its long-term intention that schools' budgets should be set on the basis of a single, National Funding Formula (NFF). To avoid instability in funding, the approach continues to build in further protection in 2019/20 of:
 - A minimum gain of 0.5% per pupil
 - A minimum per pupil level of funding of £4,800 per secondary pupil and £3,500 per primary pupil
 - A cap (ceiling) on any gains of 3% per pupil at individual school level compared to 2018/19

77. During October/November 2018, schools were again consulted on whether to continue with the implementation, as far as is practicable, of the National Funding Formula in 2019/20. The majority of responses were in favour of a continuation of the NFF in the next financial year 2019/20. Schools Forum subsequently agreed and recommended this continuation of funding methodology.
78. Schools Forum did not support the transfer from the Schools block to High Needs block and given the forecast £7m to £8m overspend within the High Needs block in the current financial year, Oxfordshire have appealed the decision with the Secretary of State for Education. A disapplication request was submitted to transfer 0.5% or £1.8m from the Schools Block by the DfE deadline of 30 November 2018.
79. On 16 December 2018, the Secretary of State for Education announced an additional £125m for High Needs in both 2018/19 and 2019/20. Oxfordshire's share of this funding is £1.5m.
80. Given this additional funding, the Education & Skills Funding Agency (ESFA) have asked local authorities whether they wish to reconsider disapplication requests. Oxfordshire must inform the ESFA by 15 January 2019 of its intentions and if the disapplication request remains, reasons why the transfer at the original level is still required must be provided.
81. The increasing spend on the High Needs block means that the Local Authority will continue with the disapplication request. The timescale for the Secretary of State to respond to the disapplication request is unknown.

Capital & Investment Strategy, Capital Programme, Treasury Management Strategy & Strategic Measures

Capital & Investment Strategy

82. The Prudential Code for Capital Finance in Local Authorities was updated by the Chartered Institute of Public Finance and Accountancy (CIPFA) in December 2017. The code requires that for each financial year, a local authority should prepare at least one Investment Strategy which should contain the disclosures and reporting requirements specified in the guidance. The Strategy set at Annex 2 meets these requirements.
83. The Prudential Code requires authorities to look at capital expenditure and investment plans in the light of overall organisational strategy and resources and ensure that decisions are made with sufficient regard to the long run financing implications and potential risks to the authority. The objectives are to ensure that the capital expenditure plans of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved.

84. As part of the service & resource planning process for 2019/20 the council is required to approve a set of prudential indicators which show that the council's prudential borrowing is prudent, affordable and sustainable, the Capital & Investment Strategy sets out the draft prudential indicators.
85. Section 4.9 also incorporates the minimum revenue provision (MRP) policy statement for 2019/20. Legislation requires Council to approve a statement of its policy annually before the commencement of the financial year.

Capital Programme 2018/19 – 2028/29

86. The following table summarises the estimated funding available for the Capital Programme over the period 2019/20 to 2028/29 having included an extra year to the current programme. The table also sets out the proposed allocations against the portfolio areas which are set out in the Capital & Investment Strategy.

	£m
Estimated Funding Available:	
Additional estimated funding up to and for 2028/29	23.4
Prudential Borrowing Investment	120.0
Current Portfolio Blocks released for reallocation	39.5
Total Estimated Funding Available	182.9
Proposed Allocations:	
Grant Funded Streams	
Schools Basic Need	-2.5
Schools Maintenance (Annual Programme)	-1.5
Highways Maintenance (Annual Programme)	-16.1
Portfolio Areas	
Schools Estate	-19.5
Non-Schools Estate	-51.7
Operational Assets	-12.0
Highways and associated Infrastructure	-80.0
Operational Redesign	-6.0
Total Funding Requirement	-189.3
Total Surplus(+)/Shortfall(-)	-6.4

87. The funding assumptions for grants have been estimated for 2028/29. This includes a forecast of £2.5m of basic need funding, £1.5m of school's maintenance funding and £19.4m of highways funding. These forecasts will be revised each year as further funding announcements are made.
88. Following the decision by Cabinet in September 2018 to include significant investment in the Council's assets in the proposed capital programme, £120m of prudential borrowing has been included.
89. The capital portfolio allocations agreed in last year's process have been reassessed in line with the emerging pressures for this year and will be reallocated as explained in the following paragraphs.
90. The proposed portfolio area allocations are based on a combination of identified schemes with known budget requirements, identified schemes with estimated budget requirements and general allocations where services can bring forward business cases to bid for the funding. For the portfolio areas, detailed business

cases will go to the Community Infrastructure Programme Board (CIPB) who will approve them or make recommendations to Cabinet for inclusion in the capital programme, where they are above an agreed threshold.

91. Large investment proposals for the Schools Estate, Non-Schools Estate and Highways and associated Infrastructure portfolio areas are set out in the Capital & Investment Strategy.
92. The Schools Basic Need allocation includes funding for known schemes to 2022/23 and an allocation to match additional funding for the period to 2028/29.
93. The Schools Maintenance and Highways Maintenance allocations are based on the annual allocations in the current capital programme continuing each year to 2028/29.
94. The non-schools block also includes the provision for the purchase of additional land at Tank Farm, Chipping Norton. This places a cashflow requirement on the capital programme as capital is payable upfront, with the return of capital plus an additional uplift, all within the 10-year window of the capital programme.
95. The Operational Assets allocation includes estimated funding for replacement ICT equipment including the data centre, further investment in the Children's Services new ICT system and protective equipment for firefighters.
96. Within the Organisational Redesign portfolio there is a proposed allocation of £6.0m. It is expected that this will be used for Crisis provision within Children's Services and for the transformation programme.
97. Details of the individual proposals are set out in Section 4.9.2 to this report.
98. It is proposed to leave the capital programme with an overall shortfall of £6.4m at this time. The capital proposals will increase the capital programme to over £1bn, therefore a shortfall of £6.4m can be managed as funding levels are confirmed over the 10-year period. The capital programme also has an overall contingency to manage the position if required.
99. The table below shows the change in the overall capital programme from the last programme approved by Cabinet in December 2018.

	Dec 2018 Programme £m	Jan 2019 Programme £m	Change £m
People: Children's Services	164.3	201.9	+37.6
People: Adults & Public Health	26.5	26.5	0.0
Communities: Highways & Transport	452.3	538.4	+86.1
Communities: Other	36.4	100.2	+63.8
Resources	99.2	94.4	-4.8
Total	778.7	961.4	+182.7
Schools Local Capital	6.3	6.3	0.0
Earmarked Reserves	106.2	92.6	-13.6

Total Capital Programme	891.2	1,060.3	+169.1
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Highways Structural Maintenance Programme

100. The Highways Asset Management Plan sets out the prioritisation for investment in highway infrastructure. The two-year rolling programme for all planned highway maintenance activities is set out in Section 4.9.3, along with specific schemes currently planned for the more major activities that require longer term programming. The specific schemes for all activities will continue to be developed to reflect current asset and local community needs, and ensure the greatest value from investment.

Treasury Management Strategy

101. Treasury management is the management of the council's cash flows, its banking, money market and capital transactions; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.
102. The treasury management strategy statement and the annual investment strategy for 2019/20 are set out in Section 4.9 as part of the Capital & Investment Strategy. This document complies with the requirements of legislation, codes and government guidance, including the technical requirement of the CIPFA treasury management code of practice. It sets out, amongst other things the investment strategy for the Council's temporary cash flow surpluses.
103. The prime objective of the council's investment strategy is to maintain capital security whilst ensuring that there is the necessary liquidity to carry out its business and only once these have been satisfied should the return on the investment be considered. The annual investment strategy for 2019/20 continues with this premise. The strategy for financing prudential borrowing during 2019/20 maintains the option of using temporary internal balances.
104. In line with the current and proposed Treasury Management Strategy limits relating to the percentage of funds held with External Fund Managers, in December 2018 the Treasury Management Strategy Team agreed to increase the exposure to external funds to £100m from £58m, representing an increase of 13% to 29% of the Council's total investment portfolio. All of the funds are income producing funds, as opposed to accumulating value funds. These funds have a variable net asset value which means that the value of the funds can decrease as well as increase depending on the performance of the instruments in the fund.
105. It is proposed that any changes required to the 2019/20 treasury management and investment strategies are delegated to the Director of Finance in consultation with the Leader of the Council and the Cabinet Member for Finance. This is included in the recommendations at the beginning of the report.

Strategic Measures

106. The Strategic Measures budget incorporates the principal and interest charges on debt as well as the interest earned on cash balances. A review of these areas has been undertaken, and incorporating the changes set out in paragraph 104, is expected to generate additional income of £2.3m in 2019/20 and a further £1.4m over the medium term. This replaces the target saving of £1.0m set out in the December 2018 Cabinet report. Furthermore, the transfer of external investments from an accumulating fund to an income producing fund has realised a one-off gain of £2.9m which will be taken to the general fund in 2018/19.
107. The average cash balance for 2019/20 is forecast to be £350.6m. This is higher than the average cash balance forecast in the current MTFP, contributes to the additional expected interest in 2019/20 and the medium term, and allows for a more diverse approach to the Treasury Management Strategy.
108. As the Accountable Body for Oxfordshire Local Enterprise Partnership (OxLEP), the council will be required to prudentially borrow £40m on behalf of OxLEP to fund the City Deal infrastructure schemes. The existing MTFP assumed that the majority of this borrowing would fall in 2018/19 and 2019/20. Based on current project spend forecasts, the majority of the borrowing requirement will fall in 2020/21.

Comments from Performance Scrutiny Committee

109. The Performance Scrutiny Committee considered the revenue improvements and investments plus pressures and savings proposals at its meeting on 13 December 2018. Capital and Review of Charges its meeting on 10 January 2019. A summary of the comments from the meetings is attached in Section 4.10.

Consultation

110. Between 6 December 2018 and 6 January 2019 members of the public and stakeholders were invited to comment through the council's website on the budget proposals and Council Tax increases. 662 responses were received and a summary of these responses is included in Section 4.11.

Review of Charges

111. As part of the Service & Resource Planning process, managers have reviewed their charges for 2019/20. The expectation was that charges would increase by a minimum of the October CPI rate of 2.4%, however the proposed increase should be higher where the market allows or where costs are not being fully recovered (except where legislation dictates a maximum charge).
112. The proposed charges are set out in Annex 1b. Cabinet is recommended to agree these charges in the context of the proposed budget.

Equality and Inclusion Implications

113. The Equality Act 2010 imposes a duty on local authorities that, when making decisions of a strategic nature, decision makers must exercise 'due regard to the need to eliminate unlawful discrimination... advance equality of opportunity... and foster good relations.'
114. The December 2018 Cabinet report included the potential impacts of the budget proposals as set out in the Service & Community Impact Statements.

Financial and Legal Implications

115. This report is mostly concerned with finance and the implications are set out in the main body of the report. The Council is required under the Localism Act 2011 to set a council tax requirement for the authority. This report provides information which will lead to the council tax requirement being agreed in February 2019.

LORNA BAXTER
Director of Finance

Contact Officers: Katy Jurczynszyn – Strategic Finance Manager (Financial Strategy & Monitoring)
Tel: 07584 909518

Section 2.1: Ben Threadgold – Policy & Performance Service Manager
Tel: 07867 467838

Section 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.9: Katy Jurczynszyn – Strategic Finance Manager (Financial Strategy & Monitoring)
Tel: 07584 909518

Section 4.8: Sarah Fogden – Finance Business Partner (CEF)
Tel: 07557 082613

Treasury Management Strategy within Section 4.9: Tim Chapple – Financial Manager (Treasury Management)
Tel: 07586 478653

Section 4.9.3: Tim Shickle – Team Leader, Asset Renewals
Tel: 07920 591545

Section 4.11: Carole Stow – Marketing and Consultation Manager
Tel: 07867 467803

January 2019

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Corporate Charging Policy

Introduction

The Government have emphasised the importance to local government finance of the ability of local authorities to charge for a number of the services that they carry out. In addition, charges can be used as an instrument of policy - congestion charges are one example of this.

The County Council currently levies charges for a wide range of its services and this policy is designed to ensure that:

- charges are levied on a clear and consistent basis across the Council's services.
- the level of charges is both consistent and fair, and takes proper account of the ability of customers to afford the services. That level of charges will reflect true cost plus a return, where this is legal and possible, for the Council's expertise.
- where concessions are given, they are offered in a consistent way across the Council's services.
- the services for which charges are made, and the level of charge, are annually reviewed.
- where appropriate the views of customers are sought and taken into account when setting charges.
- recovery of charges is carried out efficiently and effectively.
- charges are imposed and implemented lawfully and in line with the Council's corporate objectives.

Whilst consistency is important, uniformity cannot be imposed rigidly. There will be cases where it is right for a particular service to depart from the guidelines contained in this policy. Where a departure is justified, however, it will only be implemented following the procedures contained in this policy. This will ensure that a corporate approach is taken to all the charges made by the Council.

This policy will be reviewed on an annual basis as part of the Service and Resource Planning process. This will enable the Council to review its performance and to revise the policy as necessary to reflect changing circumstances and experience gained.

THE POWER OF THE COUNCIL TO CHARGE FOR SERVICES

This policy document does not cover cases where the Council charges other local authorities and certain other public bodies for services that we provide. The Council has wide powers to charge (cost recovery) and trade (cost recovery plus profit) with such bodies under s 1 Local Government (Goods and Services) Act 1973.

There are two legal options in respect of charges for services. Recovery of costs or trading.

The rules on charging where only cost recovery is permitted are that as long as:

- (i) there is a statutory power to engage in the activity;
- (ii) there is no other specific legislation dealing with it; and
- (iii) there is not a mandatory duty to perform the activity;
- (iv) then we can charge for it (cost recovery only). Note that cost recovery is defined very widely and covers all reasonable costs including administrative charges and so forth.

The rules on charging relating trading (cost recovery plus making a profit) are that the Council can trade with other local authorities or certain public bodies defined by statute. For all other trading we can only trade as long as:

- (i) there is a statutory power to engage in the activity;
- (ii) there is no other specific legislation dealing with it;
- (iii) this is not a mandatory duty to perform the activity; and
- (iv) it is operated through a trading company set up for this purpose.

These are the legal restrictions. The council may also impose further rules on itself to manage spending and control activities.

WHEN CHARGES WILL BE MADE

It is the Council's policy to make charges whenever it is lawful for it to do so.

Charges will be made in all cases where there is an express statutory duty or power to charge for a service. In the absence of an express power, it is not always straightforward to decide whether the ability to charge for a service can be implied from an Act of Parliament. Accordingly, unless there is an express power to charge, no charge will be levied without confirmation from the Council's Legal Services that the charge is lawful.

In cases where the service for which a charge is possible fulfils an important social function, the Council may decide not to impose a charge. The Council does, however, have a fiduciary duty to its residents to be prudent with regard to its finances. Accordingly, no departure from the normal policy to levy a charge will be made unless the reasons for the departure are given in the annual review of charges approved by elected members.

Where commercial organisations are receiving the Council's services with a view to profit, those services may be charged for at a commercial rate through a trading company. Otherwise only costs can be recovered.

THE LEVEL OF CHARGE

The level of some charges is prescribed by central government. **Where the Council has discretion as to the level, charges will be set at a level designed to recover the full cost of providing the service in question.** The cost to be reflected in the charge will include, in addition to the direct cost of providing the service, indirect costs such as a fair and appropriate proportion of the cost of premises, central services and other overheads.

Departures from this policy will only be approved where:

- The service provides an important social benefit. In these cases charges, where made, may be set at a level below that needed for full cost recovery.
- The service is of a purely commercial nature (e.g. letting out Council premises and land for hire or rental, or carrying out work for other public bodies). In these cases charges will be set at a proper commercial level, designed to maximise income, and will be invoiced at the earliest opportunity.
- The charge relates to services provided through a trading company. In these cases charges will be set to support a breakeven position as a minimum and in consideration of market factors.
- The charge is designed to achieve a particular policy objective by encouraging alternative behaviour (e.g. congestion charges or charges for certain types of waste handling). In these cases charges will be set at a level designed to achieve the policy objective in question. This will not necessarily mean that income maximisation will be pursued, as the charge may be set at a higher level, designed to deter people from adopting a particular course of action and incurring the charge.

In all instances where a departure from the normal cost-recovery policy is considered justified, the reasons must be given in the service's plan.

Charges set other than at a level designed to recover full costs will not be implemented without the specific approval in each case of elected members, or in the case of services provided through a trading company, approval of a framework for determining charges for the activity. In each such case the rationale for setting the charge at the level proposed will be set out.

CONCESSIONS

Concessions may be given in the case of services fulfilling an important social benefit or in the case of charges designed to achieve a particular policy objective.

Concessions will not be given for services of a commercial nature. All users of such services will be expected to pay the full charge.

Where concessions are considered appropriate, they will be given to the following groups:

- **Group 1 - children under 16 and others in full-time education** (proof of age and, if appropriate, a student card or other proof of qualification will be required in order to claim the concession)
- **Group 2 - People unable to work through disability** (proof of entitlement to disability allowance or incapacity benefit required)
- **Group 3 - retired men and women if over the state pension age** (proof of age and retirement required)
- **Group 4 - those on low incomes** (proof of income support, housing benefit, council tax support, tax credits, jobseekers' allowance or universal credit required).

Concessions will normally be at the rate of one-half the standard charge. Concessions may be set at a different rate, whether higher or lower, or a full exemption from the charge given in appropriate cases. No departures from the normal half rate policy will be made without the specific approval of Cabinet, other than in exceptional circumstances in which case the relevant director or deputy director can approve a departure from the normal half rate policy.

REVIEW OF CHARGES

All services must consider, as part of the annual service and resource planning process, all the activities which make up the delivery of that service, and assess which of them may be made the subject of a charge, seeking Legal Services advice if necessary.

A report on the review of charges for all services will be considered annually by the Cabinet. This will set out:

- those aspects for which charges are required by law
- those aspects for which charges may be imposed at the discretion of the Council

Where charges are mandatory or permissible, the report will set out whether the level of charges is prescribed by law or is at the Council's discretion.

Where an activity is chargeable but no charge is proposed to be made, the reason will be explained in the report.

The report will set out, for each proposed charge, whether the activity being charged for fulfils a useful social purpose, is commercial in nature or is an instrument of policy.

Where charges are proposed at a level other than a full cost recovery basis, the reasons will be explained.

Details of concessions shall be given. If the concession scheme for any charge differs from that contained in this policy, reasons will be given.

Targets based on usage levels, income or other quantifiable aspect of the service shall be given. Achievement of these shall be monitored throughout the year.

The activities for which charges are made, the level of charges and concessions and the income produced shall, at a maximum interval of three years, be compared to those of other authorities or other appropriate organisations in order to demonstrate the achievement of value for money.

CONSULTATION

The Council is committed to listening to all members of the community and to involving local people and organisations in service planning and delivery.

The Council's approach to consultation is set out [here](#). The making and level of charges will be included within the principles of that approach, including appropriate consultation with relevant parties where significant changes in charges are proposed.

SERVICE AND COMMUNITY IMPACT ASSESSMENT

Impacts must be considered when setting charges.

Section 149 of the Equalities Act 2010 ("the 2010 Act") imposes a duty on the Council to give due regard to three needs in exercising its functions. The three needs are:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic, and those who do not.

The need to advance equality of opportunity involves having due regard to the need to:

- Remove or minimise disadvantages which are connected to a relevant protected characteristic (which are set out in the following list) and which are suffered by persons who share that characteristic,
- Take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs other people, and
- Encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- Take steps to meet the needs of disabled people which are different from the needs of people who are not disabled and include steps to take account of a person's disabilities.

Protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race – this includes ethnic or national origins, colour or nationality
- Religion or belief – this includes lack of belief
- Sex
- Sexual orientation
- Marriage and civil partnership

More details are given on the 'Service and Community Impact Assessments' on the Intranet, currently on the following page:

<http://intranet.oxfordshire.gov.uk/cms/content/service-and-community-impact-assessment-guidance>

A Service and Community Impact Assessment must be considered if a new charge is introduced or if there are significant changes to existing charges that we can control.

ROLES AND RESPONSIBILITIES

Officers

Service managers are responsible for undertaking the review of charges set out above and proposing the charges for their area(s) of service for consideration by Cabinet. This review must be completed annually in line with the service and resource planning timetable.

If a change to an existing charge or new charge is required outside of the annual review process, the service manager must ensure the proposed change or new charge is included in the Financial Monitoring and Medium Term Financial Plan delivery report.

Elected Members

Cabinet is responsible for considering and approving the annual review of charges and any changes to charges or new charges that are recommended through the Financial Monitoring and Medium Term Financial Plan delivery report.

On an exceptional basis, if changes to charges or new charges are needed for business reasons at short notice and there is no Financial Monitoring report to Cabinet that month, the relevant Cabinet portfolio holder is responsible for considering and approving this through a delegated decision. Delegated decisions on charges made by Cabinet portfolio holders will be reported to Cabinet in the next Financial Monitoring report.

Review of Charges 2019/20 - Children's Services

Review of Charges 2019/20 – Children's Services							
Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Corporate Parenting - Riverside Centre							
Climbing wall (tower) hire for one day within Oxfordshire	Discretionary		£750.00	£750.00	01/09/2019	0.0%	SR
Recharge rate for SEND & Meadowbrook Schools			£20.00	£22.50	01/09/2019	12.5%	SR
First Staff member per half day (up to 3.5 hours).			£207.90	£215.00	01/09/2019	3.4%	SR
Second staff member per half day			£150.00	£155.00	01/09/2019	3.3%	SR
First Staff member per whole day (3.5hrs- 7hrs)			£277.00	£286.00	01/09/2019	3.2%	SR
Second Staff member per whole day			£220.00	£227.00	01/09/2019	3.2%	SR
Minibus hire to OCC approved groups			£75.00	£77.50	01/09/2019	3.3%	SR
Hire of Premises (cost of the building per day)			£60.00	£65.00	01/09/2019	8.3%	SR
Home to School Transport							
Contributions To School Transport (Per annum)	Discretionary	Under 3 Miles Pre & Post-16 Students	£352.99	£370.64	01/09/2019	5.0%	ZR
		Over 3 Miles Pre & Post-16 Students	£657.83	£690.72	01/09/2019	5.0%	ZR

Review of Charges 2019/20 - Adult Services

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Urgent Response and Telecare Service: telecare equipment and monitoring form a call centre.							
URTS service - telecare level 1	Non- Statutory	Weekly	£5.00	£5.00	01/04/2019	0.0%	ZR or SR
URTS service - telecare level 2	Non- Statutory	Weekly	£10.00	£10.00	01/04/2019	0.0%	ZR or SR
Daytime Support							
Service User Transport (single or return journey) where this is part of assessed need	Statutory	Single or Return Journey	£20.00	£20.00	01/04/2019	0.0%	NB
Respite & prevention	Statutory	3 hour Session	£19.00	£19.00	01/04/2019	0.0%	NB
Active Support (3 hour session)	Statutory	3 hour Session	£28.00	£28.00	01/04/2019	0.0%	NB
1:1 Support (3 hour session)	Statutory	3 hour Session	£62.00	£62.00	01/04/2019	0.0%	NB
2:1 Support (3 hour session)	Statutory	3 hour Session	£112.00	£112.00	01/04/2019	0.0%	NB
Hourly cost of attendance outside of core hours	Statutory		£21.00	£21.00	01/04/2019	0.0%	NB
Lunchtime meal	Statutory		£2.08	£2.08	01/04/2019	0.0%	SR
Hire of Sensory Room	Statutory	per hour	£0.00	£3.07	01/04/2019		NB or SR
Hire of Room (no equipment provided)	Statutory		£5.00	£16.00	01/04/2019	220.0%	ZR
Music, Art and Boom Groups	Statutory	per session	£5.00	£5.00	01/04/2019	0.0%	NB or SR
SMILE	Statutory	per session	£5.00	£5.00	01/04/2019	0.0%	NB or SR
Money Management							
Court of Protection income	Statutory	Category 1:					
		Work up to court order date	£745.00	£745.00	01/04/2019	0.0%	NB
		Category 2 Property & Affairs :					
		Annual Management Fee Yr 1	£775.00	£775.00	01/04/2019	0.0%	NB
		Yr2 & subsequent yrs	£650.00	£650.00	01/04/2019	0.0%	NB
		or max 3.5% of net assets if less than £16,000					
		Deputy for Health & Welfare	£555.00	£555.00	01/04/2019	0.0%	NB
		Category 3 Property Management	£300.00	£300.00	01/04/2019	0.0%	NB
		Category 4 Annual report	£216.00	£216.00	01/04/2019	0.0%	NB
		Category 5 Preparing Tax Return :					
		Preparation of basic HMRC income tax return	£70.00	£70.00	01/04/2019	0.0%	NB
		Preparation of complex HMRC income tax return	£140.00	£140.00	01/04/2019	0.0%	NB
		Section 12, Fixed cost direction of travel		£40.00	01/04/2019	New Charge	NB
Charge per hour for work in relation to estates of deceased clients	Discretionary	per hour	£105.00	£105.00	01/04/2019	0.0%	SR
County Print Finishers							
County Print Finishers is a Supported Business, operated by the council's employment service, Oxfordshire Employment. The primary function of a supported business is to support those with a disability (as defined in The Equality Act 2010) or health barrier preventing them securing employment. County Print Finishers provides a range of work and work preparation services through the provision of print, data destruction and packaging services. These services are provided to the public on a cost recovery basis, using print-industry pricing software ensuring that the council's costs are recovered from all work undertaken.							
Other Adult Social Care Services are governed by the Care and Support Statutory Guidance issued under the Care Act 2014 and the Council's Adult Social Care Contributions Policy which is available on the Council's website through the link below							
https://www.oxfordshire.gov.uk/residents/social-and-health-care/adult-social-care/legal-and-money-issues/paying-care/services-we-charge							

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Planning Regulation							
To contribute to cost of deciding on minerals and waste development control application & County Council's	Statutory	Standard Searches	£52.00	£53.30	01/04/2019	2.5%	NB
		Extended Searches	£88.00	£91.00	01/04/2019	3.4%	NB
To contribute to cost of providing pre-application advice to applicants/developers - Minor Developments	Discretionary	Written response	£198.00	£203.00	01/04/2019	2.5%	NB
		Meeting and follow-up written response	£284.00	£291.00	01/04/2019	2.5%	NB
		Specialist officers to attend meetings (per additional officers)	£71.00	£73.00	01/04/2019	2.8%	NB
To contribute to cost of providing pre-application advice to applicants/developers -Major Developments	Discretionary	Written response	£284.00	£291.00	01/04/2019	2.5%	NB
		Meeting and follow-up written response	£563.00	£577.00	01/04/2019	2.5%	NB
		Specialist officers to attend meetings (per additional officers)	£71.00	£73.00	01/04/2019	2.8%	NB
To contribute to cost of providing pre-application advice to developers of larger developments (bespoke service)	Discretionary	Senior Planner - day rate	£410.00	£420.00	01/04/2019	2.4%	NB
		Principal Planner - day rate	£450.00	£461.00	01/04/2019	2.4%	NB
		Locality Manager - day rate	£580.00	£594.00	01/04/2019	2.4%	NB
To contribute to cost of providing the development control service	Statutory	Clearance of conditions on planning permissions	£97.00	£116.00	01/04/2019	19.6%	NB
Charging for Monitoring of Minerals Sites	Statutory	Active Sites	£331.00	£397.00	01/04/2019	19.9%	NB
		Dormant Sites	£110.00	£132.00	01/04/2019	20.0%	NB
Cover Administration and Supervision Costs for S.38 & S.278 agreements relating to new developments	Discretionary	Percentage of Capital cost	9%	9%	n/a	0.0%	NB
		Minimum charge	£2,150.00	£2,202.00	01/04/2019	2.4%	NB
Charging administration fee for managing & monitoring S.106 agreements relating to planning permissions	Discretionary	Various	Various	Various	n/a		NB
Specialist Ecological Planning Advice for District Authorities (hourly rate, senior staff)	Discretionary	NB note change from hourly rate to daily rate in line with other similar planning charges (line 13, 14,15),	£50.00	£461.00	01/04/2019	n/a	NB
Protected Species Advice to District Authorities (hourly rate)	Discretionary	hourly rate	£50.00	£51.40	01/04/2019	2.8%	NB
Specialist Ecological Planning Advice for District Authorities (hourly rate - normal)	Discretionary	NB note change from hourly rate to daily rate in line with other similar planning charges (line 13, 14,15),	£50.00	£420.00	01/04/2019	n/a	NB
To recover the actual reasonable cost of Historic Environment Record (HER) consultations	Discretionary	Charge for digitised HER data to commercial organisations based on the recovery of costs and the number of records. Minimum Charge (no maximum charge)	£104.00	£104.00	01/04/2019	0.0%	NB
To recover the actual reasonable cost of monitoring fieldwork.	Discretionary	Charge for monitoring of archaeological fieldwork based upon the number of visits	£52.00 to £260.00	£52.00 to £260.00	01/04/2019	n/a	NB
		additional visits	£80.00	£80.00	01/04/2019	0.0%	NB

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change	VAT Class
						%	
Pre-Application Charges for Highways Advice							
10-24 Dwellings:	Discretionary	Additional Written Response	£240.00	£246.00	01/04/2019	2.5%	SR
		Meeting/Site Visit + Additional Written Response	£360.00	£369.00	01/04/2019	2.5%	SR
25-49 Dwellings	Discretionary	Additional Written Response	£480.00	£492.00	01/04/2019	2.5%	SR
		Meeting/Site Visit + Additional Written Response	£720.00	£737.00	01/04/2019	2.4%	SR
50-99 Dwellings	Discretionary	Additional Written Response	£960.00	£983.00	01/04/2019	2.4%	SR
		Meeting/Site Visit + Additional Written Response	£1,430.00	£1,464.00	01/04/2019	2.4%	SR
100-199 Dwellings	Discretionary	Additional Written Response	£1,250.00	£1,280.00	01/04/2019	2.4%	SR
		Meeting/Site Visit + Additional Written Response	£1,900.00	£1,945.00	01/04/2019	2.4%	SR
200-399 Dwellings or 1,000m2-4, 999m2 B1-B8 (Business) or 1,000-3,499m2 A1 (Retail) Use	Discretionary	Additional Written Response	£1,500.00	£1,536.00	01/04/2019	2.4%	SR
		Meeting/Site Visit + Additional Written Response	£2,250.00	£2,304.00	01/04/2019	2.4%	SR
400 or more Dwellings or 5,000m2 or more B1-B8 (Business) or 3,500m2 or more A1 (Retail) Use	Discretionary	Additional Written Response	£2,000.00	£2,048.00	01/04/2019	2.4%	SR
		Meeting/Site Visit + Additional Written Response	£2,500.00	£2,560.00	01/04/2019	2.4%	SR
Highways							
Temporary Traffic Regulation Orders (Please note no refunds are available for cancelled TTO's)	Discretionary	Routine Temporary TRO & Advertisting Costs	£1,200.00	£2,000.00	01/04/2019	66.7%	NB
		Emergency Notice 1-5 Days	£550.00	£850.00	01/04/2019	54.5%	NB
		Emergency Notice 1-21 Days	£1,200.00	£1,400.00	01/04/2019	16.7%	NB
		Repeat Emergency Closure	£1,200.00	£1,400.00	01/04/2019	16.7%	NB
		Special Events (minimum charge)		£2,000.00	01/04/2019	n/a	NB
		Advertising, maintainance of notices and exceptional staff time at cost. Minimum Charge	£50.00	£50.00	01/04/2019	0.0%	NB
Traffic Regulation Orders	Discretionary	Standard Traffic Regulation Order	£2,600.00	£3,120.00	01/04/2019	20.0%	NB
		Other Consultation Requiring placing of a single newspaper notice and no input from legal team - includes pedestrian crossings; traffic calming schemes and incorporating road humps	£800.00	£1,800.00	01/04/2019	125.0%	NB
		Other consultation not requiring placing of a newspaper notice	£500.00	£1,600.00	01/04/2019	220.0%	NB
		Parking permit exclusions requiring Traffic Regulation Order amendment arising from planning permission for a new development	£2,000.00	£2,200.00	01/04/2019	10.0%	NB
Removal of unauthorised signs	Discretionary	Signs under 0.5 sq. metre in area	£180.00	£195.00	01/04/2019	8.3%	NB
		Signs over 0.5 sq. metre in area	£240.00	£260.00	01/04/2019	8.3%	NB

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Tourism Signs	Discretionary	Assessing application and detailed site assessment	£280.00	£280.00	01/04/2019	0.0%	NB
		Design, manufacture & erection	Cost +15%	Cost +15%	01/04/2019	0.0%	SR
		Maintenance & removal	2/3 x (b) above	2/3 x (b) above	01/04/2019	0.0%	SR
Private access protection road markings	Discretionary		£120.00	£125.00	01/04/2019	4.2%	NB
Directional Signage - New Developments	Discretionary	Agreement and authorisation/approval of sites and signs (per hour)	n/a	£60.00	01/04/2019	New	SR
		Design Services (per hour)	£50.00	£60.00	01/04/2019	20.0%	SR
		Installation Supervision (per hour)	£60.00	£60.00	01/04/2019	0.0%	SR
Design Work on Street Lighting for New Developments	Discretionary	Minimum Charge	£400.00	1 - 5 Columns £800 6 - 15 Columns £1,120 16 - 25 Columns £1,400 26 - 50 Columns £1,680 Over 50 Columns £2,240	01/04/2019	Revised Charging Structure	SR
Re-submission of Design Work on Street Lighting	Discretionary		£300.00	1 - 25 columns £600 Above 25 columns £800	01/04/2019		SR
Supply of traffic accident data (planning matter or other professional purpose)	Discretionary	first location / date range	£145.00	£155.00	01/04/2019	6.9%	SR
		second and each subsequent location / date range	£90.00	£90.00	01/04/2019	0.0%	SR
		search of records to establish if there is any relevant data	£42.00	£45.00	01/04/2019	7.1%	SR
Reinstatement of Trenches - Site Supervision by Highways Inspectors (Fixed charge under NRSWA)	Statutory	Standard Charge for Defect Inspections set by Statutory Regulation	£50.00	£50.00	01/04/2019	0.0%	NB
		Standard Charge for Sample Inspections set by Statutory Regulation	£55.00	£50.00	01/04/2019	-9.1%	NB
Commutated fee for licence of private apparatus in the highway, including the admin cost of maintaining the licence record	Statutory		£700.00	£750 + £165 inspection fee for the first 200m and an additional fee of £165 for every 200m thereafter.	01/04/2019	7.1%	NB
Fixed Penalty Notice income from statutory undertakers for non-compliance with Sections 54, 55,	Statutory	Per Notice	£120.00	£120.00	01/04/2019	0.0%	NB
		Discounted Rate	£80.00	£80.00	01/04/2019	0.0%	NB
Charge to public utilities for outstaying prescribed and/or reasonable periods for their works in the highway. Fixed under NRSWA	Statutory		Various as per scale of charges	Various as per scale of charges	01/04/2019	n/a	NB
Filming Policy - On or in the vicinity of the Highway - Application Fee for permission to film	Discretionary	Small		Minimum admin fee £300/negotiable	01/04/2019		NB
		Medium		Minimum admin fee £2,000 / negotiable	01/04/2019		NB
		Large		Minimum admin fee £4,000 / negotiable	01/04/2019		NB

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Vehicle Crossings	Discretionary	Residential Non-classified Roads	£100.00	£110	01/04/2019	10.0%	NB
		Residential Classified Roads		£200	01/04/2019	New	NB
		Multiple access and commercial use Non-classified Roads	£400.00	£440	01/04/2019	10.0%	NB
		Multiple access and commercial use Classified Roads		£600	01/04/2019	New	NB
		Temporary vehicle crossing to allow access to a new development in advance of formal S278 sign off		£800	01/04/2019	New	NB
		Enforcement for non-compliance with vehicle crossing (non-applications, not to specification)		£50 per hour	01/04/2019	New	NB
Highway Material Storage Licence	Discretionary	Licence	£70.00	£80.00	01/04/2019	14.3%	NB
		Retrospective Licence	£100.00	£110 + enforcement hourly rate	01/04/2019	10.0%	NB
		Enforcement for non-compliance / No consent for all licence fees that do not have existing prescribed enforcement fees.		Fine £150 + £50 per hour enforcement hourly rate	01/04/2019	New	NB
Skip Licence	Discretionary	Licence	£65.00	£65.00	01/04/2019	0.0%	NB
		Licence Renewal	£55.00	£65.00	01/04/2019	18.2%	NB
		One day Licence	£32.00	£65.00	01/04/2019	103.1%	NB
		Late renewal (more than 5 working days to be classed as new application)	£65.00	£70.00	01/04/2019	7.7%	NB
		Retrospective Licence	£120.00	£150 + enforcement hourly rate	01/04/2019	25.0%	NB
Scaffolding Licences	Discretionary	Initial Licence - one month occupation	£125.00	£135.00	01/04/2019	8.0%	NB
		Renewal - one month occupation	£110.00	£135.00	01/04/2019	22.7%	NB
		Retrospective Licence	£200.00	£220 + enforcement hourly rate	01/04/2019	10.0%	NB
Tower Scaffolding Licences/Cherry Picker / Small Lift	Discretionary	Initial Licence 2 days occupation	£100.00	£110.00	01/04/2019	10.0%	NB
		Renewal - 2 days occupation	£20.00	£110.00	01/04/2019	450.0%	NB
		Retrospective Licence	£200.00	£220 + enforcement hourly rate	01/04/2019	10.0%	NB
Cranes	Discretionary	Licence	£300.00	£400.00	01/04/2019	33.3%	NB
		Retrospective Licence	£500.00	£550 + enforcement hourly rate	01/04/2019	10.0%	NB
Hoarding Consents	Discretionary	Initial Licence - one month occupation	£125.00	£135.00	01/04/2019	8.0%	NB
		Renewal - one month occupation	£110.00	£135.00	01/04/2019	22.7%	NB
		Retrospective Licence	£200.00	£220 + enforcement hourly rate	01/04/2019	10.0%	NB
Oversailing Consents - structures oversailing the highway	Discretionary	Licence	£300.00	£350.00	01/04/2019	16.7%	NB
		Retrospective Licence	£500.00	£550 + enforcement hourly rate	01/04/2019	10.0%	NB

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Annual Charge for Table & Chairs Licence	Discretionary	Up to 2 tables & 8 seats	£200.00	£200.00	01/04/2019	0.0%	NB
		For 3 to 4 tables & up to 16 seats	£500.00	£500.00	01/04/2019	0.0%	NB
		For 5 to 10 tables & up to 40 seats	£900.00	£900.00	01/04/2019	0.0%	NB
		For 11 or more tables & over 40 seats	£1,400.00	£1,400.00	01/04/2019	0.0%	NB
Approving traffic Management plans and signage schedules	Discretionary	per hour	£50.00	£50.00	01/04/2019	0.0%	NB
Providing Pre contract information on CTMP and general requirements	Discretionary	per hour	£50.00	£50.00	01/04/2019	0.0%	NB
Approving temporary traffic signals multi phase	Discretionary		£315.00	£325.00	01/04/2019	3.2%	NB
Temporary signals Retrospective approval - 2 way	Discretionary			£200 + enforcement hourly rate	01/04/2019	New	NB
Temporary signals Retrospective approval - multi-phase	Discretionary			£400 plus enforcement hourly rate	01/04/2019	New	NB
Supply of Highway related information, including Personal Search Fees	Discretionary	Highway extent	£34.00	£35.00	01/04/2019	2.9%	SR
		Highway extent per additional question	£11.00	£12.00	01/04/2019	9.1%	SR
		Con29 property search	£34.00	£35.00	01/04/2019	2.9%	SR
		Extensive highway boundary extent	£84.00	£86.00	01/04/2019	2.4%	SR
		Highway Extent research/survey	£117.00	£373.00	01/04/2019	218.8%	SR
Supply of Conveyancing 29 Highway Search Information	Discretionary		£9,000.00	£9,000.00	01/04/2019	0.0%	NB
Supply of Manual Traffic Survey Data (when a commercial request to conduct a traffic survey is received)	Discretionary	Small Manual Classified Count	£260.00	£265.00	01/04/2019	1.9%	SR
	Discretionary	Medium Manual Classified Count	£416.00	£425.00	01/04/2019	2.2%	SR
	Discretionary	Large Manual Classified Count	£624.00	£640.00	01/04/2019	2.6%	SR
	Discretionary	1st Location - 1 week's data	£146.00	£150.00	01/04/2019	2.7%	SR
Supply of Automatic Traffic Count Data to commercial organisations	Discretionary	1st Location - additional weeks data	£26.00	£27.00	01/04/2019	3.8%	SR
	Discretionary	2nd and subsequent location - 1 weeks data	£78.00	£80.00	01/04/2019	2.6%	SR
	Discretionary	2nd and subsequent location - additional weeks data	£41.50	£43.00	01/04/2019	3.6%	SR
		1st Location - 1 week's data	£110.00	£113.00	01/04/2019	2.7%	SR
Supply of Radar Speed Data to commercial organisations	Discretionary	1st Location - additional weeks data	£30.00	£31.00	01/04/2019	3.3%	SR
		2nd and subsequent location - 1 weeks data	£75.00	£77.00	01/04/2019	2.7%	SR
		2nd and subsequent location - additional weeks data	£50.00	£51.00	01/04/2019	2.0%	SR
		1st Location - 1 week's data	£110.00	£113.00	01/04/2019	2.7%	SR
Agreement for temporary traffic counter on highway	Discretionary		£30.00	£31.00	01/04/2019	3.3%	NB
Definitive Map and Commons							
As made, the Local Authorities (Recovery of Costs for Public Path Orders) Regulations 1993 http://modgov.sefton.gov.uk/moderngov/Data/Cabinet%20Member%20-%20Technical%20Services%20(meeting)/20051109/A	Statutory	Orders confirmed unopposed	£3,330.00	£3,410.00	01/04/2019	2.4%	NB
		Orders confirmed - objections withdrawn	£3,805.00	£3,900.00	01/04/2019	2.5%	NB
		Orders opposed - not proceeded with	£4,035.00	£4,130.00	01/04/2019	2.4%	NB
		Orders opposed - submitted to SoS	£4,870.00	£4,990.00	01/04/2019	2.5%	NB

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Commons Registration Authority Charges							
Common searches (new Con290 form due 14/15 or after)		Initial Search	£31.50	£33.00	01/04/2019	4.8%	NB
		Per additional land parcel	£0.00	£0	01/04/2019		NB
Landowner statements and declarations (public rights of way)	Discretionary	Standard fee per application (incl up to 2 land parcels)	£274.00	£280.00	01/04/2019	2.2%	EX
		Fee per application (3-4 land parcels)	£299.00	£305.00	01/04/2019	2.0%	EX
		Fee per application (5-7 land parcels)	£336.00	£345.00	01/04/2019	2.7%	EX
		Fee per application (exceeding 7 land parcels)	£336+ £73 per additional land parcel	£345 + £73 per additional land parcel	01/04/2019	2.4%	EX
Supply of Highway (rights of way) related information	Discretionary	Written response to standard enquiry	£47.50	£49.00	01/04/2019	3.2%	SR
	Discretionary	Written response to extensive enquiry	£63.00	£65.00	01/04/2019	3.2%	SR
Park and Ride							
Park and Ride Car Park charges - Thornhill & Water Eaton only	Discretionary	Up to 1 hr	free	free	01/04/2019	no change	NB
		1-11 hrs	£2.00	£2.00	01/04/2019	0.0%	NB
		11-24 hrs	£4.00	£4.00	01/04/2019	0.0%	NB
		24-48 hrs	£8.00	£8.00	01/04/2019	0.0%	NB
		48-72 hrs	£12.00	£12.00	01/04/2019	0.0%	NB
		Monthly Season ticket	£41.33	£30.00	01/04/2019	-27.4%	NB
		Quarterly Season Ticket	£110.93	£85.00	01/04/2019	-23.4%	NB
		Annual Season ticket	£391.50	£300.00	01/04/2019	-23.4%	NB
		3 months Business Permit	£25.00	£25.00	01/04/2019	0.0%	NB
		6 months Business Permit	£50.00	£50.00	01/04/2019	0.0%	NB
		12 months Business Permit	£100.00	£100.00	01/04/2019	0.0%	NB
		Excess Notices - Fines paid within 14 days	£50.00	£50.00	01/04/2019	0.0%	NB
		Excess Notices - Fines paid after 14 & up to 28 days	£100.00	£100.00	01/04/2019	0.0%	NB
On-Street Parking - Pay and Display							
Oxford City Centre - Central Area	Discretionary	Sunday - Friday 8am -6.30pm :					
		1 hour	£3.00	£4.00	01/04/2019	33.3%	NB
		2 hours	£5.00	£6.00	01/04/2019	20.0%	NB
		Sunday - Friday evenings		£4.00	01/04/2019	New	NB
		Saturday 1 hour	£3.00	£4.50	01/04/2019	50.0%	NB
		Saturday 2 hours		£7.30	01/04/2019	New	NB
		Saturday evenings		£4.50	01/04/2019	New	NB
Oxford City Centre - Outer Areas	Discretionary	Monday - Saturday 8am-6.30pm :					
		1 hour	£2.50	£3.00	01/04/2019	20.0%	NB
		3 hours		£4.00	01/04/2019	New	NB
		Evenings/Sundays		£3.00	01/04/2019	New	NB
Abingdon 8am-6pm (excl. Sundays, Bank holidays.)	Discretionary	1 hour	£0.50	£0.50	01/04/2019	0.0%	NB
		2 hours (the maximum)	£0.80	£0.80	01/04/2019	0.0%	NB
		Visitor permit (24 hours)	£0.50	£0.50	01/04/2019	0.0%	NB

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Henley 8am-6pm (excl. Sundays, B Hols.)	Discretionary	1 hour	£0.50	£0.50	01/04/2019	0.0%	NB
		2 hours (the maximum)	£0.80	£0.80	01/04/2019	0.0%	NB
		Visitors permit (24 hours)	£0.50	£0.50	01/04/2019	0.0%	NB
Wallingford 8am-6pm (excl. Sundays, Bank holidays)	Discretionary	1.5 hours (the maximum)	£0.30	£0.30	01/04/2019	0.0%	NB
Vehicle Removal Charge	Discretionary		£105.00	£105.00	01/04/2019	0.0%	NB
Parking Permits							
Oxford (per annum)	Discretionary	Oxford residents (excl. Kassam stadium)1st & 2nd Car	£60.00	£60.00	01/04/2019	0.0%	NB
		Oxford residents (excl. Kassam stadium) 3rd Car	£120.00	£120.00	01/04/2019	0.0%	NB
		Oxford residents (excl. Kassam stadium) 4th Car	£180.00	£180.00	01/04/2019	0.0%	NB
		Oxford residents (Kassam stadium area)	£15.00	£15.00	01/04/2019	0.0%	NB
		Business permits	£100.00	£100.00	01/04/2019	0.0%	NB
		Traders permits per week	£20.00	£20.00	01/04/2019	0.0%	NB
		Visitors permits - First 25	Free	Free	01/04/2019	0.0%	NB
		Visitors permits - 2nd 25 (total cost)	£20.00	£20.00	01/04/2019	0.0%	NB
		Abingdon Residents Parking (per annum)	Discretionary	Parking permit	£100.00	£100.00	01/04/2019
Visitors permits - First 25	Free			Free	01/04/2019	0.0%	NB
Visitors permits - 2nd 25 (total cost)	£20.00			£20.00	01/04/2019	0.0%	NB
Henley Residents Parking (per annum)	Discretionary	Parking permit	£65.00	£65.00	01/04/2019	0.0%	NB
		Visitors permits - First 25	Free	Free	01/04/2019	0.0%	NB
		Visitors permits - 2nd 25 (total cost)	£20.00	£20.00	01/04/2019	0.0%	NB
Excess Charges/ Penalty Notices/ Enforcement							
Excess Charge Notices	Discretionary	Fines paid within 14 days	£20.00	£20.00	01/04/2019	0.0%	NB
		Fines paid after 14 & up to 28 days	£40.00	£40.00	01/04/2019	0.0%	NB
Penalty Charge Notices - higher contraventions	Statutory	Fines paid within 14 days	£35.00	£35.00	01/04/2019	0.0%	NB
		Fines paid after 14 & up to 28 days	£70.00	£70.00	01/04/2019	0.0%	NB
Penalty Charge Notices - lower contraventions	Statutory	Fines paid within 14 days	£25.00	£25.00	01/04/2019	0.0%	NB
		Fines paid after 14 & up to 28 days	£50.00	£50.00	01/04/2019	0.0%	NB
Bus Lane Camera Enforcement	Statutory	Fines paid within 14 days	£30.00	£30.00	01/04/2019	0.0%	NB
		Fines paid after 14 & up to 28 days	£60.00	£60.00	01/04/2019	0.0%	NB
Waste Management							
General Site Costs	Discretionary	Disposal of Large Scale DIY Waste	£1.50	£1.50	01/04/2019	0.0%	NB
		Standard motorcycle and car tyres	£5.00	£5.00	01/04/2019	0.0%	NB
		Plaster/plasterboard per bag	£2.50	£2.50	01/04/2019	0.0%	NB
		Plasterboard sheet up to 2m x 1m	£10.00	£10.00	01/04/2019	0.0%	NB
School Meals							
Pupils	Discretionary	per meal	£2.20	£2.30	01/09/2019	4.5%	NB
Adults	Discretionary	per meal	£3.15	£3.30	01/09/2019	4.8%	SR

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Fire and Rescue Service							
Special Services	Discretionary	Personnel, regardless of rank, per hour or part hour.	£50.10	£51.30	01/04/2019	2.4%	SR
		Aerial Ladder Platform per hour or part hour excluding petrol	£258.00	£264.25	01/04/2019	2.4%	SR
		Vehicles/appliances exceeding 2 tons (unladen) per hour or part hour	£100.50	£102.90	01/04/2019	2.4%	SR
		Vehicles/appliances NOT exceeding 2 tons (unladen) per hour or part hour	£67.50	£69.15	01/04/2019	2.4%	SR
Fire Reports	Discretionary	Preparation of Fire Report	FREE	FREE	01/04/2019	n/a	NB
		Preparation of a Fire Investigation Report - short or extracted	£313.00	£320.00	01/04/2019	2.2%	NB
		Preparation of a Fire Investigation Report - full report or one involving extensive enquiries, photographs etc	£420.00	£430.00	01/04/2019	2.4%	NB
		Preparation of a Fire Investigation Report - full report or one on major incidents requiring extensive protracted investigation etc	£615.00	£630.00	01/04/2019	2.4%	NB
		Insurance Interviews	£87.00	£89.00	01/04/2019	2.3%	NB
Annual charge made to alarm receiver centres and users of dedicated dial in facilities in respect of unwanted fire alarms	Discretionary		£465.00	£476.00	01/04/2019	2.4%	SR
Trading Standards - Licenses							
Performing animal licences	Discretionary		£42.85	£42.85	01/04/2019	0.0%	NB
Licence to store explosives where, by virtue of regulation 27 of, and Schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed	Statutory	1 year	£185.00	£185.00	01/04/2019	0.0%	NB
		2 years	£243.00	£243.00	01/04/2019	0.0%	NB
		3 years	£304.00	£304.00	01/04/2019	0.0%	NB
		4 years	£374.00	£374.00	01/04/2019	0.0%	NB
		5 years	£423.00	£423.00	01/04/2019	0.0%	NB
Renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed (Explosive Goods Act 1875 and 1923)	Statutory	1 year	£86.00	£86.00	01/04/2019	0.0%	NB
		2 years	£147.00	£147.00	01/04/2019	0.0%	NB
		3 years	£206.00	£206.00	01/04/2019	0.0%	NB
		4 years	£266.00	£266.00	01/04/2019	0.0%	NB
		5 years	£326.00	£326.00	01/04/2019	0.0%	NB
Licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed (Explosive Goods Act 1875 and 1923)	Statutory	1 year	£109.00	£109.00	01/04/2019	0.0%	NB
		2 years	£141.00	£141.00	01/04/2019	0.0%	NB
		3 years	£173.00	£173.00	01/04/2019	0.0%	NB
		4 years	£206.00	£206.00	01/04/2019	0.0%	NB
		5 years	£238.00	£238.00	01/04/2019	0.0%	NB
Renewal of licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed (Explosive Goods Act 1875 and 1923)	Statutory	1 year	£54.00	£54.00	01/04/2019	0.0%	NB
		2 years	£86.00	£86.00	01/04/2019	0.0%	NB
		3 years	£120.00	£120.00	01/04/2019	0.0%	NB
		4 years	£152.00	£152.00	01/04/2019	0.0%	NB
		5 years	£185.00	£185.00	01/04/2019	0.0%	NB

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Varying a licence under Explosive Goods Act 1875 and 1923	Statutory	Varying name or address	£36.00	£36.00	01/04/2019	0.0%	NB
		Transfer of licence/registration	£36.00	£36.00	01/04/2019	0.0%	NB
		Replacement of licence/registration	£36.00	£36.00	01/04/2019	0.0%	NB
Statutory Charge for issuing a licence to store petroleum under Dangerous Substances and Explosive Atmospherics Regulations 2002	Statutory	Not exceeding 2,500 litres	£44.00	£44.00	01/04/2019	0.0%	NB
		Exceeding 2,500 litres but less than 50,000 litres	£60.00	£60.00	01/04/2019	0.0%	NB
		Over 50,000 litres	£125.00	£125.00	01/04/2019	0.0%	NB
Trading Standards - Verifying weights and measures							
Testing fees - verifying weights and measures	Discretionary	Hourly Rate	£82.50	£84.50	01/04/2019	2.4%	SR
Weighing instruments	Discretionary	15k or less - First item	£43.75	£44.75	01/04/2019	2.3%	SR
		Reduced fee for second item	£35.50	£36.50	01/04/2019	2.8%	SR
		Reduced fee for 3 items or more	£34.00	£35.00	01/04/2019	2.9%	SR
		Over 15Kg to 1,000kg - First item	£73.50	£75.25	01/04/2019	2.4%	SR
		Reduced fee for second item	£58.75	£60.00	01/04/2019	2.1%	SR
		Reduced fee for 3 items or more	£55.50	£57.00	01/04/2019	2.7%	SR
		Over 1,000kg to 10t - First item	£227.00	£232.50	01/04/2019	2.4%	SR
		Reduced fee for second item	£182.50	£187.00	01/04/2019	2.5%	SR
		Over 10t to 60t - First item	£378.00	£387.00	01/04/2019	2.4%	SR
		Reduced fee for second item	£302.50	£310.00	01/04/2019	2.5%	SR
		Trading Standards Officer, per hour	£13.00	£13.50	01/04/2019	3.8%	SR
		Non Trading Standards Officer, per hour	£8.75	£9.00	01/04/2019	2.9%	SR
		Trading Standards Officer, per hour	£25.25	£26.00	01/04/2019	3.0%	SR
		Non Trading Standards Officer, per hour	£17.50	£18.00	01/04/2019	2.9%	SR
Testing outside normal hours (Outside 8:30-17:00, Monday to Friday and on Saturday)	Discretionary	500mg- 5Kg - First item	£6.90	£7.00	01/04/2019	1.4%	SR
		Second and subsequent items	£5.56	£5.75	01/04/2019	3.4%	SR
Testing outside normal hours (Sunday and Bank Holidays)	Discretionary	Below 500mg and above 5Kg - First item	£11.00	£11.25	01/04/2019	2.3%	SR
		Second and subsequent items	£8.25	£8.50	01/04/2019	3.0%	SR
Weights	Discretionary	Per Nozzle - First item	£125.00	£128.00	01/04/2019	2.4%	SR
		Second and subsequent items on same site	£77.75	£79.75	01/04/2019	2.6%	SR
			£85.00	£87.00	01/04/2019	2.4%	SR
			£85.00	£87.00	01/04/2019	2.4%	SR
Measuring instruments for Liquid fuel and Lubricants	Discretionary	150ml or less - First item	£18.00	£18.50	01/04/2019	2.8%	SR
	Discretionary	Second and subsequent items	£14.50	£15.00	01/04/2019	3.4%	SR
Testing peripheral electronic equipment on a separate visit (per site)	Discretionary	Above 150ml - First item	£22.15	£22.75	01/04/2019	2.7%	SR
Testing of credit card acceptor (per unit, regardless of number of nozzles etc)	Discretionary	Second and subsequent items	£17.50	£18.00	01/04/2019	2.9%	SR
Measuring instruments - Intoxicating liqueur	Discretionary	3 metres or less - First item	£11.00	£11.25	01/04/2019	2.3%	SR
		Second and subsequent items	£8.25	£8.50	01/04/2019	3.0%	SR
		1 litre or less - First item	£6.90	£7.00	01/04/2019	1.4%	SR
		Second and subsequent items	£5.45	£5.50	01/04/2019	0.9%	SR

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Length measures	Discretionary	Cubic ballast measures	£186.50	£191.00	01/04/2019	2.4%	SR
		Average quantity measures	£30.25	£31.00	01/04/2019	2.5%	SR
Capacity measures	Discretionary	Average quantity templates - First item	£52.00	£53.25	01/04/2019	2.4%	SR
		Second and subsequent items	£20.50	£21.00	01/04/2019	2.4%	SR
		0-50 items - 5 graduations	£2.99	£3.06	01/04/2019	2.4%	SR
		- 6 graduations	£3.19	£3.27	01/04/2019	2.4%	SR
		- 7 to 10 graduations	£4.43	£4.54	01/04/2019	2.4%	SR
		50-100 items - 5 graduations	£2.37	£2.43	01/04/2019	2.4%	SR
Pharmaceutical measures at manufacturers premises	Discretionary	- 6 graduations	£2.58	£2.64	01/04/2019	2.4%	SR
		- 7 to 10 graduations	£3.50	£3.59	01/04/2019	2.4%	SR
		100+ items - 5 graduations	£2.27	£2.32	01/04/2019	2.4%	SR
		- 6 graduations	£2.37	£2.43	01/04/2019	2.4%	SR
		- 7 to 10 graduations	£3.30	£3.38	01/04/2019	2.4%	SR
Trading Standards - Other							
Hire of cattle crush (mobile unit taken to farms / sites for the safe handling of cattle when conducting welfare checks):	Discretionary	Oxfordshire businesses					
		- First day	£288.50	£295.50	01/04/2019	2.4%	SR
		- Subsequent days	£87.50	£89.75	01/04/2019	2.6%	SR
		- Additional fee for re-location per hour	£17.50	£18.00	01/04/2019	2.9%	SR
		Non-Oxfordshire businesses					
		- First day	£345.00	£353.25	01/04/2019	2.4%	SR
		- Subsequent days	£86.50	£88.50	01/04/2019	2.3%	SR
		- Additional fee for re-location per hour	£17.50	£18.00	01/04/2019	2.9%	SR
Buy with Confidence Trader Approval scheme	Discretionary	First year total for 1-5 employees	£450.00	£450.00	01/04/2019	0.0%	SR
		First year total for 6-20 employees	£650.00	£650.00	01/04/2019	0.0%	SR
		First year total for 20-49 employees	£850.00	£850.00	01/04/2019	0.0%	SR
		Renewal Fee (from 2018/19) for 1-5 employees	£300.00	£300.00	01/04/2019	0.0%	SR
		Renewal Fee (from 2018/19) for 6-20 employees	£450.00	£450.00	01/04/2019	0.0%	SR
		Renewal Fee (from 2018/19) for 20-49 employees	£600.00	£600.00	01/04/2019	0.0%	SR
		Renewal Fee (members prior to April 2017) for 1-5 employees	£104.00	£125.00	01/04/2019	20.2%	SR
		Renewal Fee (members prior to April 2017) for 6-20 employees	£154.50	£185.00	01/04/2019	19.7%	SR
		Renewal Fee (members prior to April 2017) for 20-49 employees	£210.00	£250.00	01/04/2019	19.0%	SR
Petroleum Environmental Searches	Discretionary		£120.50	£123.25	01/04/2019	2.3%	SR
Primary Authority agreement	Discretionary	10 hours support and registration fee	£585.00	£599.00	01/04/2019	2.4%	NB
Additional Business Support (per hour)	Discretionary		£48.50	£56.41	01/04/2019	16.3%	SR

Review of Charges 2019/20 - Communities

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change	VAT Class
						%	
Carrying Agent for imported dogs, cats and other mammals: Includes local authorities within TSSE region (excl Isle of Wight), Warwickshire,	Discretionary	Monday to Friday	£257.00	£263.00	01/04/2019	2.3%	NB
		Saturday and Sunday	£385.50	£395.00	01/04/2019	2.5%	NB
		Bank Holidays	£514.00	£526.00	01/04/2019	2.3%	NB
Petroleum Vapour Recovery Services (TBC). Income received from those local authorities where an agreement exists for the provision of vapour recovery services by the Council. Based on a percentage of the relevant permit fee	Statutory	Application					
		- PVR Stage 1	£118.40	£121.24	01/04/2019	2.4%	NB
		- PVR Stage 1 and 2	£196.80	£201.52	01/04/2019	2.4%	NB
		Annual Subsistence Charge					
		- PVR Stage 1 (low risk)	£60.80	£62.26	01/04/2019	2.4%	NB
		- PVR Stage 1 and 2 (low risk)	£86.40	£88.47	01/04/2019	2.4%	NB
		Transfer					
		- Standard Process Transfer	£129.60	£132.71	01/04/2019	2.4%	NB
- Standard Process Partial Transfer	£380.80	£389.94	01/04/2019	2.4%	NB		
Mobile Device Examination Service - Income received from other local authorities submitting mobile devices	Discretionary	Single Phone and SIM	£144.50	£148.00	01/04/2019	2.4%	SR
		SIM Only	£26.50	£27.25	01/04/2019	2.8%	SR
Achieving Best Evidence (ABE) Interview Service - Income received from other local authorities requesting this Service to carryout ABE interviews on their behalf	Discretionary	Time charged per hour, per officer	£48.50	£56.41	01/04/2019	16.3%	SR
Gypsy & Traveller Service							
Weekly rent of plot to site resident (there are 89 plots across the 6 Oxfordshire sites).	Discretionary	Weekly site rental	£75.00	£77.00	01/04/2019	2.7%	EX
Rent for nine additional plots at Redbridge	Discretionary	Weekly site rental	£99.00	£101.00	01/04/2019	2.0%	EX

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Legal Services							
Section 106 and other Charges (OUTS)	Statutory & Discretionary	Hour	£190.00	£190.00	01/04/2019	0.0%	SR
Internal Charge	N/A	Hour	£90.00	£90.00	01/04/2019	0.0%	N/A
Legal Hub (OUTS)	Discretionary	Hour	£85.00	£85.00	01/04/2019	0.0%	SR
West Berks/Probation, Thames, Henley TC	Discretionary	Hour	£95.00	£95.00	01/04/2019	0.0%	SR
Academies	Discretionary	Hour	£150.00	£150.00	01/04/2019	0.0%	SR
Schools	Discretionary	Hour	£90.00	£90.00	01/04/2019	0.0%	SR
Town Councils	Discretionary	Hour	£95.00	£95.00	01/04/2019	0.0%	SR
Educational Appeals							
Academies - Admissions - Lodged	Discretionary	per appeal	£20.00	£20	01/04/2019	0.0%	SR
Academies - Admissions - Lodged & Listed	Discretionary	per appeal	£99.00	£100	01/04/2019	1.0%	SR
Academies -Admissions- Full Service including Clerking	Discretionary	For first appeal of each day per school	£218.00	£223	01/04/2019	2.3%	SR
		For each subsequent appeal per day	£184.00	£189	01/04/2019	2.7%	SR
Academies - Exclusions	Discretionary	Per exclusion up to 25 hours	£1,214.00	£1,243	01/04/2019	2.4%	SR
		Per hour if exceeds 25 hours	£38.00	£39	01/04/2019	2.6%	SR
Registration Service							
License for approved premises	Discretionary	3 year license	£2,090.00	£2,150.00	01/04/2019	2.9%	NB
Non Refundable Booking Fee for Statutory Civil Marriage and Civil Partnership bookings at the Oxford Register Office	Discretionary	per booking	£50.00	£50.00	01/04/2019	0.0%	NB
Non Refundable Booking Fee for all ceremonies	Discretionary	per booking	£100.00	£125.00	01/04/2019	25.0%	NB
Amendment Fee for all ceremonies	Discretionary	per amendment	£50.00	£60.00	01/04/2019	20.0%	SR
Marriage & Civil partnership fees at former Register Office Marriage rooms Monday - Friday during office hours and Saturday mornings between 9.00am and 12 noon. (Includes the cost of one certificate)	Discretionary	Abingdon- Roysse Court (Mon -Fri)	£275.00	£285.00	01/04/2019	3.6%	NB
	Discretionary	Banbury Bodicote House	£275.00	£292.00	01/04/2019	6.2%	NB
	Discretionary	Bicester - Garth Park	£275.00	£292.00	01/04/2019	6.2%	NB
	Discretionary	Didcot - Broadway Room	£275.00	£292.00	01/04/2019	6.2%	NB
	Discretionary	Henley - Regatta Court	£275.00	£292.00	01/04/2019	6.2%	NB
		Oxford - Tidmarsh Lane					
	Statutory	RO (Tues only)	£50.00	£57.00	01/04/2019	14.0%	NB
	Discretionary	Dexter Room Tues-Fri	£275.00	£292.00	01/04/2019	6.2%	NB
	Discretionary	Dexter Room Sat AM	£275.00	£292.00	01/04/2019	6.2%	NB
	Discretionary	Wheatley - Shotover Room	£275.00	£292.00	01/04/2019	6.2%	NB
	Discretionary	Witney - Windrush Rooms	£275.00	£292.00	01/04/2019	6.2%	NB
	Discretionary	Total for all district Offices (Sat pm)	£545.00	£567.00	01/04/2019	4.0%	NB
	Discretionary	Total for all district Offices (Sun and BH)	£610.00	£632.00	01/04/2019	3.6%	NB
		Statutory	Attending chapel	£90.00	£90.00	01/04/2019	0.0%

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Marriages at Approved Venues (9.00am to 5.30pm)	Discretionary	Monday - Thursday	£495.00	£517.00	01/04/2019	4.4%	NB
		Friday & Saturday	£545.00	£567.00	01/04/2019	4.0%	NB
		Sunday & Bank Holiday	£610.00	£632.00	01/04/2019	3.6%	NB
Marriages at Approved Venues (6.00pm to 8.30pm)	Discretionary	Monday - Thursday	£560.00	£632.00	01/04/2019	12.9%	NB
		Friday & Saturday	£560.00	£632.00	01/04/2019	12.9%	NB
		Sunday & Bank Holiday	£660.00	£687.00	01/04/2019	4.1%	NB
Marriages at Approved Venues (on or after 9pm)	Discretionary	Monday - Thursday	£700.00	£727.00	01/04/2019	3.9%	NB
		Friday & Saturday	£700.00	£727.00	01/04/2019	3.9%	NB
		Sunday & Bank Holiday	£720.00	£747.00	01/04/2019	3.8%	NB
Conversion of a Civil Partnership into Marriage	Statutory	Standard Service	£45.00	£45.00	01/04/2019	0.0%	NB
		Two stage procedure on other premises - completing the declaration	£27.00	£27.00	01/04/2019	0.0%	NB
		Two stage procedure on other premises - signing the declaration in a religious registered for marriage of same sex couples	£91.00	£91.00	01/04/2019	0.0%	NB
Other Civil Ceremonies (Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at Registration Offices	Discretionary	Monday - Friday	£275.00	£315.00	01/04/2019	14.5%	SR
		Saturday	£295.00	£370.00	01/04/2019	25.4%	SR
		Sunday & Bank Holiday	£355.00	£380.00	01/04/2019	7.0%	SR
		Individual Citizenship Ceremonies (Oxford Register Office only)	£225.00	£235.00	01/04/2019	4.4%	SR
Other Civil Ceremonies (Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at Approved venues	Discretionary	Monday - Friday	£300.00	£315.00	01/04/2019	5.0%	SR
		Saturday	£350.00	£370.00	01/04/2019	5.7%	SR
		Sunday & Bank Holiday	£365.00	£380.00	01/04/2019	4.1%	SR
Other Civil Ceremonies (Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at venues not approved by Oxfordshire County Council	Discretionary	Monday - Friday	£575.00	£590.00	01/04/2019	2.6%	SR
	Discretionary	Saturday	£575.00	£590.00	01/04/2019	2.6%	SR
	Discretionary	Sunday & Bank Holiday	£575.00	£590.00	01/04/2019	2.6%	SR
	Statutory	Group Citizenship Ceremony at County Hall	£80.00	£80.00	01/04/2019	0.0%	NB
	Discretionary	Your day your way ceremony	£660.00	£685.00	01/04/2019	3.8%	NB/SR
European Passport Return Service	Discretionary	per application	£20.00	£25.00	01/04/2019	25.0%	SR
Births, Deaths Certificates (Marriage inc line 24-46)	Statutory	on day of registration	£4.00	£11.00	16/02/2019	175.0%	NB
		from a current register	£7.00	£11.00	16/02/2019	57.1%	NB
		from a deposited register	£10.00	£11.00	16/02/2019	10.0%	NB
Short Birth Certificate	Statutory	on day of registration	£4.00	£11.00	16/02/2019	175.0%	NB
		from a current register	£7.00	£11.00	16/02/2019	57.1%	NB
		from a deposited register	£10.00	£11.00	16/02/2019	10.0%	NB

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Express Certificate Fee	Statutory	per application	£30.00	£35.00	01/04/2019	16.7%	SR
Searches in indexes	Statutory	General Search	£18.00	£18.00	01/04/2019	0.0%	NB
Notice of Marriages and Civil Partnership	Statutory	Notice of Marriage/Civil Partnership (for 1 person)	£35.00	£35.00	01/04/2019	0.0%	NB
		Extended 70 day Notice for foreign Nationals (for 1 person)	£47.00	£47.00	01/04/2019	0.0%	NB
Commemorative Certificates	Discretionary	per certificate	£10.00	£10.00	01/04/2019	0.0%	SR
Additional birth, death and marriage certificates	Statutory	on the day of registration	£4.00	£11.00	16/02/2019	175.0%	NB
	Statutory	subsequent	£7.00	£11.00	16/02/2019	57.1%	NB
Consideration of Foreign Divorce	Statutory	per application	£50.00	£50.00	16/01/1900	0.0%	NB
Consideration of Foreign Divorce (RG involvement)	Statutory	per application	£75.00	£75.00	01/04/2019	0.0%	NB
Space 17 addition	Statutory	per application	£40.00	£40.00	01/04/2019	0.0%	NB
Consideration for a correction	Statutory	per application	£75.00	£75.00	01/04/2019	0.0%	NB
Consideration for a correction (RG involvement)	Statutory	per application	£90.00	£90.00	01/04/2019	0.0%	NB
Music Service							
Ensembles	Discretionary	Full membership Standard Ensemble lessons	£71.00	£74.00	01/09/2019	4.2%	EX
		Full membership CMS lessons - Central Music School	£99.00	£102.00	01/09/2019	3.0%	EX
		Single ensemble - OCMS lessons	£50.00	£52.00	01/09/2019	4.0%	EX
		Choir Primary	£40.00	£42.00	01/09/2019	5.0%	EX
		Secondary Choir Activity	£50.00	£52.00	01/09/2019	4.0%	EX
		CMS Pass	£150.00	£154.00	01/09/2019	2.7%	EX
		Advanced Musicianship Programme	£75.00	£80.00	01/09/2019	6.7%	EX
		County Level Ensemble 2 hours	£81.00	£84.00	01/09/2019	3.7%	EX
		County Level Ensemble 1.5 hours	£53.00	£57.50	01/09/2019	8.5%	EX
Individual Tuition	Discretionary	County Level Ensemble 1 hours	£49.00	£49.50	01/09/2019	1.0%	EX
		Individual 20 minutes	£18.90	£18.99	01/09/2019	0.5%	EX
		Individual 30 Minutes	£28.35	£28.49	01/09/2019	0.5%	EX
		Individual 40 minutes	£37.80	£37.99	01/09/2019	0.5%	EX
		Individual 45 minutes	£42.52	£42.74	01/09/2019	0.5%	EX
Group Tuition	Discretionary	Individual 60 minutes	£56.70	£56.99	01/09/2019	0.5%	EX
		Group of 2 (30 minutes)	£14.25	£14.55	01/09/2019	2.1%	EX
		Group of 2 (20 minutes)	£9.75	£9.95	01/09/2019	2.1%	EX
		Group of 3-4 (30 minutes)	£9.75	£9.95	01/09/2019	2.1%	EX
		Group of 3-4 (45 minutes)	£14.63	£14.55	01/09/2019	-0.5%	EX
		Group of 3-4 (20 minutes)	£6.75	£6.95	01/09/2019	3.0%	EX
		Group of 5-6 (30 minutes)	£6.75	£6.95	01/09/2019	3.0%	EX
		Group of 7 -9 (40 minutes)	£6.75	£6.95	01/09/2019	3.0%	EX
		Group of 10 + (50 minutes)	£5.75	£6.95	01/09/2019	20.9%	EX

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Late cancellation Charge	Discretionary	Late Cancellation fee	£35.00	£40.00	01/09/2019	14.3%	EX
Extra late cancellation Charge		Very late cancellation fee		£50.00	01/09/2019	New	EX
Own teacher accompanist	Discretionary	Accompanist own teacher	£25.00	£26.00	01/09/2019	4.0%	EX
Not own teacher accompanist	Discretionary	Accompanist Oxfordshire County Music Service teacher	£40.00	£42.00	01/09/2019	5.0%	EX
Hire	Discretionary	Hire of Instruments (Violin, Viola and Guitars only)	£23.50	£25.00	01/09/2019	6.4%	EX
		Hire of Instruments (All other instruments on offer)	£44.50	£46.00	01/09/2019	3.4%	EX
		Instrument Purchase Charge	£60.00	£70.00	01/09/2019	16.7%	SR
		Oxfordshire schools orchestra	£525.00	£550.00	01/09/2019	4.8%	EX
		Oxfordshire Schools Symphony Orchestra	£825.00	£850.00	01/09/2019	3.0%	EX
		Oxfordshire County Youth orchestra	£750.00	£775.00	01/09/2019	3.3%	EX
		Oxfordshire Youth Music Theatre	£450.00	£480.00	01/09/2019	6.7%	EX
Charges to schools	Discretionary	First Access (60 or 45 minutes)	£1,480.00	£1,500.00	01/09/2019	1.4%	EX
		Play On (1 hour)	£1,760.00	£1,810.00	01/09/2019	2.8%	EX
		Play On (40 minutes)	£1,175.00	£1,207.00	01/09/2019	2.7%	EX
		Play On (30 minutes)	£880.00	£905.00	01/09/2019	2.8%	EX
		Transport Zone 1	£90.00	£95.00	01/09/2019	5.6%	EX
		Transport Zone 2	£75.00	£80.00	01/09/2019	6.7%	EX
		Transport Zone 3	£62.00	£66.00	01/09/2019	6.5%	EX
		Transport Zone 4	£40.00	£43.00	01/09/2019	7.5%	EX
		Adults	£110.00	£115.00	01/09/2019	4.5%	EX
		Curriculum (per hour) workshops	£62.70	£63.00	01/09/2019	0.5%	EX
		summer fun	£8.00	£10.00	01/09/2019	25.0%	EX
			£110.00	£115.00	01/09/2019	4.5%	EX
		launchpad band	£0.00	£10.00	01/09/2019	New	EX
Other Charges	Discretionary	Key stage 1 festival	£0.00	£3.00	01/09/2019	New	EX
		Primary Pop	£0.00	£3.00	01/09/2019	New	EX
		spotlight talent	£0.00	£3.00	01/09/2019	New	EX

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Library Service							
Photocopying	Discretionary	A4 BW & Colour	£0.20	£0.25	01/04/2019	25.0%	SR
		A4 BW & Colour double sided	£0.30	£0.40	01/04/2019	33.3%	SR
		A3 BW & Colour	£0.40	£0.50	01/04/2019	25.0%	SR
		A3 BW & Colour double sided	£0.60	£0.70	01/04/2019	16.7%	SR
		b) minimum charge for postal requests for copies	£5.00	£5.20	01/04/2019	4.0%	SR
Microform Copying	Discretionary	a) self service copying	£0.70	£0.80	01/04/2019	14.3%	SR
		b) staff service	£1.50	£1.60	01/04/2019	6.7%	SR
Library Overdue Charges for Static Libraries	Discretionary	- Adults					
		- per day library open during first week (daily rate)	£0.30	£0.35	01/04/2019	16.7%	NB
		- maximum per item	£5.00	£5.20	01/04/2019	4.0%	NB
		-Children					
		- per day library open during first week	£0.05	£0.06	01/04/2019	20.0%	NB
		- maximum per item	£2.30	£2.40	01/04/2019	4.3%	NB
		- Children in public care	Exempt	Exempt	01/04/2019		NB
		- Institutions					
		- per day library open during first week (daily rate)	£0.30	£0.31	01/04/2019	3.3%	NB
		- maximum per item	£5.00	£5.20	01/04/2019	4.0%	NB
		Charge for lost/damaged books	Various	Various	01/04/2019		NB
Replacement of Library Tickets	Discretionary	per ticket	£3.00	£3.10	01/04/2019	3.3%	NB
Library Reservation Fees	Discretionary	a) Book / Audio Books					
		Reservations:					
		- Standard charge	£1.20	£1.25	01/04/2019	4.2%	NB
		- Under 18s (Incl children in public care)	Exempt	Exempt	01/04/2019		
		b) Items supplied from outside Oxfordshire :					
		- Standard charge	£7.50	£8.50	01/04/2019	13.3%	NB
		Items supplied by the British Library and Universities	£15.00	£17.00	01/04/2019	13.3%	NB
		c) Audio Visual Reservations (excluding Audio Books):					
		- Standard charge	£1.20	£1.25	01/04/2019	4.2%	NB
		- Concessionary rate	£0.60	£0.65	01/04/2019	8.3%	NB

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Audio Visual Hire Charges	Discretionary	a) DVDs (Per Week)					
		- Band 1	£1.20	£1.50	01/04/2019	25.0%	NB
		- Band 2 NOT IN USE					
		- Band 3	£2.40	£2.60	01/04/2019	8.3%	NB
		- Band 4	£3.60	£4.00	01/04/2019	11.1%	NB
		b) DVDs Late return Charges (Per day Static Library)					
		- Band 1 (maximum charge £3.00)	£0.30	£0.35	01/04/2019	16.7%	NB
		- Band 2 NOT IN USE					
		- Band 3 (maximum charge £6.00)	£0.60	£0.65	01/04/2019	8.3%	NB
		- Band 4 (maximum charge £9.00)	£0.90	£0.95	01/04/2019	5.6%	NB
		d) Music CD's (per Week)					
		- Band 1	£1.20	£1.40	01/04/2019	16.7%	NB
		- Band 2 & 3	£2.40	£2.60	01/04/2019	8.3%	NB
		e) Music CDs Late return Charges (Per day Static Library)					
		- Band 1 (maximum charge £3.00)	£0.30	£0.35	01/04/2019	16.7%	NB
		- Band 2 & 3 (maximum charge £6.00)	£0.60	£0.65	01/04/2019	8.3%	NB
		g) Audio Books and Language Packs on CD (3 weeks):					
		- Band 1	£1.50	£1.60	01/04/2019	6.7%	NB
		- Band 2 & 3	£2.50	£2.60	01/04/2019	4.0%	NB
		- Children in public care	Exempt	Exempt	01/04/2019		
		h) Audio Books & Language Packs Late Return Charges (Per day Static Library)					
		- Band 1 (maximum charge £4.50)	£0.07	£0.08	01/04/2019	14.3%	NB
		- Band 2 & 3 (maximum charge £7.50)	£0.11	£0.12	01/04/2019	9.1%	NB
		j) CD-ROM (per Week)					
		- Band 1	£1.50	£1.60	01/04/2019	6.7%	NB
		k) CD-ROM late return charges					
		Band 1 (per day static library) - maximum charge £3.00	£0.30	£0.35	01/04/2019	16.7%	NB
		Charge for lost/damaged AV	Various	Various	01/04/2019		SR

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change	VAT Class
						%	
Vocal/Orchestral Play sets	Discretionary	a) Booking Fee per 4 month loan					
		- Vocal Scores Oxfordshire Borrowers					
		- per score with performance time of 5 minutes or less	£0.70	£0.75	01/04/2019	7.1%	NB
		- per score with performance time of more than 5 minutes	£1.80	£1.85	01/04/2019	2.8%	NB
		- Vocal Scores Non Oxfordshire Borrowers					
		- per score with performance time of 5 minutes or less	£1.40	£1.45	01/04/2019	3.6%	NB
		- per score with performance time of more than 5 minutes	£3.00	£3.10	01/04/2019	3.3%	NB
		- Orchestral Sets Oxfordshire Borrowers	£30.00	£31.00	01/04/2019	3.3%	NB
		- Orchestral Sets Non Oxfordshire Borrowers	£40.00	£41.00	01/04/2019	2.5%	NB
		- Play Sets	£5.00	£5.50	01/04/2019	10.0%	NB
		b) Overdue charge					
		- per week or part week, per loan, vocal or orchestral	£13.00	£13.40	01/04/2019	3.1%	NB
		- per playset, per day library open during first week (daily rate)	£0.30	£0.50	01/04/2019	66.7%	NB
		- maximum per playset	£5.00	£5.20	01/04/2019	4.0%	NB
		c) Administration fee for performance sets supplied from outside Oxfordshire.	£7.00	£7.50	01/04/2019	7.1%	NB
Internet Service	Discretionary	A4 BW & Colour	£0.20	£0.25	01/04/2019	7.1%	SR
		A4 BW & Colour double sided	£0.30	£0.40	01/04/2019	25.0%	SR
		A3 BW & Colour	£0.40	£0.50	01/04/2019	33.3%	SR
		A3 BW & Colour double sided	£0.60	£0.70	01/04/2019	25.0%	SR
		Sales of memory sticks	£6.00	£7.00	01/04/2019	16.7%	SR
		Sales of headphones	£1.50	£2.50	01/04/2019	16.7%	SR
Hire of Accomodation	Discretionary	Hire of space Half day commercial use	£25.00	£50.00	01/04/2019	66.7%	EX
		Hire of spaceFull day commercial use	£59.00	£100.00	01/04/2019	100.0%	
		Hire of space Half day community use	£0.00	£25.00	01/04/2019	69.5%	
		Hire of space Full day community use	£0.00	£50.00	01/04/2019	69.5%	EX
Customer Service Centre							
Concessionary Fares	Discretionary	Card issue and admin	£10.00	£10.00	01/04/2019	0.0%	NB
Disabled Parking	Discretionary	Card issue and admin, assessment service	£10.00	£10.00	01/04/2019	0.0%	NB

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Human Resources							
Job Evaluations for Academies	Discretionary	Ad-Hoc/ Re-evaluation of a Role per role	£100.00	£100.00	Charges introduced from January 2018 no increase	n/a	SR
		Rate per hour if it takes more than 25 hours per role	£150.00	£150.00		n/a	SR
Employee Assistance Programme - Academies	Discretionary	Per person	£6.30	Contract ending 2019 and charging under review		n/a	NB
Occupational Health - Academies	Discretionary	Per person	£11.50	Contract ending 2019 and charging under review		n/a	NB
Museum Service							
MRC Digital Imaging	Discretionary	Plain paper Digital Prints (pre-existing image)					
		- per copy on A4	£6.00	£6.20	01/04/2019	3.3%	SR
		- per copy on A3	£6.00	£6.20	01/04/2019	3.3%	SR
		Plain paper Digital Prints (created to order)					
		- per copy on A4	£10.00	£10.30	01/04/2019	3.0%	SR
		- per copy on A3	£10.00	£10.30	01/04/2019	3.0%	SR
		Photo paper Digital Prints (pre-existing image)					
		- per copy A4	£10.00	£10.30	01/04/2019	3.0%	SR
		- per copy A3	£10.00	£10.30	01/04/2019	3.0%	SR
		Photo paper Digital Prints (created to order)					
		- per copy on A4 (or smaller)	£14.00	£14.50	01/04/2019	3.6%	SR
		- per copy on A3 paper	£14.00	£14.50	01/04/2019	3.6%	SR
		Electronic files (automated scan, Archive, microform, or delicate sources including pre-existing scans of wills and parish registers)					

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
MRC Digital Imaging	Discretionary	- per sheet scanned	£1.50	£1.60	01/04/2019	6.7%	SR
		Electronic files (pre-existing image, compressed)					
		- per image 700 pixels	£1.50	£1.60	01/04/2019	6.7%	SR
		Electronic files (pre-existing image, compressed)					
		- per image 2250 pixels	£6.00	£6.20	01/04/2019	3.3%	SR
		Electronic files (pre-existing image, uncompressed)					
		- per image 3200 pixels and above	£10.00	£10.30	01/04/2019	3.0%	SR
		Electronic files (created to order, compressed)					
		- per image 2500 pixels	£10.00	£10.30	01/04/2019	3.0%	SR
		Electronic files (created to order, uncompressed)					
		- per image 3200 pixels and above	£14.00	£14.50	01/04/2019	3.6%	SR
		Other					
		- Use of Digital Camera/USB Memory Stick per day	£6.00	£7.00	01/04/2019	16.7%	SR
		- Use of Digital Camera/USB Memory Stick per week	£17.00	£20.00	01/04/2019	17.6%	SR
		Transfer to CD-R	£5.00	£6.00	01/04/2019	20.0%	SR
		Publication Commercial					
		- Per image	£43.00	£45.00	01/04/2019	4.7%	SR
		- Per extra instance of an image	£18.00	£19.00	01/04/2019	5.6%	SR
		Internal Use Commercial					
		-For use within organisation	£24.00	£25.00	01/04/2019	4.2%	SR

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
MRC Reproduction Fees	Discretionary	One programme, unlimited transmissions, one country (EU = one country) - per image used, 0-6 years		£75.00	01/04/2019	New	SR
		One programme, unlimited transmissions, one country (EU = one country) - per image used, in perpetuity		£125.00	01/04/2019	New	SR
		One programme, unlimited transmissions, worldwide - per image used, 0-6 years		£190.00	01/04/2019	New	SR
		One programme, unlimited transmissions, worldwide - per image used, in perpetuity		£310.00	01/04/2019	New	SR
		Publication: academic					
		- Per image used (1st image)		£14.50	01/04/2019	New	SR
		- Per image used (2 images)		£10.88	01/04/2019	New	SR
		- Per image used (3 images)		£9.72	01/04/2019	New	SR
		- Per image used (4 images)		£8.99	01/04/2019	New	SR
		- Per image used (5 images)		£8.70	01/04/2019	New	SR
		- Per image used (6-10 images)		£7.98	01/04/2019	New	SR
		- Per image used (11-15 images)		£6.82	01/04/2019	New	SR
		- Per image used (16-20 images)		£6.09	01/04/2019	New	SR
		- Per image used (21-40 images)		£3.77	01/04/2019	New	SR
		- Per image used (41-60 images)		£3.05	01/04/2019	New	SR
		- Per image used (61 or more images)		£2.61	01/04/2019	New	SR
		Publication: local individuals, organisations and partners					
		- Per use of one or more images	£20.00	£20.00	01/04/2019	0.0%	SR

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Hire of Accommodation	Discretionary	Location fee for use of Oxfordshire Museum/Museums Resource Centre or Swalcliffe Barn premises for film / TV / broadcast purposes per hour or part hour	£55.00	£60.00	01/04/2019	9.1%	EX
		a) Oxfordshire Museum					
		- Exhibition Gallery					
		- per week	£200.00	£205.00	01/04/2019	2.5%	EX
		b) Brewhouse					
		- Exhibition Gallery					
		- per month	£260.00	£267.00	01/04/2019	2.7%	EX
		- 1/2 day Education Use	£26.00	£27.00	01/04/2019	3.8%	EX
		- 1/2 day Commercial Use	£66.00	£68.00	01/04/2019	3.0%	EX
		- per day - Education Use	£61.00	£52.00	01/04/2019	-14.8%	EX
		- per day - Commercial Use	£101.00	£104.00	01/04/2019	3.0%	EX
		c) Coachhouse					
		- 1/2 day Education Use	£37.00	£38.00	01/04/2019	2.7%	EX
		- 1/2 day Commercial Use	£78.00	£81.00	01/04/2019	3.8%	EX
		- per day - Education Use	£62.00	£64.00	01/04/2019	3.2%	EX
		- per day - Commercial Use	£138.00	£143.00	01/04/2019	3.6%	EX
		d) MRC Education Lecture Room					
		- 1/2 day Education Use	£26.00	£27.00	01/04/2019	3.8%	EX
		- per day - Education Use	£52.00	£54.00	01/04/2019	3.8%	EX
		e) Provision of staff to support activities of hirer per hour					
		- during Museum open hours	£21.00	£22.00	01/04/2019	4.8%	SR
		- out of Museum open hours	£32.50	£34.00	01/04/2019	4.6%	SR
		f) Coach House charge for use outside normal hours plus staffing as necessary					
		Education use up to 3 hours	£48.00	£50.00	01/04/2019	4.2%	EX
		Commercial use up to 3 hours	£73.00	£75.00	01/04/2019	2.7%	EX

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Conservation & Exhibition Services	Discretionary	a) MRC					
		Remedial conservation - per hour	£60.00	£62.00	01/04/2019	3.3%	SR
		c) Specialist Climate Controlled Collections Storage and Care per year					
		-Small Item (c.10x10x10cm)	£120.00	£123.00	01/04/2019	2.5%	SR
		-Medium Item (c 20x20xx20cm)	£240.00	£246.00	01/04/2019	2.5%	SR
		-Large Item (c.0.5 cubic meters)	£420.00	£430.00	01/04/2019	2.4%	SR
		d) General Collections storage and Care per year					
		-Large Item	£480.00	£492.00	01/04/2019	2.5%	SR
		e) Environmental Monitoring (per month)					
		- for 3 thermohygrographs	£55.00	£57.00	01/04/2019	3.6%	SR
		Loan of datalogger and printout per period up to 2 months	£55.00	£57.00	01/04/2019	3.6%	SR
		Environmental summary					
		f) Conservation Advice per hour	£55.00	£57.00	01/04/2019	3.6%	SR
		- per day	£450.00	£461.00	01/04/2019	2.4%	SR
		- per half-day	£225.00	£231.00	01/04/2019	2.7%	SR
		g) Museum Pest Management plus materials					
		- per day	£450.00	£461.00	01/04/2019	2.4%	SR
		- per half day	£225.00	£231.00	01/04/2019	2.7%	SR
		- per hour	£55.00	£57.00	01/04/2019	3.6%	SR
		h) Hire of display equipment					
		Cases					
		- per day	£15.00	£20.00	01/04/2019	33.3%	SR
		- per week	£80.00	£100.00	01/04/2019	25.0%	SR
		- per month	£200.00	£220.00	01/04/2019	10.0%	SR
		i) Training					
		- per day	£450.00	£461.00	01/04/2019	2.4%	SR
		- per half day	£225.00	£231.00	01/04/2019	2.7%	SR
		k) Documentation and storage of archaeological archives					
		- site archive up to 3 archaeological storage boxes ((0.022m3)	£100.00	£103.00	01/04/2019	3.0%	SR
		-per archaeological storage box (0.022m3)	£65.00	£67.00	01/04/2019	3.1%	SR

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Museums Service Research Enquiries	Discretionary	- written reply to each enquiry					
		per hour (or pro-rata) Minimum 30 minutes £20, Maximum 2 hours £80.	£40.00	£40.00	01/04/2019	0.0%	SR
		- higher rate for businesses and profit-making organisations					
		per hour (or pro-rata) Minimum 30 minutes £26. Maximum 2 hours £120.	£52.00	£60.00	01/04/2019	15.4%	SR
Microform Copying	Discretionary	Copying by Staff					
		- per A4 copy	£1.50	£1.60	01/04/2019	6.7%	SR
		- per A3 copy	£1.50	£1.60	01/04/2019	6.7%	SR
Administrative Charge	Discretionary	Minimum charge for providing an invoice for any service	£26.00	£30.00	01/04/2019	15.4%	SR
MRC Photographic	Discretionary	Photographic Prints by External Photographer	Various				SR
Postage & Packing	Discretionary	- Reinforced Envelope in reinforced C4 envelope	£2.50	£3.00	01/04/2019	20.2%	SR
		Cardboard Tube - Copies supplied in 450mm cardboard tube	£5.00	£6.00	01/04/2019	19.9%	SR
		Disc Mailer - CR-ROM supplied in disc mailer	£5.00	£6.00	01/04/2019	19.9%	SR
		Air Mail - additional to basic cost	£2.50	£3.00	01/04/2019	20.2%	SR
Oxfordshire Museum Lecture Fees plus travel at current OCC rates	Discretionary	Per event	£55.00	£65.00	01/04/2019	18.2%	SR
Use of Oxfordshire Museum Garden for Wedding Photography	Discretionary	Per event	£88.00	£91.00	01/04/2019	3.4%	EX

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Learning & Access	Discretionary	School Sessions at The Oxfordshire Museum - up to 30 children	£78.00	£80.00	01/04/2019	2.6%	NB
		Outreach School Sessions KS1 (approximately 1.25 hours)					
		- up to 30 children	£92.00	£95.00	01/04/2019	3.3%	NB
		Outreach School Sessions KS2 (approximately 1.5 hours)					
		- up to 30 children	£110.00	£115.00	01/04/2019	4.5%	NB
		School Box Loans					
		- per term	£32.00	£33.00	01/04/2019	3.1%	NB
		Reminiscence Box Loans					
		- per 2 week loan	£21.00	£22.00	01/04/2019	4.8%	NB
		Reminiscence sessions					
		- per session	£21.00	£22.00	01/04/2019	4.8%	NB
		Facilitated Community Group Visits to The Oxfordshire Museum					
		- per group during normal opening (approximately 2.5 hours)	£25.00	£26.00	01/04/2019	4.0%	NB
		Family Learning Drop In at The Oxfordshire Museum					
		- per child	£2.00	£2.00	01/04/2019	0.0%	NB
		- per family of up to 3 children	£5.00	£5.00	01/04/2019	0.0%	NB
		TOM Tots under 5s sessions at The Oxfordshire Museum					
		- per child	£1.00	£1.00	01/04/2019	0.0%	NB
		- per family	£2.50	£2.50	01/04/2019	0.0%	NB
		Booked family workshop	£5-10 depending length of session				NB

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
History Service							
Digital Imaging	Discretionary	Plain paper Digital Prints (pre-existing image)					
		- per copy on A4	£6.00	£6.20	01/04/2019	3.3%	SR
		- per copy on A3	£6.00	£6.20	01/04/2019	3.3%	SR
		Plain paper Digital Prints (created to order)					
		- per copy on A4	£10.00	£10.30	01/04/2019	3.0%	SR
		- per copy on A3	£10.00	£10.30	01/04/2019	3.0%	SR
		Photo paper Digital Prints (pre-existing image)					
		- per copy A4	£10.00	£10.30	01/04/2019	3.0%	SR
		- per copy A3	£10.00	£10.30	01/04/2019	3.0%	SR
		Photo paper Digital Prints (created to order)					
		- per copy on A4 (or smaller)	£14.00	£14.50	01/04/2019	3.6%	SR
		- per copy on A3 paper	£14.00	£14.50	01/04/2019	3.6%	SR
		Electronic files (automated scan of Archive, microform, or delicate sources)					
		- per sheet scanned		£1.60	01/04/2019	New	SR
		Electronic files (pre-existing digital image, excluding Picture Oxon images and hi-res tithe map images)					
		- per image or per page as appropriate		£0.80	01/04/2019	New	SR
		Electronic files (automated scan, Local Studies sources)					
		- per sheet scanned	£0.70	£0.80	01/04/2019	14.3%	SR
		Electronic files (pre-existing image, compressed)					
		- per image 700 pixels	£1.50	£1.60	01/04/2019	6.7%	SR

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Digital Imaging	Discretionary	Electronic files (pre-existing image, compressed)					
		- per image 2250 pixels	£6.00	£6.20	01/04/2019	3.3%	SR
		Electronic files (pre-existing image, uncompressed)					
		- per image 3200 pixels and above	£10.00	£10.30	01/04/2019	3.0%	SR
		Electronic files (created to order, compressed)					
		- per image 2500 pixels	£10.00	£10.30	01/04/2019	3.0%	SR
		Electronic files (created to order, uncompressed)					
		- per image 3200 pixels and above	£14.00	£14.50	01/04/2019	3.6%	SR
		Electronic files (digitised Tithe Maps)					
		- per image	£14.00	£14.50	01/04/2019	3.6%	SR
		Other					
		- Use of Digital Camera and / or Downloading digital files	£6.00	£7.00	01/04/2019	16.7%	SR
		- Use of Digital Camera and / or Downloading digital files	£17.00	£20.00	01/04/2019	17.6%	SR
		Transfer to CD-R	£5.00	£6.00	01/04/2019	20.0%	SR
Reproduction Fees	Discretionary	Publication Commercial					
		- Per image	£43.00	£44.00	01/04/2019	2.3%	SR
		- Per extra instance of an image	£18.00	£19.00	01/04/2019	5.6%	SR
		Internal Use Commercial					
		-For use within organisation	£24.00	£25.00	01/04/2019	4.2%	SR
		-Use on a website (per year)		£60.00	01/04/2019	New	SR
		- per image					
		Broadcast Media (multi-platform, including streaming and online catchup servers)					

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Reproduction Fees	Discretionary	One programme, unlimited transmissions, one country (EU = one country) - per image used, 0-6 years		£75.00	01/04/2019	New	SR
		One programme, unlimited transmissions, one country (EU = one country) - per image used, in perpetuity		£125.00	01/04/2019	New	SR
		One programme, unlimited transmissions, worldwide - per image used, 0-6 years		£190.00	01/04/2019	New	SR
		One programme, unlimited transmissions, worldwide - per image used, in perpetuity		£310.00	01/04/2019	New	SR
		Publication: academic					
		- Per image used (1st image)		£14.50	01/04/2019	New	SR
		- Per image used (2 images)		£10.88	01/04/2019	New	SR
		- Per image used (3 images)		£9.72	01/04/2019	New	SR
		- Per image used (4 images)		£8.99	01/04/2019	New	SR
		- Per image used (5 images)		£8.70	01/04/2019	New	SR
		- Per image used (6-10 images)		£7.98	01/04/2019	New	SR
		- Per image used (11-15 images)		£6.82	01/04/2019	New	SR
		- Per image used (16-20 images)		£6.09	01/04/2019	New	SR
		- Per image used (21-40 images)		£3.77	01/04/2019	New	SR
		- Per image used (41-60 images)		£3.05	01/04/2019	New	SR
		- Per image used (61 or more images)		£2.61	01/04/2019	New	SR
		Publication: local individuals, organisations and partners					
		- Per use of one or more images	£20.00	£20.00	01/04/2019	0.0%	SR
		OHC USE OF PREMISES					
		Location fee for use of Oxfordshire History Centre premises for film / TV / broadcast purposes					
		- per hour or part hour	£55.00	£60.00	01/04/2019	9.1%	EX

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Research Enquiries	Discretionary	- written reply to each enquiry					
		per hour (or pro-rata) Minimum 30 minutes £20, Maximum 2 hours £80.	£40.00	£40.00	01/04/2019	0.0%	SR
		- higher rate for businesses and profit-making organisations					
		per hour (or pro-rata) Minimum 30 minutes £30. Maximum 2 hours £120.	£52.00	£60.00	01/04/2019	15.4%	SR
Microform Copying	Discretionary	a) Self Service Copying					
		- per A4 copy	£0.70	£0.80	01/04/2019	14.3%	SR
		- per A3 copy	£0.70	£0.80	01/04/2019	14.3%	SR
		b) Copying by Staff					
		- per A4 copy	£1.50	£1.60	01/04/2019	6.7%	SR
		- per A3 copy	£1.50	£1.60	01/04/2019	6.7%	SR
Photocopies	Discretionary	Self Service Copying -					
		- per A4 copy	£0.20	£0.20	01/04/2019	0.0%	SR
		- per A3 copy	£0.40	£0.40	01/04/2019	0.0%	SR
		Local Studies -					
		Staff Operated Copying -					
		- per A4 copy	£0.70	£0.80	01/04/2019	14.3%	SR
		- per A3 copy	£0.70	£0.80	01/04/2019	14.3%	SR
		All Archive Documents and Delicate Documents					
		- per A4 or A3 copy (ordered on-site)	£1.25	£1.30	01/04/2019	4.0%	SR
		- per A4 or A3 copy (ordered remotely)	£1.50	£1.60	01/04/2019	6.7%	SR
Computer Printouts	Discretionary	Self Service Copying -					
		- per A4 copy	£0.20	£0.20	01/04/2019	0.0%	SR
		- per A3 copy	£0.40	£0.40	01/04/2019	0.0%	SR
		Staff Operated Copying -					
		- per A4 copy	£0.70	£0.80	01/04/2019	14.3%	SR
		- per A3 copy	£0.70	£0.80	01/04/2019	14.3%	SR
Certificates	Discretionary	Per Copy -					
		Motor Vehicle Registration copies	£10.00	£12.00	01/04/2019	20.0%	SR
		Baptism Certificates	£13.00	£14.00	01/04/2019	7.7%	NB
		Marriage Certificates	£10.00	£10.00	01/04/2019	0.0%	NB
Copies of Recordings	Discretionary	From Oral History (per CD)	£17.00	£18.00	01/04/2019	5.9%	SR
		From Oral History (per DVD)	£34.00	£35.00	01/04/2019	2.9%	SR

Review of Charges 2019/20 - Resources

Charge	Discretionary or Statutory	Unit	Current Charge	Proposed Charge	Proposed date effective from	Change %	VAT Class
Minimum Charge	Discretionary	Minimum charge for providing copies		£4.00	01/04/2019	n/a	SR
Administrative Charge		Minimum charge for providing an invoice for any service	£26.00	£30.00	01/04/2019	15.4%	SR
Postage & Packing	Discretionary	- Reinforced Envelope in reinforced C4 envelope	£2.50	£3.00	01/04/2019	20.2%	SR
		Cardboard Tube - Copies supplied in 450mm cardboard tube	£5.00	£6.00	01/04/2019	19.9%	SR
		Disc Mailer - CR-ROM supplied in disc mailer	£5.00	£6.00	01/04/2019	19.9%	SR
		Air Mail - additional to basic cost	£2.50	£3.00	01/04/2019	20.2%	SR
Oxfordshire History Service Lecture Fees plus travel at current OCC rates	Discretionary	Per event	£68.00	£70.00	01/04/2019	2.9%	SR
USB memory sticks	Discretionary	per 4Bb-8Gb stick		£5.00	01/04/2019	n/a	SR

Medium Term Financial Plan 2019/20 - 2022/23**Summary**

	INDICATIVE POSITION											
	2019/20			2020/21			2021/22			2022/23		
	Agreed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Directorate Budgets												
Children's Services	117,241	-3,496	113,745	113,745	2,182	115,927	115,927	4,227	120,154	120,154	4,500	124,654
Adult Services	198,276	-14,249	184,027	184,027	9,723	193,750	193,750	6,551	200,301	200,301	7,150	207,451
Public Health												
Communities	98,980	6,732	105,712	105,712	-277	105,435	105,435	210	105,645	105,645	-45	105,600
Resources	19,063	17,022	36,085	36,085	-1,087	34,998	34,998		34,998	34,998		34,998
Inflation and Other Adjustments ⁽¹⁾		-1,500	-1,500	-1,500	-1,500	-3,000	-3,000	-3,000	-6,000	-6,000	6,500	500
Directorate Budgets	433,561	4,510	438,070	438,070	9,041	447,111	447,111	7,988	455,099	455,099	18,105	473,204
Strategic Measures												
Capital Financing												
Principal	8,468	7	8,474	8,474	792	9,267	9,267	2,111	11,378	11,378	1,635	13,013
Interest	15,597	-380	15,217	15,217	-190	15,027	15,027	90	15,117	15,117	75	15,193
Interest on Balances	-6,015	-2,403	-8,419	-8,419	-1,365	-9,783	-9,783	-2,823	-12,606	-12,606	-2,150	-14,757
Un-Ringfenced Specific Grants	-13,059	-4,690	-17,748	-17,748	6,017	-11,732	-11,732	500	-11,232	-11,232		-11,232
Contingency	7,481	-2,157	5,325	5,325	-1,000	4,325	4,325	10,190	14,515	14,515		14,515
Insurance Recharge		2,896	2,896	2,896		2,896	2,896		2,896	2,896		2,896
Public Health Saving	-500	250	-250	-250		-250	-250	250				
Total Strategic Measures	11,972	-6,477	5,495	5,495	4,255	9,750	9,750	10,318	20,069	20,069	-440	19,629
Contributions to/from reserves												
General Balances					1,000	1,000	1,000		1,000	1,000		1,000
Prudential Borrowing Costs		2,200	2,200	2,200		2,200	2,200		2,200	2,200		2,200
Budget Equalisation Reserve	-1,013	733	-280	-280	280							
Budget Prioritisation Reserve	-8,482	8,727	245	245	4,196	4,441	4,441	-2,618	1,823	1,823	-962	861
Business Rates Reserve	405	89	494	494		494	494		494	494		494
Demographic Risk Reserve		3,000	3,000	3,000	600	3,600	3,600	1,000	4,600	4,600	1,000	5,600
Insurance Reserve	-1,000		-1,000	-1,000	1,100	100	100	100	200	200	100	300
Total Contributions to/from reserves	-10,090	14,749	4,659	4,659	7,176	11,835	11,835	-1,518	10,317	10,317	138	10,455
Budget Shortfall					-15,574	-15,574	-15,574	-180	-15,754	-15,754	-1,577	-17,331
Net Operating Budget	435,443	12,782	448,224	448,224	4,898	453,122	453,122	16,608	469,730	469,730	16,226	485,956

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

Medium Term Financial Plan 2019/20 - 2022/23
Financing

	INDICATIVE POSITION											
	2019/20			2020/21			2021/22			2022/23		
	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
Net Operating Budget	435,443	12,782	448,224	448,224	4,898	453,122	453,122	16,608	469,730	469,730	16,226	485,956
Funded by:												
Government Grant												
Revenue Support Grant	-5,868	5,868	0			0			0			0
Business Rates Top-up	-39,046	-850	-39,896	-39,896	5,650	-34,246	-34,246	-599	-34,845	-34,845	-609	-35,454
Total Government Grant	-44,914	5,018	-39,896	-39,896	5,650	-34,246	-34,246	-599	-34,845	-34,845	-609	-35,454
Business Rates												
Business Rates local share	-33,259	-1,339	-34,598	-34,598	4,159	-30,439	-30,439	-536	-30,975	-30,975	-542	-31,517
Collection Fund Surplus/Deficit	89	-89	0	0	0	0	0	0	0	0	0	0
Total Business Rates	-33,171	-1,428	-34,598	-34,598	4,159	-30,439	-30,439	-536	-30,975	-30,975	-542	-31,517
Council Tax Surpluses	-5,316	651	-4,665	-4,665	165	-4,500	-4,500	0	-4,500	-4,500	0	-4,500
COUNCIL TAX REQUIREMENT	352,042	17,023	369,065	369,065	14,872	383,937	383,937	15,473	399,410	399,410	15,075	414,485
Council Tax Calculation												
Council Tax Base			251,264			256,290			261,416			265,990
Council Tax (Band D equivalent)			£1,468.83			£1,498.06			£1,527.88			£1,558.27
Increase in Council Tax (precept)			4.8%			4.0%			4.0%			3.8%
Increase in Band D Council Tax			2.99%			1.99%			1.99%			1.99%

Pressures and Savings Summary

Pressures and Savings	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Pressures					
Children's Services	10.193	5.011	3.850	5.250	24.304
Adult Services	7.006	1.338	1.600	7.150	17.094
Communities	4.715	1.252	0.190	1.000	7.157
Corporate	4.755	-0.370	1.032	7.631	13.048
TOTAL PRESSURES	26.669	7.231	6.672	21.031	61.603
Savings					
Children's Services	0.826	-1.369	-1.150	-0.750	-2.443
Adult Services	-5.161	-1.700	-0.300	0.000	-7.161
Communities	-5.565	-1.460	0.770	-1.045	-7.300
Corporate	-16.769	12.872	-5.812	-17.659	-27.368
TOTAL SAVINGS	-26.669	8.343	-6.492	-19.454	-44.272
TOTAL NET PRESSURES (+)/SAVINGS (-)	0.000	15.574	0.180	1.577	17.331

Children's Services

Ref	Pressures and Savings	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING		PRESSURE
							Deliverability	Operational Impact	Volatility
	Pressures								
20CH1	Education & Learning - Reinvestment to deliver statutory responsibilities	0.839				0.839			Low
20CH2	Education & Learning - Investment in SEND EHCP case work team	0.900				0.900			High
20CH3	Education & Learning - Home to School Transport demography	0.800	0.800	0.800	0.800	3.200			High
20CH4	Children's Social Care - Programme pressure	0.390	0.080			0.470			Low
20CH5	Children's Social Care - Corporate Parenting & Placements : Demographic Increases (Mid Case)	4.674	3.500	2.800	3.800	14.774			High
20CH6	Children's Social Care - Children with Disabilities : Demographic Increases	0.400	0.100	0.100	0.200	0.800			Medium
20CH7	Children's Social Care - Staffing pressure	1.640	0.381		0.300	2.321			Medium
20CH8	Children's Social Care - Leaving Care Allowances & Support	0.550	0.150	0.150	0.150	1.000			Medium
	Total Pressures - Children's Services	10.193	5.011	3.850	5.250	24.304			
	Savings								
20CH9	Education & Learning - rephase existing Home to School Transport savings (19PC4)	0.707	0.270			0.977			
20CH10	Education & Learning - rephase Home to School Transport saving	-0.307	-0.270	-0.400		-0.977	R	A	
20CH11	Children's Social Care - (19PC5) Entry to Care - Restate Savings	3.284	1.900			5.184			
20CH12	Children's Social Care - (19PC6) Reconnecting Families - Restate Savings	1.880	0.500			2.380			
20CH13	Children's Social Care - (19PC7) Placement Costs - Restate Savings	0.310				0.310			
20CH14	Children's Social Care - restated savings : Reconnecting Families	-1.658	-0.833			-2.491	A	G	
20CH15	Children's Social Care - restated savings : Review of Third Party Spend	-1.650	-1.000			-2.650	R	G	
20CH16	Children's Social Care - restated savings : Fostering	-0.088	-1.016			-1.104	A	G	
20CH17	Children's Social Care - restated savings : Service Redesign	-0.940	-0.800			-1.740	R	A	
20CH18	Children's Social Care - restated savings : Supported Lodgings	-0.120	-0.120			-0.240	G	G	
20CH19	Children's Social Care - Prudential Borrowing Payment period extended	-0.492				-0.492	G	G	
20CH20	Children's Social Care - Savings on Unregulated Placements (assuming capital PB)	-0.100				-0.100	A	G	
20CH21	Children's Social Care - Extend Review of Third Party Spend			-0.250	-0.250	-0.500	R	G	
20CH23	Children's Social Care - Efficiencies resulting from embedded new model			-0.500	-0.500	-1.000	R	R	
	Total Savings - Children's Services	0.826	-1.369	-1.150	-0.750	-2.443			
	Net Pressure (+)/Saving (-)	11.019	3.642	2.700	4.500	21.861			

Adult Services

Ref	Pressures and Savings	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING		PRESSURE
							Deliverability	Operational Impact	Volatility
	Pressures								
20AD1	Learning Disabilities - ongoing effect of additional service users and packages	3.700	0.500	0.500	0.500	5.200			High
20AD2	Physical Disabilities - on-going effect of additional service users and packages	0.750				0.750			High
20AD3	Demographic Growth in 2022/23 (additional year of MTFP)				5.800	5.800			Low
20AD4	Provider Inflation - reflecting National Living Wage increases	0.200	0.900	1.100	1.100	3.300			Low
20AD5	Review Team, Assistive Technology, and Sourcing Capacity to support reviewing process	0.390				0.390			Low
20AD6	Additional Resources to manage coproduction, cross system work, and service change	0.842	-0.312			0.530			Low
20AD7	Increase in SEND and safeguarding staffing	0.624				0.624			Low
20AD8	Extend funding for Housing Related Support/Homelessness (as per February 2018 Council)		0.250		-0.250	0.000			Low
20AD9	Adult Social Care Precept Fallout	0.500				0.500			Low
	Total Pressures - Adult Services	7.006	1.338	1.600	7.150	17.094			
	Savings								
20AD10	Learning Disability Package Savings	-1.500				-1.500	A	A	
20AD11	Learning Disabilities Regional Framework		-0.200			-0.200	A	G	
20AD12	Impact of reviews of older peoples home care packages	-1.200	-1.200			-2.400	A	G	
20AD13	Use IBCF to fund inflation in 2019/20	-0.200				-0.200	G	G	
20AD14	Improvement to Aquired Brain Injury/Autism Pathway	-0.200				-0.200	A	A	
20AD15	Reduce contribution to the Mental Health Outcome Based Contract for Adults of Working Age (£6.2m current contribution to Oxford Health Foundation NHS Trust)		0.000	0.000		0.000	A	A	
20AD16	Review of investment and support for employment and wellbeing	-0.400				-0.400	G	G	
20AD17	Commercial Savings - price negotiations with care home providers	-1.500				-1.500	A	G	
20AD18	Release planned MTFP funding (18SCS3) back into Adult Social Care in 2019/20	-0.161				-0.161	G	G	
20AD19	Reduction to mental health social work contribution for Adults of Working Age (£1.8m current contribution to Oxford Health Foundation NHS Trust)	0.000	-0.300	-0.300		-0.600	A	G	
	Total Savings - Adult Services	-5.161	-1.700	-0.300	0.000	-7.161			
	Net Pressure (+)/Saving (-)	1.845	-0.362	1.300	7.150	9.933			

Communities

Ref	Pressures and Savings	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING		PRESSURE
							Deliverability	Operational Impact	Volatility
	Pressures								
	Infrastructure Operations								
20COM1	Street Lighting - Energy and Maintenance Costs	1.400	0.100	0.150	0.150	1.800			Low
20COM2	Street Lighting - Borrowing Costs of replacement investment				0.780	0.780			Low
20COM3	Integrated Transport Unit - net operating deficit	1.400				1.400			Low
20COM4	Infrastructure Operations - average annual Safety Defects demand pressure	0.500				0.500			Medium
	Capital Investment & Delivery								
20COM5	Joint Use Agreements - net cost pressure	0.400				0.400			Low
20COM6	Property utility cost increases	0.450	0.035	0.065	0.070	0.620			Medium
20COM7	Atrium (Property database) replacement costs	0.100	-0.050	-0.025	-0.015	0.010			Low
	Community Safety								
20COM8	Increased co-ordination costs of alignment	0.150				0.150			Low
20COM9	Increased pension costs for Fire Fighters	0.200	1.167			1.367			Low
20COM10	Increase share of Joint Control Centre costs - growth in volume	0.015			0.015	0.030			Low
20COM11	New H&S requirement for Firefighter PPE	0.100				0.100			Low
	Total Pressures - Communities	4.715	1.252	0.190	1.000	7.157			
	Savings								
	Community Operations								
20COM12	Street Lighting - cost efficiency due to LED replacement		-0.700	-0.950	-0.930	-2.580	A	G	
20COM13	ITU - Use of Bus Services Operators Grant to fund net cost of the Comet Bus Service	-0.400		0.400		0.000	A	A	
20COM14	Integrated Transport Unit change to the cost of operating model	-0.300	-0.500	-0.600		-1.400	A	A	
20COM15	Community Operations - short term use of Waste demography (MTFP - 17EE35)	-0.500		0.500		0.000	A	G	
20COM16	Community Operations - increased capitalisation of chargeable activities	-0.100				-0.100	G	G	
20COM17	Community Operations - Contract negotiations	-1.700				-1.700	G	G	
20COM25	Income - Increased & new charges in Communities	-0.400				-0.400	G	G	
20COM26	Income - Additional parking income	-0.300	-0.300			-0.600	G	G	
20COM27	Release of Highways Maintenance budget	-1.500		1.500		0.000	G	G	
	Capital Investment & Delivery								
20COM18	Joint Use Agreements - One off funding to part fund pressure	-0.100	0.100			0.000	G	G	
	Planning & Place								
20COM19	Income from the new Strategic Transport Model		-0.060	-0.080	-0.100	-0.240	A	A	
	Community Safety								
20COM20	Impact of greater alignment of services			-0.150		-0.150	G	G	
20COM21	Cost recovery charges for Coroner's Service	-0.010			-0.005	-0.015	G	G	
20COM22	Retained Fire Fighters budget higher than required	-0.150		0.150		0.000	A	G	
20COM23	Increased income from extra demand	-0.005			-0.010	-0.015	G	G	
20COM24	Use of remarked reserves and contributions to reserve budgets	-0.100				-0.100	G	G	
	Total Savings - Communities	-5.565	-1.460	0.770	-1.045	-7.300			
	Net Pressure (+)/Saving (-)	-0.850	-0.208	0.960	-0.045	-0.143			

Corporate Measures

Ref	Pressures and Savings	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING		PRESSURE
							Deliverability	Operational Impact	Volatility
	<u>Pressures</u>								
20CM1	Taxbase increase for 2019/20 is 1.79% compared to the 2% estimated in the current MTFP	0.755	0.030	0.032	0.031	0.848			Low
20CM2	Contribution to Demographic Risk Reserve	3.000	0.600	1.000	1.000	5.600			High
20CM3	Inflation for 2022/23 (additional year of MTFP)				6.600	6.600			Low
20CM13	Contribution to Contingency	1.000	-1.000			0.000			
	Total Pressures - Corporate	4.755	-0.370	1.032	7.631	13.048			
	<u>Savings/Funding Changes</u>								
20CM4	Remove current MTFP profile of Transformation Savings	10.000	4.200	3.200		17.400	G	A	
20CM14a	New profile of Transformation savings - service redesign	-1.000	-6.000	-8.500		-15.500	G	A	
20CM14b	New profile of Transformation savings - third party spend		-1.000	-1.000		-2.000	G	A	
20CM14c	New profile of Transformation savings - income generation		-0.500			-0.500	G	A	
20CM14d	New profile of Transformation savings - other efficiency savings	-0.500				-0.500	G	A	
20CM5	Strategic Measures - target saving from investment returns	-2.294	-0.524	-0.474	-0.440	-3.732	G	G	
20CM6	Business Rates pooling share of growth (until business rates baseline reset)	-0.500	0.500			0.000	G	G	
20CM7	Negative Revenue Support Grant - not implemented in 2019/20	-6.239	6.239			0.000	G	G	
20CM8	Adults & Children's Social Care Grant - announced in Autumn Budget 2018	-6.206	6.206			0.000	G	G	
20CM9	Use of Budget Reserve	-5.907	0.500	0.962	-0.962	-5.407	G	G	
20CM10	Council Tax increase 1.99% in 2022/23 (additional year of MTFP)				-7.963	-7.963	G	G	
20CM11	1.75% increase in taxbase in 2022/23 (additional year of MTFP)				-7.143	-7.143	G	G	
20CM12	Inflation increase on Business rates in 2022/23 (additional year of MTFP)				-1.151	-1.151	G	G	
20CM15	Increased Income in the Registration Service	-0.250				-0.250	G	G	
20CM16	Inflation Saving	-0.199				-0.199	G	G	
20CM17	Contribution from Insurance Reserve	-1.000	1.000			0.000	G	G	
20CM18	Levy Account Surplus - New Grant	-1.086	1.086			0.000	G	G	
20CM19	New Homes Bonus increased grant allocation	-0.423				-0.423	G	G	
20CM20	Remove planned contribution to balances. This will be added to corporate contingency	-1.000	1.000			0.000	G	G	
20CM21	Increased Collection Fund Surplus	-0.165	0.165			0.000			
	Total Savings - Corporate	-16.769	12.872	-5.812	-17.659	-27.368			
	Net Pressure (+)/Saving (-)	-12.014	12.502	-4.780	-10.028	-14.320			

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Budget Changes Since the December 2018 Cabinet Report

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total All £m
Overall Position per December report (shortfall +/-surplus -)	8.122	21.134	8.456	2.019	39.731
Addenda to December 2018 Cabinet Report:					
Additional Funding as a result of Provisional Local Government Finance Settlement	-1.509	1.086			-0.423
Revised Position as set out in Addenda to December 2018 Cabinet Report	6.613	22.220	8.456	2.019	39.308
Changes set out in January 2019 Cabinet Report:					
Income - Increased fees in Registration Service	-0.250				-0.250
Income - Increased & new charges in Communities	-0.400				-0.400
Income - Additional parking income	-0.300	-0.300			-0.600
Release of Highways Maintenance budget	-1.500		1.500		0.000
Additional Strategic Measures income	-1.294	-0.524	-0.474	-0.440	-2.732
Increase in Firefighters Pension grant (reduces pressure)	-0.246	0.016			-0.230
Final Taxbase (reduces pressure)	-0.059	-0.003	-0.002	-0.002	-0.066
Inflation budget not required	-0.199				-0.199
Contribution from Insurance Reserve	-1.000	1.000			0.000
Transformation additional savings - service redesign	-1.000	-6.000	-8.500		-15.500
Transformation additional savings - third party spend		-1.000	-1.000		-2.000
Transformation additional savings - income generation		-0.500			-0.500
Transformation additional savings - other efficiency savings	-0.500				-0.500
Re-profile Mental Health Saving - Staffing	0.300	0.300			0.600
Re-profile Mental Health Saving - Staffing		-0.300	-0.300		-0.600
Remove Mental Health Saving		0.500	0.500		1.000
Remove planned contribution to balances. This will be added to corporate contingency	-1.000	1.000			0.000
Contribution to Contingency from Balances	1.000	-1.000			0.000
Increased Collection Fund Surplus	-0.165	0.165			0.000
Revised Overall Position as per January Report (shortfall +/-surplus -)	0.000	15.574	0.180	1.577	17.331

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Budget Changes Summary 2019/20 - 2022/23

Directorate	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Pressures and Funding Reductions					
Children's Services	12.044	6.513	5.377	5.250	29.184
Adult Services	8.825	9.238	7.176	7.150	32.389
Public Health	0.000	0.000	0.000	0.000	0.000
Communities	4.733	-0.947	-0.310	1.000	4.476
Resources	-0.250	-1.000	0.000	0.000	-1.250
Corporate Measures including Funding Reductions	8.635	-2.026	1.975	7.631	16.215
Total Pressures and Funding Redcuts	33.987	11.778	14.218	21.031	81.014
Non-Transformation Savings and Funding Increases					
Children's Services	-0.892	0.000	0.000	0.000	-0.892
Adult Services	-1.279	0.050	-0.300	0.000	-1.529
Public Health	0.250	0.000	0.250	0.000	0.500
Communities	-2.485	2.480	2.550	0.000	2.545
Resources	0.000	0.000	0.000	0.000	0.000
Corporate Measures including Funding Increases	-14.857	16.559	-3.533	-17.659	-19.490
Total Non-Transformation Savings and Funding Increases	-19.263	19.089	-1.033	-17.659	-18.866
Transformation Savings					
Service Redesign	-2.282	-7.300	-9.750	-0.500	-19.832
Reductions in Third Party Spend	-10.027	-6.883	-2.925	-1.180	-21.015
Income Generation	-1.915	-1.110	-0.330	-0.115	-3.470
Other Efficiencies	-0.500	0.000	0.000	0.000	-0.500
Total Transformation Savings	-14.724	-15.293	-13.005	-1.795	-44.817
Total Savings and Funding Increases	-33.987	3.796	-14.038	-19.454	-63.683
Total Budget Changes	0.000	15.574	0.180	1.577	17.331

Budget Changes Summary 2019/20 - 2022/23

Directorate	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Previously Agreed Pressures and Funding Reductions					
Children's Services	1.851	1.502	1.527	0.000	4.880
Adult Services	1.819	7.900	5.576	0.000	15.295
Public Health	0.000	0.000	0.000	0.000	0.000
Communities	0.018	-2.199	-0.500	0.000	-2.681
Resources	-0.250	-1.000	0.000	0.000	-1.250
Corporate Measures including Funding Reductions	3.880	-1.656	0.943	0.000	3.167
Total Previously Agreed Pressures and Funding Reductions	7.318	4.547	7.546	0.000	19.411
New Pressures and Funding Reductions					
Children's Services	10.193	5.011	3.850	5.250	24.304
Adult Services	7.006	1.338	1.600	7.150	17.094
Public Health	0.000	0.000	0.000	0.000	0.000
Communities	4.715	1.252	0.190	1.000	7.157
Resources	0.000	0.000	0.000	0.000	0.000
Corporate Measures including Funding Reductions	4.755	-0.370	1.032	7.631	13.048
Total New Pressures and Funding Reductions	26.669	7.231	6.672	21.031	61.603
TOTAL PRESSURES	33.987	11.778	14.218	21.031	81.014
Previously Agreed Savings and Funding Increases					
Children's Services	-5.455	-2.670	0.000	0.000	-8.125
Adult Services	-1.340	-0.107	-0.325	0.000	-1.772
Public Health	0.250	0.000	0.250	0.000	0.500
Communities	-0.719	2.130	-0.250	0.000	1.161
Resources	-0.466	-0.087	0.000	0.000	-0.553
Corporate Measures including Funding Increases	0.412	-3.813	-7.221	0.000	-10.622
Total Previously Agreed Savings and Funding Increases	-7.318	-4.547	-7.546	0.000	-19.411
New Savings and Funding Increases					
Children's Services	0.826	-1.369	-1.150	-0.750	-2.443
Adult Services	-5.161	-1.700	-0.300	0.000	-7.161
Public Health	0.000	0.000	0.000	0.000	0.000
Communities	-5.565	-1.460	0.770	-1.045	-7.300
Resources	0.000	0.000	0.000	0.000	0.000
Corporate Measures including Funding Increases	-16.769	12.872	-5.812	-17.659	-27.368
Total New Savings and Funding Increases	-26.669	8.343	-6.492	-19.454	-44.272
TOTAL SAVINGS	-33.987	3.796	-14.038	-19.454	-63.683
Total Budget Changes	0.000	15.574	0.180	1.577	17.331

Children's Services - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
			Children's Services Pressures							
18CM1	PP		School Related Overheads and Income	0.120				0.120		
19PC8	PP		SEND Grant Expenditure Budget	-0.428				-0.428		
18CEF1	PP		SEN Home to School Transport - ongoing pressure from 2016/17 and expected demographic increase in each year.	0.800				0.800		
18CEF3	PP		Looked After Children's Demography - pressure for Corporate Parent responsibilities, including internal and external placements from 2016/17 and expected increase in placements each year.	1.000				1.000		
19PC1	PP		Demography Pressure (Placements, Corporate Parent, Children with Disabilities and Home to School Transport)	0.359	1.502	1.527		3.388		
			Total Children's Services Previously Agreed Pressures	1.851	1.502	1.527	0.000	4.880		
20CH1	NP		Education & Learning - Reinvestment to deliver statutory responsibilities	0.839				0.839		
20CH2	NP		Education & Learning - Investment in SEND EHCP case work team	0.900				0.900		
20CH3	NP		Education & Learning - Home to School Transport demography	0.800	0.800	0.800	0.800	3.200		
20CH4	NP		Children's Social Care - Programme pressure	0.390	0.080			0.470		
20CH5	NP		Children's Social Care - Corporate Parenting & Placements : Demographic Increases (Mid Case)	4.674	3.500	2.800	3.800	14.774		
20CH6	NP		Children's Social Care - Children with Disabilities : Demographic Increases	0.400	0.100	0.100	0.200	0.800		
20CH7	NP		Children's Social Care - Staffing pressure	1.640	0.381		0.300	2.321		
20CH8	NP		Children's Social Care - Leaving Care Allowances & Support	0.550	0.150	0.150	0.150	1.000		
			Total Children's Services New Pressures	10.193	5.011	3.850	5.250	24.304		
			Total Children's Services Pressures	12.044	6.513	5.377	5.250	29.184		

Children's Services - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
			Children's Services Savings							
17CEF1	PS		Reduce management and administration staffing as part of the new directorate organisational arrangements.	-0.400				-0.400	G	G
19PC4	PS	T	Home to School Transport - project to review eligibility and promote independence	-0.707	-0.270			-0.977		G
19PC5	PS	S	Entry to Care - We are working on a new strategy to safely reduce the number of children coming into care, through earlier and more effective intervention, and a joint approach with our partners on tackling the root causes of family breakdown.	-2.692	-1.900			-4.592	G	G
19PC6	PS	T	Reconnecting Families - To reduce the length of time children stay in care and support families to reunite at the earliest possible stage.	-1.346	-0.500			-1.846	G	G
19PC7	PS	T	Placement costs - driving down costs of existing contracts and expansion of lower cost placements	-0.310				-0.310	G	G
			Total Children's Services Previously Agreed Savings	-5.455	-2.670	0.000	0.000	-8.125		
20CH9	NS	T	Education & Learning - rephase existing Home to School Transport savings	0.707	0.270			0.977	G	G
20CH10	NS	T	Education & Learning - rephase Home to School Transport saving	-0.307	-0.270	-0.400		-0.977	R	A
20CH11	NS	S	Children's Social Care - (19PC5) Entry to Care - Restate Savings	3.284	1.900			5.184	G	G
20CH12	NS	T	Children's Social Care - (19PC6) Reconnecting Families - Restate Savings	1.880	0.500			2.380	G	G
20CH13	NS	T	Children's Social Care - (19PC7) Placement Costs - Restate Savings	0.310				0.310	G	G
20CH14	NS	T	Children's Social Care - restated savings : Reconnecting Families	-1.658	-0.833			-2.491	A	G
20CH15	NS	T	Children's Social Care - restated savings : Review of Third Party Spend	-1.650	-1.000			-2.650	R	G
20CH16	NS	T	Children's Social Care - restated savings : Fostering	-0.088	-1.016			-1.104	A	G
20CH17	NS	S	Children's Social Care - restated savings : Service Redesign	-0.940	-0.800			-1.740	R	A
20CH18	NS	T	Children's Social Care - restated savings : Supported Lodgings	-0.120	-0.120			-0.240	G	G
20CH19	NS		Children's Social Care - Prudential Borrowing Payment period extended	-0.492				-0.492	G	G
20CH20	NS	T	Children's Social Care - Savings on Unregulated Placements	-0.100				-0.100	A	G
20CH21	NS	T	Children's Social Care - Extend Review of Third Party Spend			-0.250	-0.250	-0.500	R	G
20CH23	NS	S	Children's Social Care - Efficiencies resulting from embedded new model			-0.500	-0.500	-1.000	R	R
			Total Children's Services New Savings	0.826	-1.369	-1.150	-0.750	-2.443		
			Total Children's Services Savings	-4.629	-4.039	-1.150	-0.750	-10.568		
			Total Children's Services Net Position	7.415	2.474	4.227	4.500	18.616		

Type of Budget Change

PP - Previously agreed Pressure

PS - Previously agreed saving

NP - New Pressure

NS - New Saving

Type of Transformation Saving

S - Service Redesign

T - Reductions in Third Party Spend

I - Income Generation

O - Other efficiencies

Adult Services - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
			Adult Services Pressures							
18SCS3	PP		Deprivation of Liberty Safeguards - additional pressure to resource on-going responsibility to completed Deprivation of Liberty assessments	0.161				0.161		
15SCS10 17SCS40	PP		Demography - additional budget to reflect the care needs of the growing and ageing population in Oxfordshire	5.000				5.000		
19PA1	PP		Demography - additional budget to reflect the care needs of the growing and ageing population in Oxfordshire		5.000	5.576		10.576		
19PA12	PP		Adult Social Care Grant - utilise one off grant funding to part fund demography in 2018/19	-1.432				-1.432		
19PA2	PP		Estimated inflationary pressure required to support the impact of the National Living Wage (NLW) on the rates the council pays external providers for adult social care.	1.500				1.500		
19PA3	PP		On-going base budget pressure relating to increases to rates paid to providers and new hospital social work team costs planned to be funded by the improved Better Care Fund from 2017/18 - 2019/20. The last notified year of the grant is 2019/20.		2.900			2.900		
18SCS24	PP		Daytime Support Transition Funding	-0.650				-0.650		
18SCS25	PP		Grow, Develop & Build Resilience in External Workforce	-1.010				-1.010		
18SCS26	PP		Transforming Delivery	-1.750				-1.750		
			Total Adult Services Previously Agreed Pressures	1.819	7.900	5.576	0.000	15.295		
20AD1	NP		Learning Disabilities - ongoing effect of additional service users and packages	3.700	0.500	0.500	0.500	5.200		
20AD2	NP		Physical Disabilities - on-going effect of additional service users and packages	0.750				0.750		
20AD3	NP		Demographic Growth in 2022/23 (additional year of MTFP)				5.800	5.800		
20AD4	NP		Provider Inflation - reflecting National Living Wage increases	0.200	0.900	1.100	1.100	3.300		
20AD5	NP		Review Team, Assistive Technology, and Sourcing Capacity to support reviewing process	0.390				0.390		
20AD6	NP		Additional Resources to manage coproduction, cross system work, and service change	0.842	-0.312			0.530		
20AD7	NP		Increase in SEND and safeguarding staffing	0.624				0.624		
20AD8	NP		Extend funding for Housing Related Support/Homelessness (as per February 2018 Council)		0.250		-0.250	0.000		
20AD9	NP		Adult Social Care Precept Fallout	0.500				0.500		
			Total Adult Services New Pressures	7.006	1.338	1.600	7.150	17.094		
			Total Adult Services Pressures	8.825	9.238	7.176	7.150	32.389		

Adult Services - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
			Adult Services Savings							
17SCS22	PS		Funding homelessness services through Housing Related support is not a statutory requirement.	-0.500				-0.500	G	G
17SCS31 17SCS38 17SCS41	PS		Reduce costs of Learning Disability placements while continuing to meet assessed need	-1.250				-1.250	G	G
19PA5	PS	T	Transforming Care for Learning Disabilities - work with service users to help them to move from long term placements outside Oxfordshire to supported living placements in Oxfordshire. Up to £0.5m up - front implementation cost will be met from reserves in 2018/19.	-0.272	-0.457	-0.325		-1.054	G	G
19PA6	PS	I	The council is considering changes to the Adult Social Care Contributions Policy. The estimated impact on service user contribution would be reinvested in adult social care services.	-0.750				-0.750	G	G
19PA7	PS		Reduce estimated impairment of estimated Adult Social Care income due by £0.350m in each of 2018/19 and 2019/20. This is a technical financial accounting adjustment but effectively creates a one - off credit back to the revenue account if the impairment is reduced.		0.350			0.350	G	G
19PA11	PS		Use of one - off Adult Social Care grant announced in February 2018 to fund part of the £5.0m demography on a one off basis in 2018/19 releases an equivalent sum of corporate funding. This has been added to contingency.	1.432				1.432	G	G
			Total Adult Services Previously Agreed Savings	-1.340	-0.107	-0.325	0.000	-1.772	G	G
20AD10	NS	T	Learning Disability Package Savings	-1.500				-1.500	A	A
20AD11	NS	T	Learning Disabilities Regional Framework		-0.200			-0.200	A	G
20AD12	NS	T	Impact of reviews of older peoples home care packages	-1.200	-1.200			-2.400	A	G
20AD13	NS		Use iBCF to fund inflation in 2019/20	-0.200				-0.200	G	G
20AD14	NS		Improvement to Acquired Brain Injury/Autism Pathway	-0.200				-0.200	A	A
20AD15	NS		Reduce contribution to the Mental Health Outcome Based Contract for Adults of Working Age (£6.2m current contribution to Oxford Health Foundation NHS Trust)		0.000	0.000		0.000	A	A
20AD16	NS		Review of investment and support for employment and wellbeing	-0.400				-0.400	G	G
20AD17	NS	T	Commercial Savings - price negotiations with care home providers	-1.500				-1.500	A	G
20AD18	NS		Release planned MTFP funding (18SCS3) back into Adult Social Care in 2019/20	-0.161				-0.161	G	G
20AD19	NS		Reduction to mental health social work contribution for Adults of Working Age (£1.8m current contribution to Oxford Health Foundation NHS Trust)	0.000	-0.300	-0.300		-0.600	A	G
			Total Adult Services New Savings	-5.161	-1.700	-0.300	0.000	-7.161		
			Total Adult Services Savings	-6.501	-1.807	-0.625	0.000	-8.933		
			Total Adult Services Net Position	2.324	7.431	6.551	7.150	23.456		

Type of Budget Change

PP - Previously agreed Pressure

PS - Previously agreed saving

NP - New Pressure

NS - New Saving

Type of Transformation Saving

S - Service Redesign

T - Reductions in Third Party Spend

I - Income Generation

O - Other efficiencies

Public Health - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
			Public Health Savings							
19PPH1	PS		Contribution from reserves towards Public Health activity funded by the Council for three years (2018/19 to 2020/21)	0.250		0.250		0.500	G	G
			Total Public Health Previously Agreed Savings	0.250	0.000	0.250	0.000	0.500		
			Total Public Health Net Position	0.250	0.000	0.250	0.000	0.500		

Type of Budget Change

PP - Previously agreed Pressure

PS - Previously agreed saving

NP - New Pressure

NS - New Saving

Type of Transformation Saving

S - Service Redesign

T - Reductions in Third Party Spend

I - Income Generation

O - Other efficiencies

Communities - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
			Communities Pressures							
18EE4	PP		Phase 2 of Minerals & Waste Plan	0.100	-0.200			-0.100		
18EE6	PP		Investment into OSM to achieve higher income	-0.400				-0.400		
19COM1	PP		Update of the Oxfordshire Strategic Transport Model: Provides the modelling information for our Strategic Site responses. This model update and investment will improve the robustness of the data within the model and increase the robustness of our responses. Looking at a 'user friendly' front end would also improve our capacity to respond to an increased demand, as well as reducing our reliance on consultants.	0.500		-0.500		0.000		
19COM2	PP		Investment to improve processes: To improve the speed and quality of responses to planning applications, which	-0.100				-0.100		
19COM16	PP		Housing and Growth Deal Capacity Funding	-0.500	-2.000			-2.500		
19COM5	PP		Investment in road safety works and parking infrastructure funded through drawdown from directorate reserves.	-0.140				-0.140		
18EE1	PP		Climate Change Levy charge increase - Corporate Estate and Street Lighting	0.120				0.120		
19COM4	PP		The pressure relates to the unrealisable Service Review and Area Stewards savings and unachievable highways maintenance cuts in grass cutting and	-0.120				-0.120		
18EE3	PP		HWRC Prudential Borrowing costs - future investment	0.850	-0.018			0.832		
17EE35	PP		Waste	0.500				0.500		
19COM5	PP		Investment in road safety works and parking infrastructure funded through drawdown from directorate reserves.	-0.400				-0.400		
19COM5	PP		Investment in road safety works and parking infrastructure funded through drawdown from directorate reserves.	-0.150				-0.150		
19COM5	PP		Investment in road safety works and parking infrastructure funded through drawdown from directorate reserves.	-0.250				-0.250		
18CM2	PP		Impact of 2017 Rates Revaluation.	0.068	0.019			0.087		
18FRS7	PP		** 17FRS6 - Reduce number of operational Group Manager posts - needs to fully evaluated before implementation	0.090				0.090		
19FRS4	PP		Officer cover 365/24/7 – specialist skills	-0.150				-0.150		
			Total Communities Previously Agreed Pressures	0.018	-2.199	-0.500	0.000	-2.681		
20COM1	NP		Street Lighting - Energy and Maintenance Costs	1.400	0.100	0.150	0.150	1.800		
20COM2	NP		Street Lighting - Borrowing Costs of replacement investment				0.780	0.780		
20COM3	NP		Integrated Transport Unit - net operating deficit	1.400				1.400		
20COM4	NP		Infrastructure Operations - average annual Safety Defects demand pressure	0.500				0.500		
20COM5	NP		Joint Use Agreements - net cost pressure	0.400				0.400		
20COM6	NP		Property utility cost increases	0.450	0.035	0.065	0.070	0.620		
20COM7	NP		Atrium (Property database) replacement costs	0.100	-0.050	-0.025	-0.015	0.010		
20COM8	NP		Increased co-ordination costs of alignment	0.150				0.150		
20COM9	NP		Increased pension costs for Fire Fighters	0.200	1.167			1.367		
20COM10	NP		Increase share of Joint Control Centre costs - growth in volume	0.015			0.015	0.030		
20COM11	NP		New H&S requirement for Firefighter PPE	0.100				0.100		
			Total Communities New Pressures	4.715	1.252	0.190	1.000	7.157		
			Total Communities Pressures	4.733	-0.947	-0.310	1.000	4.476		

Communities - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
			Communities Savings							
17EE13	PS	S	Joint Working for Planning Regulation services (e.g. minerals and waste, county planning applications, legal agreement negotiations) with other neighbouring county councils. Savings to be achieved through sharing management teams and professional expertise.	-0.044				-0.044	G	G
17EE14 17EE39	PS		Co-locate Economy & Skills and Business & Skills teams with OxLEP and jointly manage these services with OxLEP through a Service Level Agreement (SLA).	-0.045				-0.045	G	G
19COM17	PS		Housing and Growth Deal Capacity Funding	0.500	2.000			2.500	G	G
19COM6	PS	I	Increased Income Target Based on the projections for the planned growth over the next 5 years this additional income will primarily be realised through the pre-planning process.	-0.250	-0.250	-0.250		-0.750	G	G
18EE10/19COM4 /19COM14	PS		Savings from reduced energy and maintenance costs relating to Street Lighting (assumes capital investment)		-0.420			-0.420	G	G
17EE30/17EE36/ 19COM13	PS	I	Parking Account - un-realisation of income target	-0.150				-0.150	G	G
17EE17	PS	I	Opportunities to generate income including fitting solar panels to roof tops, investing in property sites etc. Greater utilisation of existing property by reducing the footprint needed by the county council and utilising any surplus space.	-0.050				-0.050	G	G
19COM11	PS	S	Savings from Facilities Management Service Re-design and cost of maintaining assets	-0.500				-0.500	G	G
17FRS6	PS		Reduce the number of operational Group Manager posts in the Fire and Rescue Service.	-0.090				-0.090	G	G
18FRS9	PS	S	Transformational crewing models	-0.090				-0.090	G	G
19FRS5	PS		Replace contribution to vehicle replacement reserve with capital funding		0.800			0.800	G	G
			Total Communities Previously Agreed Savings	-0.719	2.130	-0.250	0.000	1.161		

Communities - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
20COM12	NS	T	Street Lighting - cost efficiency due to LED replacement		-0.700	-0.950	-0.930	-2.580	A	G
20COM13	NS		ITU - Use of Bus Services Operators Grant to fund net cost of the Comet Bus Service	-0.400		0.400		0.000	A	A
20COM14	NS	S	Integrated Transport Unit change to the cost of operating model	-0.300	-0.500	-0.600		-1.400	A	A
20COM15	NS		Community Operations - short term use of Waste demography (MTFP - 17EE35)	-0.500		0.500		0.000	A	G
20COM16	NS		Community Operations - increased capitalisation of chargeable activities	-0.100				-0.100	G	G
20COM17	NS	T	Community Operations - Contract negotiations	-1.700				-1.700	G	G
20COM25	NS	I	Income - Increased & new charges in Communities	-0.400				-0.400	G	G
20COM26	NS	I	Income - Additional parking income	-0.300	-0.300			-0.600	G	G
20COM27	NS		Release of Highways Maintenance budget	-1.500		1.500		0.000	G	G
20COM18	NS		Joint Use Agreements - One off funding to part fund pressure	-0.100	0.100			0.000	G	G
20COM19	NS	I	Income from the new Strategic Transport Model		-0.060	-0.080	-0.100	-0.240	A	A
20COM20	NS	S	Impact of greater alignment of services			-0.150		-0.150	G	G
20COM21	NS	I	Cost recovery charges for Coroner's Service	-0.010			-0.005	-0.015	G	G
20COM22	NS		Retained Fire Fighters budget higher than required	-0.150		0.150		0.000	A	G
20COM23	NS	I	Increased income from extra demand	-0.005			-0.010	-0.015	G	G
20COM24	NS		Use of remarked reserves and contributions to reserve budgets	-0.100				-0.100	G	G
			Total Communities New Savings	-5.565	-1.460	0.770	-1.045	-7.300		
			Total Communities Savings	-6.284	0.670	0.520	-1.045	-6.139		
			Total Communities Net Position	-1.551	-0.277	0.210	-0.045	-1.663		

Type of Budget Change

PP - Previously agreed Pressure
 PS - Previously agreed saving
 NP - New Pressure
 NS - New Saving

Type of Transformation Saving

S - Service Redesign
 T - Reductions in Third Party Spend
 I - Income Generation
 O - Other efficiencies

Resources - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
			Resources Pressures							
19RES19	PP		Parish Council Engagement	0.030	-0.055			-0.025		
19RES20	PP		Centenary of ending of WW1	-0.030				-0.030		
19RES1	PP		Senior Leadership Development	-0.150				-0.150		
19RES7	PP		Museum Service - transitional costs to redesigned service (including loss of income)	-0.100				-0.100		
19RES18	PP		Councillor Priorities Fund (£15,000 per Councillor)		-0.945			-0.945		
			Total Resources Previously Agreed Pressures	-0.250	-1.000	0.000	0.000	-1.250		
			Resources Savings							
19RES12	PS	T	IBC on-boarding charge ends	-0.262	-0.087			-0.349	G	G
19RES13	PS	T	Savings to OCC from the further spreading of fixed costs within the IBC Partnership.	-0.204				-0.204	G	G
			Total Resources Previously Agreed Savings	-0.466	-0.087	0.000	0.000	-0.553		
			Total Resources Net Position	-0.716	-1.087	0.000	0.000	-1.803		

Type of Budget Change

PP - Previously agreed Pressure

PS - Previously agreed saving

NP - New Pressure

NS - New Saving

Type of Transformation Saving

S - Service Redesign

T - Reductions in Third Party Spend

I - Income Generation

O - Other efficiencies

Corporate - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
			Corporate Pressures							
17CM7 17CM9 17CM21	PFR		Net pressure from adding additional years to the Medium Term Financial Plan. Additional income from a Council Tax increase of 2%, an increase in the taxbase and additional business rates offset by a reduction in Revenue Support Grant and other specific grants and inflation.	6.246				6.246		
17CM10	PFR		A reduction in Business Rates funding from low inflation rates and a deficit on the collection of rates.	0.036				0.036		
17CM20	PP		Cost of implementing the National Living Wage to the Council	0.150				0.150		
18CM15	PFR		Business Rates Top-Up allocation	-0.134				-0.134		
19CM1	PFR		Business Rates Re-set loss of growth above the baseline		4.234	0.053		4.287		
19CM3	PFR		Loss on Taxbase - increase in 2018/19 1.24% (2% assumed in MTFP)	0.103	0.110	0.117		0.330		
19CM18	PP		Increase Corporate Contingency	-2.432				-2.432		
19CM22	PFR		Deficit on Business Rates Collection Fund	-0.089				-0.089		
DEMOGRAPHY	PP		Release Demography Allocation in MTFP		-6.000	-7.103		-13.103		
BALANCE	PP		Balance Available to allocate			7.876		7.876		
			Total Corporate Previously Agreed Pressures and Funding Reductions	3.880	-1.656	0.943	0.000	3.167		
20CM1	NFR		Taxbase increase for 2019/20 is 1.79% compared to the 2% estimated in the current MTFP	0.755	0.030	0.032	0.031	0.848		
20CM2	NP		Contribution to Demographic Risk Reserve	3.000	0.600	1.000	1.000	5.600		
20CM3	NP		Inflation for 2022/23 (additional year of MTFP)				6.600	6.600		
20CM13	NP		Contribution to Contingency	1.000	-1.000			0.000		
			Total Corporate New Pressures and Funding Reductions	4.755	-0.370	1.032	7.631	13.048		
			Total Corporate Pressures and Funding Reductions	8.635	-2.026	1.975	7.631	16.215		

Corporate - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
			Corporate Savings							
17CM1 17CM11	PFI		Future housing growth will lead to more council tax income than the amount already assumed.	-2.140				-2.140		G
17CM25	PFI		Additional Council Tax income raised from the 2% Social Care Precept	-7.466				-7.466	G	G
17CM28	PFI		Business Rates from Districts	-0.008				-0.008	G	G
17CM31	PFI		Additional Independent Living Fund grant in 2016/17, reducing thereafter.	0.108				0.108	G	G
17CM32	PS		Contribution to Contingency	-0.108				-0.108	G	G
18CM7 19CM11	PS		Strategic Measures	-0.483	-0.237	-0.147		-0.867	G	G
18CM8	PFI		Increased Taxbase and Council Tax Surplus	-0.871	-0.136			-1.007	G	G
18CM10	PS		Use of Budget Reserve	-0.189	0.126			-0.063	G	G
18CM11	PFI		Social Care Precept	7.466				7.466	G	G
18CM13	PFI		Other Grant Changes	-0.470				-0.470	G	G
19CM4	PS		Reduction in inflation allocation	0.000	-1.500			-1.500	G	G
19CM5	PFI		Taxbase Increase - increase from 1.63% to 2% in 2019/20 & 2020/21	-1.326	-1.434			-2.760	G	G
19CM6	PFI		Collection Fund Surplus 2018/19	1.316				1.316	G	G
19CM7	PFI		Collection Fund £4.5m ongoing from 2019/20	-0.500				-0.500	G	G
19CM8	PS		Balances in excess of risk assessed level at end of 2017/18 and reduce on-going contribution to £1m per year	1.000				1.000	G	G
19CM9	PS		Contribution from Insurance Reserve	1.000				1.000	G	G
19CM10	PS		Contribution from Prudential Borrowing Reserve	0.950				0.950	G	G
19CM12	PS		Use of Budget Reserve	7.120	-0.346	-0.962		5.812	G	G
19CM16	PFI		Additional 1% Council Tax in 2018/19 and 2019/20	-3.724	-0.282	-0.294		-4.300	G	G
19CM17	PS		Use of Budget Prioritisation Reserve to balance budget	6.827	4.196	-2.618		8.405	G	G
19CM23	PFI		SEND Implementation Grant	0.331				0.331	G	G
19CM24	PFI		SEND Preparation for Employment Grant	0.097				0.097	G	G
19CM25	PS		Drawdown from Business Rates Reserve to offset the deficit on the collection fund	0.089				0.089	G	G
19CM26	PFI		Business Rates Local Share	-0.039				-0.039	G	G
19CM27	PFI		Adult Social Care Grant (income)	1.432				1.432	G	G
Trans	PS		Transformation Savings	-10.000	-4.200	-3.200		-17.400	G	G
			Total Corporate Previously Agreed Savings and Funding Increases	0.412	-3.813	-7.221	0.000	-10.622		

Corporate - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
20CM4	NS		Remove current MTFP profile of Transformation Savings	10.000	4.200	3.200		17.400		
20CM14a	NS	S	New profile of Transformation savings - service redesign	-1.000	-6.000	-8.500		-15.500	G	A
20CM14b	NS	T	New profile of Transformation savings - third party spend		-1.000	-1.000		-2.000	G	A
20CM14c	NS	I	New profile of Transformation savings - income generation		-0.500			-0.500	G	A
20CM14d	NS	O	New profile of Transformation savings - other efficiency savings	-0.500				-0.500	G	A
20CM5	NS		Strategic Measures - target saving from investment returns	-2.294	-0.524	-0.474	-0.440	-3.732	G	G
20CM6	NFI		Business Rates pooling share of growth (until business rates baseline reset)	-0.500	0.500			0.000	G	G
20CM7	NFI		Negative Revenue Support Grant - not implemented in 2019/20	-6.239	6.239			0.000	G	G
20CM8	NFI		Adults & Children's Social Care Grant - announced in Autumn Budget 2018	-6.206	6.206			0.000	G	G
20CM9	NS		Use of Budget Reserve	-5.907	0.500	0.962	-0.962	-5.407	G	G
20CM10	NFI		Council Tax increase 1.99% in 2022/23 (additional year of MTFP)				-7.963	-7.963	G	G
20CM11	NFI		1.75% increase in taxbase in 2022/23 (additional year of MTFP)				-7.143	-7.143	G	G
20CM12	NFI		Inflation increase on Business rates in 2022/23 (additional year of MTFP)				-1.151	-1.151	G	G
20CM15	NS		Increased Income in the Registration Service	-0.250				-0.250	G	G
20CM16	NS		Inflation Saving	-0.199				-0.199	G	G
20CM17	NS		Contribution from Insurance Reserve	-1.000	1.000			0.000	G	G
20CM18	NFI		Levy Account Surplus - New Grant	-1.086	1.086			0.000	G	G
20CM19	NFI		New Homes Bonus increased grant allocation	-0.423				-0.423	G	G
20CM20	NS		Remove planned contribution to balances. This will be added to corporate contingency	-1.000	1.000			0.000	G	G
20CM21	NFI		Increased Collection Fund Surplus	-0.165	0.165			0.000		
			Total Corporate New Savings and Funding Increases	-16.769	12.872	-5.812	-17.659	-27.368		
			Total Corporate Savings and Funding Increases	-16.357	9.059	-13.033	-17.659	-37.990		
			Total Corporate Net Position	-7.722	7.033	-11.058	-10.028	-21.775		

Type of Budget Change

PP - Previously agreed Pressure

PFR - Previously Agreed Funding Reduction

PS - Previously agreed saving

PFI - Previously Agreed Funding Increase

NP - New Pressure

NFR - New Funding Reduction

NS - New Saving

NFI - New Funding Increase

Type of Transformation Saving

S - Service Redesign

T - Reductions in Third Party Spend

I - Income Generation

O - Other efficiencies

Draft Council Tax and Precepts 2019/20

Council Tax Data

1. In order to set its budget for 2019/20, the council needs to calculate its council tax requirement. This is the amount that the council needs to raise from council tax to meet its expenditure after taking account of the income it will accrue from the following
 - (a) the amount to be received from specific grants.
 - (b) the amount to be received from Revenue Support Grant and the Business Rates Top Up under the Business Rates Retention Scheme.
 - (c) the amount to be received for the County Council's share of Non-Domestic Rating Income.
 - (d) any surpluses/shortfalls on the Council Tax Collection Funds and Business Rates Collection Funds for earlier years and the estimated position for the current year.
 - (e) the amount expected to be received from fees, charges and contributions.
2. In order to set its council tax for the forthcoming year, the council needs to calculate its council tax requirement and have available the council tax base, expressed in terms of Band D equivalent properties.
3. Based on the final information on funding and assuming a council tax requirement of **£369,064,777** as shown in the proposed Medium Term Financial Plan (Section 4.1) the calculation of the Band D Council Tax for 2019/20 is as follows:

Council Tax Calculation 2019/20

	£m
County Council net expenditure after specific grants	448.224
Less: Revenue Support Grant	0.000
Business Rates Top Up	-39.896
Non-Domestic Rating Income	-34.598
Council Tax Collection Fund Adjustments	-4.665
Business Rates Collection Fund Adjustments	0.000
Council Tax Requirement (R)	369.065

Council Tax Base (assuming losses on collection) (T)	251,264
Band D Council Tax (R/T)	£1,468.83

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 £1,468.83, the council tax for other bands is as follows:

Property Band	Property Values	Band D Proportion	2019/20 £ p
A	Up to £40,000	6/9	979.22
B	Over £40,000 and up to £52,000	7/9	1,142.42
C	Over £52,000 and up to £68,000	8/9	1,305.63
D	Over £68,000 and up to £88,000	9/9	1,468.83
E	Over £88,000 and up to £120,000	11/9	1,795.24
F	Over £120,000 and up to £160,000	13/9	2,121.64
G	Over £160,000 and up to £320,000	15/9	2,448.05
H	Over £320,000	18/9	2,937.66

Table 2**Allocation of Precept to Districts**

The County Council precept (£369,064,777) is the sum of the council tax income required to fund the Council's budget.

District Council	Tax Base Number	Assumed Precept Due
		£
Cherwell	53,876.90	79,136,007.03
Oxford City	45,294.50	66,529,920.44
South Oxfordshire	56,793.30	83,419,702.84
Vale of White Horse	51,706.20	75,947,617.75
West Oxfordshire	43,593.56	64,031,528.73
TOTAL	251,264.46	369,064,776.79

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 2019.

Draft Detailed Revenue Budget 2019/20

22 January 2019 Cabinet



Revenue Budget 2019/20
Summary

		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
		£000	£000	£000	£000	£000	£000	£000	£000
Children's Services	Expenditure	382,490	-17,843	1,362	3,479	-3,724	10,561	-634	375,691
	Recharge Income	-7,840	135	0	0	0	458	1	-7,246
	DSG income (*)	-225,380	5,718	0	-2,193	0	0	0	-221,855
	Grant income	-17,113	-785	0	-624	0	0	0	-18,522
	Other Income	-14,916	597	-1	0	120	0	-123	-14,323
		117,241	-12,178	1,361	662	-3,604	11,019	-756	113,745
Adult Services	Expenditure	215,170	-13,556	401	2,887	479	-364	-641	204,376
	Recharge Income	-8,037	-453	0	0	0	-83	-2	-8,575
	Grant income	-7,504	0	0	-2,887	0	0	0	-10,391
	Other Income	-1,353	-14	-17	0	0	0	1	-1,383
		198,276	-14,023	384	0	479	-447	-642	184,027
Public Health	Expenditure	30,801	0	0	-806	0	0	0	29,995
	Recharge Income	-177	0	0	0	0	0	0	-177
	Grant income	-30,528	0	0	806	0	0	0	-29,722
	Other Income	-96	0	0	0	0	0	0	-96
		0	0	0	0	0	0	0	0
Communities	Expenditure	170,097	-13,769	3,479	0	-1,464	2,232	-245	160,330
	Recharge Income	-51,833	19,991	-332	0	-93	-1,210	-10	-33,487
	Grant income	-4,357	-2	0	0	500	-1,167	0	-5,026
	Other Income	-14,927	270	-249	0	-494	-705	0	-16,105
		98,980	6,490	2,898	0	-1,551	-850	-255	105,712
Resources	Expenditure	65,200	-12,088	908	0	-616	0	18	53,422
	Recharge Income	-38,241	29,018	0	0	0	0	21	-9,202
	Grant income	-827	0	0	0	0	0	0	-827
	Other Income	-7,069	101	-51	0	0	-250	-39	-7,308
		19,063	17,031	857	0	-616	-250	0	36,085
Strategic Measures and Contributions to/from Reserves	Expenditure	22,352	2,680	0	0	17,068	-6,379	721	36,442
	Recharge Income	-4,150	0	0	0	-1,261	1,649	0	-3,762
	Grant income	-13,059	0	0	-4,689	0	0	0	-17,748
	Other Income	-3,261	0	0	0	55	-3,071	0	-6,277
		1,882	2,680	0	-4,689	15,862	-7,801	721	8,655
Net Operating Budget		435,442	0	5,500	-4,027	10,570	1,671	-932	448,224

**Revenue Budget 2019/20
Summary**

		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
		£000	£000	£000	£000	£000	£000	£000	£000
General Government Grant	Grant income	-44,914	0	0	0	0	0	5,018	-39,896
Business Rates from District Councils	Other Income	-33,170	0	0	0	0	-500	-928	-34,598
Collection Fund Surpluses/Deficits	Other Income	-5,316	0	0	0	0	0	651	-4,665
COUNCIL TAX REQUIREMENT		352,042	0	5,500	-4,027	10,570	1,171	3,809	369,065

	Expenditure	886,110	-54,576	6,150	5,560	11,743	6,050	-781	860,256
	Recharge Income	-110,278	48,691	-332	0	-1,354	814	10	-62,449
	DSG income (*)	-225,380	5,718	0	-2,193	0	0	0	-221,855
	Grant income	-118,302	-787	0	-7,394	500	-1,167	5,018	-122,132
	Other Income	-80,108	954	-318	0	-319	-4,526	-438	-84,755
COUNCIL TAX REQUIREMENT		352,042	0	5,500	-4,027	10,570	1,171	3,809	369,065

1. DSG = Dedicated Schools Grant.

2. For Children's Services further changes will be required to reflect revised pupil numbers and academy conversions.

[References to the "Service and Resource Planning: Service Analysis 2018/19" publication have been added throughout this document to show the movement from 2018/19 to 2019/20.](#)

Revenue Budget 2019/20
Children's Services

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
CEF1	CEF1	<u>EDUCATION & LEARNING</u>									
CEF1-1	CEF1-1	Management & Central Costs (including admin and support service recharges)	expenditure recharge Income DSG income grant income income	1,992 0 -499 0 0	198 0 -310 0 0	34 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	2,224 0 -809 0 0
				1,493	-112	34	0	0	0	0	1,415
CEF1-2	CEF1-2	SEND Service	expenditure recharge Income DSG income grant income income	42,429 -591 -37,714 -998 -1,296	-1,746 0 538 998 4	46 0 0 0 -1	2,115 0 -2,115 0 0	-428 0 0 0 0	900 0 0 0 0	7 0 -6 0 0	43,323 -591 -39,297 0 -1,293
				1,830	-206	45	0	-428	900	1	2,142
CEF1-3	CEF1-3	Learning & School Improvement	expenditure recharge Income DSG income grant income income	3,460 -1,608 -1,277 0 -322	894 98 -41 -998 280	26 0 0 0 0	251 0 0 -251 0	0 0 0 0 120	292 0 0 0 0	1 0 0 0 -1	4,924 -1,510 -1,318 -1,249 77
				253	233	26	0	120	292	0	924
CEF1-4	CEF1-4	Access to Learning (Including Home to School Transport recharge)	expenditure recharge Income DSG income grant income income	24,682 -372 -6,643 0 0	-2,570 0 2,578 0 -7	352 0 0 0 0	570 0 0 0 0	93 0 0 0 0	1,300 0 0 0 0	1 0 0 0 0	24,428 -372 -4,065 0 -7
				17,667	1	352	570	93	1,300	1	19,984
CEF1-5	CEF1-5	Learner Engagement	expenditure recharge Income DSG income grant income income		2,502 0 -2,498 0 -3	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	-4 0 0 0 0	2,498 0 -2,498 0 -3
				0	1	0	0	0	0	-4	-3
		SUBTOTAL EDUCATION & LEARNING		21,243	-83	457	570	-215	2,492	-2	24,462

Revenue Budget 2019/20
Children's Services

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
CEF2	CEF2	<u>CHILDREN'S SOCIAL CARE</u>									
CEF2-1	CEF2-1	Management & Central Costs (including admin and support service recharges)	expenditure recharge Income DSG income grant income income	6,115 -37 0 0 0	255 0 0 -150 0	139 0 0 0 0	-150 0 0 150 0	259 0 0 0 0	226 0 0 0 0	0 0 0 0 0	6,844 -37 0 0 0
CEF2-2	CEF2-2	Social Care	expenditure recharge Income DSG income grant income income	6,078 25,254 -939 0 -1,143 -990	105 1,183 -1 0 -727 1	139 410 0 0 0 0	0 66 0 0 26 0	259 0 0 0 0 0	226 961 458 0 0 0	0 -1 1 0 0 -1	6,807 27,873 -481 0 -1,844 -990
				22,182	456	410	92	0	1,419	-1	24,558
		SUBTOTAL CHILDREN'S SOCIAL CARE		28,260	561	549	92	259	1,645	-1	31,365
CEF3	CEF3	<u>CHILDREN'S SOCIAL CARE COUNTYWIDE SERVICES</u>									
CEF3-1	CEF3-1	Corporate Parenting	expenditure recharge Income DSG income grant income income	41,969 -2,492 0 -43 -315	-1,178 0 0 0 114	244 0 0 0 0	-25 0 0 25 0	-3,348 0 0 0 0	5,588 0 0 0 0	0 0 0 0 -115	43,250 -2,492 0 -18 -316
CEF3-2	CEF3-2	Safeguarding	expenditure recharge Income DSG income grant income income	39,119 2,081 -53 -64 0 -94	-1,064 341 0 0 0 -50	244 37 0 0 0 0	0 0 0 0 0 0	-3,348 0 0 0 0 0	5,588 0 0 0 0 0	-115 6 0 0 0 -6	40,424 2,465 -53 -64 0 -150
CEF3-3	CEF3-3	Services for Disabled Children	expenditure recharge Income DSG income grant income income	1,870 8,215 -10 0 0 0	291 0 0 0 0	37 58 0 0 0 0	0 0 0 0 0 0	0 100 0 0 0 0	0 400 0 0 0 0	0 -1 0 0 0 0	2,198 8,772 -10 0 0 0
				8,205	0	58	0	100	400	-1	8,762

Revenue Budget 2019/20
Children's Services

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
CEF3-4	CEF3-4	Youth Offending Service	expenditure	1,200	-4	7	0	0	0	1	1,204
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	-553	0	0	0	0	0	0	-553
			income	-232	5	0	0	0	0	0	-227
				415	1	7	0	0	0	1	424
		SUBTOTAL CHILDREN'S SOCIAL CARE COUNTYWIDE SERVICES		49,609	-772	346	0	-3,248	5,988	-115	51,808
CEF4	CEF4	<u>SCHOOLS</u>									
CEF4-1	CEF4-1	Delegated Budgets	expenditure	166,684	-4,419	0	574	0	0	-1	162,838
			recharge Income	-1,738	38	0	0	0	0	0	-1,700
			DSG income	-138,903	4,037	0	0	0	0	0	-134,866
			grant income	-14,376	92	0	-574	0	0	0	-14,858
			income	-11,667	253	0	0	0	0	0	-11,414
				0	1	0	0	0	0	-1	0
CEF4-2	CEF4-2	Early Years Single Funding Formula (Nursery Education Funding)	expenditure	34,413	-1,878	0	1	0	0	1	32,537
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-34,413	1,878	0	-1	0	0	-1	-32,537
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
CEF4-3	CEF4-3	Non-Delegated Schools Costs	expenditure	1,011	503	0	77	0	0	-25	1,566
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-719	-554	0	-77	0	0	0	-1,350
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				292	-51	0	0	0	0	-25	216
CEF4-4	CEF4-4	Schools Support Service Recharges	expenditure	2,972	0	0	0	0	0	-7	2,965
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-2,972	0	0	0	0	0	7	-2,965
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0

Revenue Budget 2019/20
Children's Services

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
CEF4-5	CEF4-5	Capitalised Repairs & Maintenance	expenditure	1,567	0	0	0	0	0	0	1,567
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-1,567	0	0	0	0	0	0	-1,567
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
		SUBTOTAL SCHOOLS		292	-50	0	0	0	0	-26	216
CEF5	CEF5	<u>CHILDREN'S SERVICES CENTRAL COSTS</u>									
CEF5-1	CEF5-1	Management, Admin & Central Support Service Recharges	expenditure	1,764	376	9	0	-400	811	-612	1,948
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-476	90	0	0	0	0	0	-386
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				1,288	466	9	0	-400	811	-612	1,562
CEF5-2	CEF5-2	Premature Retirement Compensation (PRC)	expenditure	3,502	-125	0	0	0	0	0	3,377
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				3,502	-125	0	0	0	0	0	3,377
CEF5-3	CEF5-3	Joint Commissioning Recharge	expenditure	1,005	0	0	0	0	83	0	1,088
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-133	0	0	0	0	0	0	-133
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				872	0	0	0	0	83	0	955
		SUBTOTAL CHILDREN'S SERVICES CENTRAL COSTS		5,662	341	9	0	-400	894	-612	5,894

Revenue Budget 2019/20
Children's Services

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
CEF9		<u>Corporate Overheads</u>									
CEF9-1	CEF9-1	Corporate Overheads	expenditure	12,175	-12,175	0	0	0	0	0	0
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				12,175	-12,175	0	0	0	0	0	0
		SUBTOTAL CORPORATE OVERHEADS		12,175	-12,175	0	0	0	0	0	0
			expenditure	382,490	-17,843	1,362	3,479	-3,724	10,561	-634	375,691
			recharge Income	-7,840	135	0	0	0	458	1	-7,246
			DSG income	-225,380	5,718	0	-2,193	0	0	0	-221,855
			grant income	-17,113	-785	0	-624	0	0	0	-18,522
			income	-14,916	597	-1	0	120	0	-123	-14,323
		BUDGET CONTROLLABLE BY CHILDREN'S SERVICES		117,241	-12,178	1,361	662	-3,604	11,019	-756	113,745

Revenue Budget 2019/20
Adult Services

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
SCS1	SCS1	ADULT SOCIAL CARE									
SCS1-1	SCS1-1	<u>Pooled Budget Contributions</u>									
SCS1-1A	SCS1-1A	Better Care Fund Pool Contribution	Expenditure	76,963	698	-138	0	2,150	-1,898	1,845	79,620
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				76,963	698	-138	0	2,150	-1,898	1,845	79,620
SCS1-1B	SCS1-1B	Adults with Care and Support Needs Pool Contribution	Expenditure	81,842	-40	-132	0	578	1,600	0	83,848
			Recharge Income	0	0	0	0	0	0	0	0
			income	-52	-1	-1	0	0	0	0	-54
				81,790	-41	-133	0	578	1,600	0	83,794
SCS1-1C	SCS1-1C	Contribution to Mental Health Provider Pool	Expenditure	594	0	0	0	0	0	-594	0
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				594	0	0	0	0	0	-594	0
		Subtotal Pooled Budget Contributions		159,347	657	-271	0	2,728	-298	1,251	163,414
SCS1-2	SCS1-2	Adult Protection & Mental Capacity	Expenditure	3,315	0	63	0	161	-5	-111	3,423
			Recharge Income	-264	0	0	0	0	0	0	-264
			income	-30	0	0	0	0	0	0	-30
		Subtotal Adult Protection & Mental Capacity		3,021	0	63	0	161	-5	-111	3,129
SCS1-3	SCS1-3	Provider & Support Services	Expenditure	10,368	-52	222	0	0	0	0	10,538
			Recharge Income	-7,028	1	0	0	0	0	-1	-7,028
			income	-873	14	-16	0	0	0	0	-875
		Subtotal Provider & Support Services		2,467	-37	206	0	0	0	-1	2,635
SCS1-4	SCS1-4	Domestic Violence & Abuse Support Service	Expenditure	638	20	0	0	0	0	-1	657
			Recharge Income	0	0	0	0	0	0	0	0
			Grant income	0	0	0	0	0	0	0	0
			income	-64	0	0	0	0	0	0	-64
		Subtotal Domestic Violence & Abuse Support Service		574	20	0	0	0	0	-1	593

Revenue Budget 2019/20
Adult Services

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
SCS1-5	SCS1-5	Housing Related Support	Expenditure	1,283	0	0	0	-500	0	0	783
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		Subtotal Housing Related Support		1,283	0	0	0	-500	0	0	783
SCS1-6	SCS1-6	Other Funding including: ASC Precept	Expenditure	7,772	-714	0	2,887	-1,910	-1,792	-2,326	3,917
			Recharge Income	0	0	0	0	0	0	0	0
			Grant income	-7,504	0	0	-2,887	0	0	0	-10,391
			income	0	0	0	0	0	0	0	0
		Subtotal Other Funding		268	-714	0	0	-1,910	-1,792	-2,326	-6,474
SCS1-7	SCS1-7	Adult Social Care Recharges	Expenditure	5	-1	0	0	0	0	0	4
SCS1-8	SCS1-8		Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		Subtotal Adult Social Care Recharges		5	-1	0	0	0	0	0	4
SCS1-9	SCS1-9	Adult Social Care Staffing & Infrastructure	Expenditure	12,404	-7	239	0	0	728	546	13,910
			Recharge Income	-197	0	0	0	0	0	0	-197
			income	-96	0	0	0	0	0	0	-96
		Subtotal Adult Social Care Staffing & Infrastructure		12,111	-7	239	0	0	728	546	13,617
		TOTAL ADULT SOCIAL CARE		179,076	-82	237	0	479	-1,367	-642	177,701
SCS2	SCS2	Joint Commissioning	Expenditure	6,291	235	147	0	0	1,003	0	7,676
			Recharge Income	-548	-454	0	0	0	-83	-1	-1,086
			income	-238	-27	0	0	0	0	1	-264
				5,505	-246	147	0	0	920	0	6,326
		TOTAL JOINT COMMISSIONING		5,505	-246	147	0	0	920	0	6,326

Revenue Budget 2019/20
Adult Services

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
SCS9	SCS9	Corporate Overheads	Expenditure	13,695	-13,695	0	0	0	0	0	0
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				13,695	-13,695	0	0	0	0	0	0
		TOTAL CORPORATE OVERHEADS		13,695	-13,695	0	0	0	0	0	0
			Expenditure	215,170	-13,556	401	2,887	479	-364	-641	204,376
			Recharge Income	-8,037	-453	0	0	0	-83	-2	-8,575
			Grant income	-7,504	0	0	-2,887	0	0	0	-10,391
			Income	-1,353	-14	-17	0	0	0	1	-1,383
		BUDGET CONTROLLABLE BY ADULT SERVICES		198,276	-14,023	384	0	479	-447	-642	184,027

Revenue Budget 2019/20
Public Health

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
PH1 & 2	PH1 & 2	Public Health Functions	Expenditure recharge income grant income income	30,155 -177 0 -96			-791				29,364 -177 0 -96
				29,882	0	0	-791	0	0	0	29,091
PH3	PH3	Public Health Recharges	expenditure recharge income grant income income	646 0 0 0			-15				631 0 0 0
				646	0	0	-15	0	0	0	631
PH4	PH4	Grant Income	expenditure recharge income grant income income	0 0 -30,528 0			806				0 0 -29,722 0
				-30,528	0	0	806	0	0	0	-29,722
			expenditure recharge income grant income income	30,801 -177 -30,528 -96	0 0 0 0	0 0 0 0	-806 0 806 0	0 0 0 0	0 0 0 0	0 0 0 0	29,995 -177 -29,722 -96
		BUDGET CONTROLLABLE BY PUBLIC HEALTH		0	0	0	0	0	0	0	0

Revenue Budget 2019/20
Communities

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
EE1	EE1	<u>PLANNING & PLACE</u>									
EE1-1	EE1-1	Planning & Place Management	expenditure	136	1	3	0	0	0	0	140
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				136	1	3	0	0	0	0	140
EE1-2	EE1-2	Innovation Hub	expenditure	956	1	9	0	500	0	0	1,466
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-60	0	0	0	0	0	0	-60
				896	1	9	0	500	0	0	1,406
EE1-3	EE1-3	Growth and Place	expenditure	2,402	940	62	0	0	0	0	3,404
			recharge income	-67	-33	0	0	0	0	0	-100
			grant income	0	0	0	0	0	0	0	0
			income	-1,251	-415	-5	0	-250	0	0	-1,921
				1,084	492	57	0	-250	0	0	1,383
EE1-4	EE1-4	Strategic Infrastructure & Planning	expenditure	4,679	-689	53	0	-400	0	-200	3,443
			recharge income	-307	33	0	0	0	0	0	-274
			grant income	0	0	0	0	0	0	0	0
			income	-1,118	165	-8	0	-44	0	0	-1,005
				3,254	-491	45	0	-444	0	-200	2,164
EE1-6	EE1-6	Local Enterprise Partnership	expenditure	1,452	2	0	0	-45	0	0	1,409
			recharge income	-313	-1	0	0	0	0	0	-314
			grant income	-820	0	0	0	0	0	0	-820
			income	-83	0	0	0	0	0	0	-83
				236	1	0	0	-45	0	0	192
EE1-7	EE1-7	Housing and Growth Deal Capacity Funding	expenditure	2,500	0	0	0	-500	0	0	2,000
			recharge income	0	0	0	0	0	0	0	0
			grant income	-2,500	0	0	0	500	0	0	-2,000
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
EE1		TOTAL PLANNING & PLACE		5,606	4	114	0	-239	0	-200	5,285

Revenue Budget 2019/20
Communities

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
EE2	EE2	<u>COMMUNITY OPERATIONS</u>									
EE2-1	EE2-1	Community Operations Management	expenditure	-1,782	118	15	0	-410	0	0	-2,059
			recharge income	0	-121	0	0	0	0	0	-121
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
EE2-1		Subtotal Community Operations Management		-1,782	-3	15	0	-410	0	0	-2,180
EE2-2		Infrastructure Operations									
EE2-21		Highways Maintenance	expenditure	0	16,812	731	0	-280	1,800	0	19,063
			recharge income	0	-764	0	0	0	0	0	-764
			grant income	0	0	0	0	0	0	0	0
			income	0	-12	0	0	0	0	0	-12
				0	16,036	731	0	-280	1,800	0	18,287
EE2-22		Transport Operations									
EE2-22A		Community Delivery	expenditure	0	2,889	41	0	0	0	0	2,930
			recharge income	0	-298	0	0	0	0	0	-298
			grant income	0	-244	0	0	0	0	0	-244
			income	0	-48	0	0	0	0	0	-48
				0	2,299	41	0	0	0	0	2,340
EE2-22B		Network Management	expenditure	0	1,119	20	0	0	0	0	1,139
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	-1,602	-38	0	0	-400	0	-2,040
				0	-483	-18	0	0	-400	0	-901
EE2-22C		Parking Management	expenditure	0	6,257	100	0	-250	0	0	6,107
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	-6,257	-150	0	-150	-300	0	-6,857
				0	0	-50	0	-400	-300	0	-750

Revenue Budget 2019/20
Communities

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
EE2-22D	EE3-1	Supported Transport	expenditure	31,220	0	737	0	93	1,900	0	33,950
			recharge income	-19,183	0	-332	0	-93	-1,200	0	-20,808
			grant income	-795	0	0	0	0	0	0	-795
			income	-702	0	-16	0	0	0	0	-718
				10,540	0	389	0	0	700	0	11,629
EE2-22		Subtotal Transport Operations		10,540	1,816	362	0	-400	0	0	12,318
EE2-2		Subtotal Infrastructure Operations		10,540	17,852	1,093	0	-680	1,800	0	30,605
EE2-3		Communtiy Facilities	expenditure	0	17,367	308	0	-500	100	0	17,275
			recharge income	0	-7,039	0	0	0	0	0	-7,039
			grant income	0	0	0	0	0	0	0	0
			income	0	-46	-1	0	0	0	0	-47
				0	10,282	307	0	-500	100	0	10,189
EE2-4		Commissioning									
EE2-41	EE2-22B	Highways Contract Management	expenditure	2,223	210	6	0	0	0	0	2,439
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-70	32	0	0	0	0	0	-38
				2,153	242	6	0	0	0	0	2,401
EE2-42	EE2-22C	Waste Management	expenditure	28,083	238	727	0	500	-2,200	0	27,348
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-284	-257	-13	0	0	0	0	-554
				27,799	-19	714	0	500	-2,200	0	26,794
EE2-4		Subtotal Commissioning		29,952	223	720	0	500	-2,200	0	29,195
EE2-5		Integration and Improvement	expenditure	0	2,448	40	0	0	-1,500	-1	987
			recharge income	0	-250	0	0	0	0	0	-250
			grant income	0	0	0	0	0	0	0	0
			income	0	-238	-4	0	0	0	0	-242
				0	1,960	36	0	0	-1,500	-1	495

Revenue Budget 2019/20
Communities

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
n/a	EE2-21	Lines to be removed Asset Renewals	expenditure recharge income grant income income	7,469 -383 0 -45	-7,469 383 0 45						0 0 0 0
n/a	EE2-22A	Contract Management Staffing	expenditure recharge income grant income income	7,041 730 0 0 0	-7,041 -730 0 0 0	0	0	0	0	0	0 0 0 0 0
n/a	EE2-31	Area Operations	expenditure recharge income grant income income	10,717 -141 0 -105	-10,717 141 0 105						0 0 0 0
n/a	EE2-32	Area Operations Hub	expenditure recharge income grant income income	10,471 1,864 -109 -242 -204	-10,471 -1,864 109 242 204	0	0	0	0	0	0 0 0 0 0
n/a	EE2-33	Major Infrastructure Delivery	expenditure recharge income grant income income	1,309 633 -581 0 -91	-1,309 -633 581 0 91	0	0	0	0	0	0 0 0 0 0
EE2-41	EE2-36	Civil Enforcement (Previously On/Off Street Parking and Park & Rides)	expenditure recharge income grant income income	-39 6,256 0 0 -6,256	39 -6,256 0 0 6,256	0	0	0	0	0	0 0 0 0 0
				0	0	0	0	0	0	0	0

Revenue Budget 2019/20
Communities

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
EE2-42	n/a	Traffic Control Centre	expenditure	1,054	-1,054						0
			recharge income	0	0						0
			grant income	0	0						0
			income	-1,852	1,852						0
				-798	798	0	0	0	0	0	0
EE2-43	n/a	Asset Data & Systems	expenditure	1,461	-1,461						0
			recharge income	-184	184						0
			grant income	0	0						0
			income	-238	238						0
				1,039	-1,039	0	0	0	0	0	0
EE2-44	n/a	Operational Development & Business Management	expenditure	801	-801						0
			recharge income	-183	183						0
			grant income	0	0						0
			income	0	0						0
				618	-618	0	0	0	0	0	0
		TOTAL COMMUNITY OPERATIONS		59,081	9,943	2,171	0	-1,090	-1,800	-1	68,304
EE3	EE3	<u>PROPERTY AND INVESTMENT</u>									
EE3-1	n/a	Construction	expenditure	0	1,742	35	0	0	0	0	1,777
			recharge income	0	-1,302	0	0	0	0	0	-1,302
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	440	35	0	0	0	0	475
EE3-2	EE2-2	Assets & Investments	expenditure	0	10,186	95	0	68	750	-54	11,045
			recharge income	0	-2,193	0	0	0	0	0	-2,193
			grant income	0	0	0	0	0	0	0	0
			income	0	-779	0	0	-50	0	0	-829
				0	7,214	95	0	18	750	-54	8,023
EE3-7		Property & Investment Corporate Overheads	expenditure	0	0	0	0	0	0	0	0
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0

Revenue Budget 2019/20
Communities

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
	EE2-2	Lines to be removed Property & Procurement	expenditure recharge income grant income income	28,190 -8,664 0 -823	-28,190 8,664 0 823						0 0 0 0
				18,703	-18,703	0	0	0	0	0	0
EE3		TOTAL PROPERTY AND INVESTMENT		18,703	-11,049	130	0	18	750	-54	8,498
EE4	EE4	<u>FIRE & RESCUE SERVICE and COMMUNITY SAFETY</u>									
EE4-1	EE4-1	Fire and Rescue Service	Expenditure Recharge Income grant income income	22,425 -4 0 -842	153 0 0 -5	455 0 0 -9	0 0 0 0	-240 0 0 0	1,382 -10 -1,167 -5	10 -10 0 0	24,185 -24 -1,167 -861
				21,579	148	446	0	-240	200	0	22,133
EE4-2	EE4-2	Emergency Planning	Expenditure Recharge Income income	212 0 0	0 0 0	3 0 0	0 0 0	0 0 0	0 0 0	0 0 0	215 0 0
				212	0	3	0	0	0	0	215
EE4-3	EE4-3	Gypsy & Traveller Services	Expenditure Recharge Income income	519 0 -608	-168 0 168	4 0 -3	0 0 0	0 0 0	0 0 0	0 0 0	355 0 -443
				-89	0	1	0	0	0	0	-88
EE4-4	EE4-4	Trading Standards	Expenditure Recharge Income income	1,654 0 -295	23 0 -50	35 0 -2	0 0 0	0 0 0	0 0 0	0 0 0	1,712 0 -347
				1,359	-27	33	0	0	0	0	1,365
EE4		TOTAL FIRE & RESCUE SERVICE and COMMUNITY SAFETY		23,061	121	483	0	-240	200	0	23,625

Revenue Budget 2019/20
Communities

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
EE9	n/a	Recharge income from Grants and External organisations	Expenditure	14,243	-14,243	0	0	0	0	0	0
			Recharge Income	-21,714	21,714	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		TOTAL RECHARGE INCOME FROM GRANTS & EXTERNAL ORGANISATIONS		-7,471	7,471	0	0	0	0	0	0
			expenditure	170,097	-13,769	3,479	0	-1,464	2,232	-245	160,330
			recharge income	-51,833	19,991	-332	0	-93	-1,210	-10	-33,487
			grant income	-4,357	-2	0	0	500	-1,167	0	-5,026
			income	-14,927	270	-249	0	-494	-705	0	-16,105
		BUDGET CONTROLLABLE BY COMMUNITIES		98,980	6,490	2,898	0	-1,551	-850	-255	105,712

Revenue Budget 2019/20
Resources

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
				£000	£000	£000	£000	£000	£000	£000	£000
CEO1	CEO1	Corporate Services	expenditure	903	885	10	0	0	0	0	1,798
			recharge income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				903	885	10	0	0	0	0	1,798
CEO2	CEO2	Human Resources	expenditure	4,649	4	63	0	-150	0	115	4,681
			recharge income	-595	0	0	0	0	0	21	-574
			income	-144	-1	-1	0	0	0	-39	-185
				3,910	3	62	0	-150	0	97	3,922
CEO3	CEO3	Corporate Finance & Internal Audit	expenditure	6,535	-2,599	54	0	-466	0	219	3,743
			recharge income	-617	-150	0	0	0	0	0	-767
			income	-1,155	304	-1	0	0	0	0	-852
				4,763	-2,445	53	0	-466	0	219	2,124
CEO4	CEO4	Law & Governance	expenditure	10,985	-6,444	13	0	0	0	0	4,554
			recharge income	-3,505	3,230	0	0	0	0	0	-275
			grant income	-827	0	0	0	0	0	0	-827
			income	-4,010	2,481	0	0	0	0	0	-1,529
				2,643	-733	13	0	0	0	0	1,923
CEO5	CEO5	Policy	expenditure	3,574	-1,820	33	0	0	0	-1	1,786
			recharge income	-791	791	0	0	0	0	0	0
			income	-126	104	-1	0	0	0	0	-23
				2,657	-925	32	0	0	0	-1	1,763
CEO6	CEO6	Transformation (Previously part of CEO7 Transformation)	expenditure	0	729	14	0	0	0	1	744
			recharge income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	729	14	0	0	0	1	744
CEO7	CEO7	Customer Experience (Previously part of CEO7 Transformation)	expenditure	26,042	7,589	669	0	0	0	-316	33,984
			recharge income	-1,887	-5,699	0	0	0	0	0	-7,586
			income	-1,634	-2,787	-48	0	0	-250	0	-4,719
				22,521	-897	621	0	0	-250	-316	21,679
CEO8	CEO8	ICT & Digital (Previously part of CEO7 Transformation)	expenditure	0	2,080	52	0	0	0	0	2,132
			recharge income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	2,080	52	0	0	0	0	2,132

Revenue Budget 2019/20
Resources

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
CEO9	CEO9	Recharge income from Grants and External organisations	expenditure	12,512	-12,512	0	0	0	0	0	0
			recharge income	-30,846	30,846	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				-18,334	18,334	0	0	0	0	0	0
			expenditure	65,200	-12,088	908	0	-616	0	18	53,422
			recharge income	-38,241	29,018	0	0	0	0	21	-9,202
			grant income	-827	0	0	0	0	0	0	-827
			income	-7,069	101	-51	0	0	-250	-39	-7,308
		BUDGET CONTROLLABLE BY RESOURCES		19,063	17,031	857	0	-616	-250	0	36,085

Revenue Budget 2019/20
Strategic Measures

		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
<u>CAPITAL FINANCING</u>									
Principal	Expenditure	8,468				1,106	-1,100		8,474
Interest	Expenditure	15,597				-380			15,217
Net Interest on Balances (split income and expenditure)	Expenditure	896				247	228		1,371
	Recharge Income	-3,650				-1,511	1,649		-3,512
	Other income	-3,261				55	-3,071		-6,277
		-6,015	0	0	0	-1,209	-1,194	0	-8,418
SUBTOTAL CAPITAL FINANCING		18,050	0	0	0	-483	-2,294	0	15,273
Contingency	Expenditure	7,481	-116			-2,640	600		5,325
Pensions Past Service Deficit Funding	Expenditure	0							0
Recharge to Public Health	Recharge Income	-500				250			-250
Insurance	Expenditure		2,796					100	2,896
Transformation Savings	Expenditure						-1,500		-1,500
<u>CONTRIBUTIONS TO/FROM BALANCES</u>									
General Balances	Expenditure	0				1,000	-1,000		0
SUBTOTAL CONTRIBUTIONS TO/FROM BALANCES		0	0	0	0	1,000	-1,000	0	0
<u>CONTRIBUTIONS TO/FROM RESERVES</u>									
Reserves	Expenditure	-10,090				15,935	-4,007	621	2,459
	Other income	0							0
		-10,090	0	0	0	15,935	-4,007	621	2,459
Prudential Borrowing costs	Expenditure	0				1,800	400		2,200
SUBTOTAL CONTRIBUTIONS TO/FROM RESERVES		-10,090	0	0	0	17,735	-3,607	621	4,659

Revenue Budget 2019/20
Strategic Measures

		Budget 2018/19 £000	Permanent Virements Agreed in 2018/19 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2019/20 £000
<u>UNRINGFENCED SPECIFIC GRANT INCOME</u>	Grant income	-13,059			-4,689				-17,748
TOTAL UNRINGFENCED SPECIFIC GRANT INCOME		-13,059	0	0	-4,689	0	0	0	-17,748
Strategic Measures	Expenditure	22,352	2,680	0	0	17,068	-6,379	721	36,442
	Recharge Income	-4,150	0	0	0	-1,261	1,649	0	-3,762
	Grant Income	-13,059	0	0	-4,689	0	0	0	-17,748
	Other income	-3,261	0	0	0	55	-3,071	0	-6,277
STRATEGIC MEASURES TOTAL		1,882	2,680	0	-4,689	15,862	-7,801	721	8,655
<u>COUNCIL TAX COLLECTION FUND SURPLUSES/DEFICITS</u>	Other income	-5,316						651	-4,665
TOTAL COUNCIL TAX COLLECTION FUND SURPLUSES/DEFICITS		-5,316	0	0	0	0	0	651	-4,665
<u>BUSINESS RATES FROM DISTRICT COUNCILS</u>	Other income	-33,259					-500	-839	-34,598
<u>BUSINESS RATES COLLECTION FUND SURPLUSES/DEFICITS</u>	Other income	89						-89	0
TOTAL BUSINESS RATES FROM DISTRICT COUNCILS		-33,170	0	0	0	0	-500	-928	-34,598
<u>GENERAL GOVERNMENT GRANT INCOME</u>									
Revenue Support Grant	Grant income	-5,868						5,868	0
Business Rates Top-Up	Grant income	-39,046						-850	-39,896
TOTAL GENERAL GOVERNMENT GRANT INCOME		-44,914	0	0	0	0	0	5,018	-39,896

Government Grants - Details 2018/19 and 2019/20

Ringfenced	Directorate	Issued by	Esimate	Revised Estimate	Esimate	Esimate
			2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000
	People - Children's Services					
R	Dedicated Schools Grant (DSG) - Schools Block	DfE	130,518	127,565	127,565	127,565
R	Dedicated Schools Grant (DSG) - Central Block	DfE	4,041	4,041	4,117	4,117
R	Dedicated Schools Grant (DSG) - High Needs Block	DfE	51,166	50,683	52,798	52,798
R	Dedicated Schools Grant (DSG) - Early Years Block	DfE	39,655	37,374	37,375	37,375
R	Pupil Premium	DfE	6,914	6,914	7,508	7,508
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	619	619	260	260
R	Youth Justice Board	YJB	553	553	553	553
R	Asylum (USAC and Post 18)	HO	1,143	1,844	1,844	1,844
R	PE and Sport Grant	DfE	2,774	2,583	2,583	2,583
R	Universal Infant Free School Meals	DfE	5,067	4,562	4,562	4,562
R	Teacher's Pay Grant			696	1,194	1,193
R	Extended Personal Adviser Duty Implementation Grant			26		
R	Virtual School Heads			38		
R	Remand Framework	YJB	43	18	18	18
	TOTAL PEOPLE - CHILDREN'S SERVICES		242,493	237,516	240,377	240,376
	People - Adult Services					
R	Improved Better Care Fund	DHSC	7,504	7,504	8,099	8,099
R	Winter Pressures	MHCLG	0	2,292	2,292	0
	TOTAL PEOPLE - ADULT SERVICES		7,504	9,796	10,391	8,099
	Public Health					
R	Public Health Grant	DHSC	30,528	30,528	29,722	29,722
	TOTAL PUBLIC HEALTH		30,528	30,528	29,722	29,722

Government Grants - Details 2018/19 and 2019/20

Ringfenced	Directorate	Issued by	Esimate	Revised Estimate	Esimate	Esimate
			2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000
	Communities					
R	Bus Service Operators Grant	DfT	795	795	795	795
R	Natural England	DEFRA	242	242	242	242
R	Housing and Growth Deal Capacity Funding	MHCLG	2,500	2,500	2,000	0
R	Fire Fighter's Pension Fund Grant	MHCLG	0	0	1,169	0
	Subtotal Communities Grants		3,537	3,537	4,206	1,037
	Grants held on behalf of Local Enterprise Partnership					
R	Oxford Innovation Business Support	BEIS	205	205	205	205
R	Careers & Employment Centre		75	75	75	75
R	European Regional Development Fund		40	40	40	40
R	DCLG (Local Enterprise Partnership Funding)	MHCLG	500	500	500	500
R	City Deal Skills Grant	ESFA	0	0	0	0
	Subtotal Grants held on behalf of Local Enterprise Partnership		820	820	820	820
	TOTAL COMMUNITIES		4,357	4,357	5,026	1,857
	Resources					
R	Music	DfE	827	827	827	827
	TOTAL RESOURCES		827	827	827	827
	Strategic Measures					
U	Lead Local Flood Authority	DEFRA	45	45	45	42
U	Extended Rights to Free Travel	DfE	278	347	278	278
U	Fire Revenue Grant	MHCLG	213	250	213	213
U	Troubled Families - Service Transformation Grant	MHCLG	200	200	150	0
U	Troubled Families - Payment by Results	MHCLG	0	60	0	0
U	Troubled Families Attachment Fees - Phase 2	MHCLG	0	492	142	0
U	New Homes Bonus	MHCLG	3,366	3,366	3,637	2,913
U	New Burden Grant - Property Searches	MHCLG	0	3	0	0
U	Local Reform & Community Voices Grant	DfE	515	515	515	515
U	Adult Social Care Grant	DfE	1,432	1,432	0	0
U	Independent Living Fund	DfE	3,562	3,562	3,454	3,454
U	Special Educational Needs Implementation Grant	DfE	331	331	0	0
U	Special Educational Needs Preparation for Employment Grant	DfE	97	97	0	0

Government Grants - Details 2018/19 and 2019/20

Ringfenced	Directorate	Issued by	Esimate	Revised Estimate	Esimate	Esimate
			2018/19 £000	2018/19 £000	2019/20 £000	2020/21 £000
U	Mockingbird Funding	DfE	0	164	0	0
U	School Improvement and Brokering Grant	DfE	0	231	570	0
U	Section 31 Grant for Business Rate Compensation	MHCLG	3,020	3,020	3,743	3,743
U	Social Care Support Grant	MHCLG			3,915	0
U	Levy Accounts Surplus	MHCLG			1,086	0
U	Revenue Support Grant	MHCLG	5,868	5,868	0	0
U	Business Rates Top-Up	MHCLG	39,003	39,046	39,896	34,217
	TOTAL STRATEGIC MEASURES		57,930	59,029	57,644	45,375
	Total All Grants		343,639	342,053	343,987	326,256

Ringfenced

R Ringfenced
U Un-ringfenced

Issued by

DfE Department for Education
YJB Youth Justice Board
HO Home Office
DH Department of Health
MHCLG Department for Communities & Local Government

ESFA Education and Skills Funding Agency
BEIS Department for Business, Energy and Industrial Strategy
DEFRA Department for Environment, Food and Rural Affairs
CO Cabinet Office

Virement Rules 2019/20

Introduction

1. The Council's budget is the financial expression of its plans and policies. The virement process allows budgets to be adjusted to reflect changes in those plans and policies throughout the financial year. The use of virements is intended to enable directorates to manage budgets with a degree of flexibility while at the same time ensuring that these remain consistent with the overall policy framework determined by Council.
2. Under the Constitution the Council is required to specify the extent of virement within the approved budget which may be undertaken by the Cabinet or delegated to officers. 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.
3. Virements for these purposes is taken to include:
 - the transfer of budget provision between budget heads as set out in budget approved by Council each February prior to the start of the financial year;
 - changes to gross income and gross expenditure budgets;
 - transfer of funds from corporate reserves;
 - the transfer of funds from general balances or contingency by way of supplementary estimate.
4. Temporary virements only affect the current financial year. Permanent virements affect the current financial years and all future years.
5. No expenditure shall be incurred without appropriate budget provision and, if necessary, a virement should be undertaken to put this in place before the expenditure is incurred.
6. No virement relating to a specific financial year should be made after 31 March of that financial year.
7. Amounts that require Cabinet Member approval must specify the proposed expenditure and the source of funding, and must explain the implications in the current and future financial years.
8. Where a Cabinet approval is required to a virement, this approval will normally be sought via a 'Financial Monitoring and Medium Term Financial Plan Delivery Report'.
9. When a Cabinet Member is making a decision on an operational matter, any necessary virements must be included as part of that decision.

Permanent Virements

10. Permanent virements will be subject to the following approval:

Amount	Minimum approval required
Up to and including £0.5m <i>(Subject to the cumulative rule in 4.3.3 (xvi))</i>	Director <i>(following consultation with the Budget Holder)</i> , Section 151 Officer and relevant Cabinet Member(s)
Greater than £0.5m <i>(Subject to the cumulative rule in 4.3.3 (xvi))</i>	Cabinet <i>(following consultation with relevant Cabinet Member(s), Director and Section 151 Officer)</i>
Any permanent virement that involves a major change in policy	Council (Section 151 Officer must consider if virements involve a major change in policy)

Temporary Virements

11. Temporary virements will be subject to the following approval:

Amount	Minimum approval required
Up to and including £0.250m <i>(Subject to the cumulative rule in 4.3.3 (xvi))</i>	Budget Holder <i>(as delegated by Director)</i>
Greater than £0.250m but less and including £0.5m <i>(Subject to the cumulative rule in 4.3.3 (xvi))</i>	Director <i>(following consultation with the Budget Holder)</i> , Section 151 Officer and relevant Cabinet Member(s)
In excess of £0.5m <i>(Subject to the cumulative rule in 4.3.3 (xiv))</i>	Cabinet <i>(following consultation with relevant Cabinet Member(s), Director and Section 151 Officer)</i> Officer and relevant Cabinet member(s)) .
Major Change in Policy and is worth £0.5m or more but less than £1m	Cabinet <i>(following consultation with relevant Cabinet Member(s), Director and Section 151 Officer)</i> Officer and relevant Cabinet member(s)) . Section 151 Officer must consider if virements involve a major change in policy)
Major Change in Policy greater than £1m	Council (Section 151 Officer must consider if virements involve a major change in policy)

Transfers between revenue and capital budgets

12. Transfers between revenue and capital budgets) will be subject to the following approval:

Amount	Minimum approval required
Transfer of budget between revenue and capital budgets less than £0.250m	Budget Holder (<i>as delegated by Director</i>)
Transfer of budget between revenue and capital budgets less than £0.5m	Director (<i>following consultation with the Budget Holder</i>), Section 151 Officer and relevant Cabinet Member(s)
Transfer of budget between revenue and capital budgets greater than £0.5m but less than £1m	Cabinet (<i>following consultation with relevant Cabinet Member(s), Director and Section 151 Officer</i>) and relevant Cabinet member(s) .
Transfer of budget between revenue and capital budgets greater than £1m	Council

Additional non-ringfenced grant

13. Virements relating to allocation of expenditure budgets funded by additional non-ringfenced grant notified during the financial year will be subject to the following approval:

Amount	Minimum approval required
Less than and including £1m	Cabinet (<i>following consultation with relevant Cabinet Member(s), Director and Section 151 Officer</i>) and relevant Cabinet member(s) .
Greater than £1m	Council

Exceptions to the virement rules

14. Exceptions to the virement rules are as follows:
- (i) If **Section 151 Officer** or the relevant **Cabinet Member(s)** decides a decision by Council or Cabinet is required.
 - (ii) Member approval is not required where a budget will continue to be used for the approved purpose but is being moved, for example, to reflect a change in budget holder responsibilities. Such transfers will however require the approval of the relevant Finance Business Partner(s).
 - (iii) Member approval is not required for budget movements arising in order to comply with the CIPFA Service Expenditure Reporting Code of Practice

guidance on accounting for overheads, or budget movements arising in order to comply with proper accounting practice. Approval is required from Strategic Finance Manager (Accounting & Reporting).

- (iv) Ringfenced grant funding has to be used for specified purpose. Virements to update income and expenditure budgets to match the grant notification provided by the relevant body can be actioned without further approval.
- (v) If the proposed virement, together with the total of previous virements within the same financial year, would result in a cumulative increase or decrease that would require approval at a higher level (for example Council rather than Cabinet), the cumulative virement should be reported and approval obtained for the virement that triggers the requirement for cumulative approval, in accordance with the tables above. The overall effect on the relevant budget must be noted as part of the request. Once the higher level of approval has been obtained for a cumulative virement the total is reset to zero. This means that any subsequent virements is a separate request that should be treated as set out above. Cumulative virements are reset to zero at the end of each financial year.

Financial Strategy 2019/20

Overview

This budget is underpinned by a financial strategy to ensure the financial sustainability of the Council, deliver essential services to residents and achieve our vision for **thriving communities for everyone in Oxfordshire**, within a limited amount of resource. This will continue to be achieved by focusing on transforming how we operate and increasing income generation.

To succeed in long term sustainability and financial resilience requires successful delivery of two critical elements which reflect the financial planning principles for the budget and medium-term plan:

- Managing the impact of rising need, caused by population growth and increased complexity, for adult and children's social care through demand management approaches, more effective pathways and commercial improvements.
- Delivering the savings currently in the medium term financial plan (MTFP), and identifying upwards of £17m of savings included in the MTFP from transforming how we work

Over the last 5 years, we have generated savings to taxpayers of £220m, and are budgeted to deliver a further £41m of additional savings by the end of 2018/19.

The Council has a good track record in delivering savings and delivering value to our residents, with a constant focus on our strategic outcomes and financial prudence.

£26.7m of savings and funding are proposed for 2019/20, in addition to £7.3m included in the existing MTFP. Of this, £14.7m are from transformational activity comprising income generation, effective contract management and service redesign.

£14.9m arises from changes to funding including those announced as part of the Budget in October 2018 and the Provisional Local Government Finance Settlement announced in December 2018. The remaining £4.4m relates to other operational savings.

Funding Context

In 2016/17, the government changed the methodology for distributing funding and introduced the term core spending power which took into account the wider resources available to councils including council tax, locally retained business rates as well as revenue support grant. The new distribution methodology was designed to ensure that 'local councils delivering similar services received similar percentage reductions in the 'settlement core funding for those services'. Authorities with a greater proportion of their core funding coming from council tax receiving less revenue support grant (and ultimately less business rates that they are able to retain). Including a measure of council tax into the calculation results in Oxfordshire being adversely affected. The Council accepted the offer from Central Government for a multi-year settlement, in return for an Efficiency Plan. The settlement provides the Council with certainty of some central government funding streams from 2016/17

until 2019/20. Revenue Support Grant (RSG) was expected to be negative in 2019/20, with £6.2m expected to be returned to government. However, the government consulted on removing negative RSG in the summer and this was confirmed as part of the Local Government Provisional Finance Settlement announced in December 2018.

The funding position beyond 2019/20 is not clear. We are awaiting a Spending Review in 2019; a new funding formula, the introduction of 75% Business Rates Retention all of which are due to be implemented in 2020/21.

Work on the Fair Funding review, a review of the existing needs and distribution formula, has been progressing slowly. A consultation on local authorities' relative needs and resources was published in December 2018. This is the second of three expected consultations on the new formula. The needs formula has not been reviewed since the implementation of the 50% business Rates retention scheme in 2013/14 and there is recognition that it is out of date and does not reflect need. The new formula will determine how much funding each council receives and is expected to be implemented in 2020/21.

Since the introduction of the 50% Business Rates retention scheme in 2013/14, growth across Oxfordshire has been consistent and by the time we get to the next reset of the baseline in 2020/21, Oxfordshire County Council will be receiving approximately £3.7m annually. Whilst this will reduce to zero at the reset in 2020/21, it is expected to grow at a similar rate again.

Over time the government has introduced the adult social care precept and the improved Better Care Fund, as well as adult social care grant funding. Further ringfenced grants were announced as part of the Budget in October 2018, and are available to support expenditure in 2018/19 and 2019/20. This was in recognition of national concerns about social care funding levels and the impact of these on NHS pressures.

Medium Term

We recognise the challenges we face and our Transformation Programme is central to delivering the savings and generate the income required to reach a balanced budget over the medium term, as well as deliver a fundamental change in the way we work both internally and with partners. There will be a continued focus on service redesign, commercialism, effective contract management and working with partners to secure value for money in delivering our Corporate Plan priorities.

Beyond 2020/21 the current working assumption is that the level of government support will remain stable. The position for 2020/21 itself is much less certain. The current assumption in the proposed MTFP is that all of the one-off funding received in 2019/20 does not continue and all of the growth in business rates since 2013/14 is lost. This funding totals £17.3m. Given the national recognition of pressures in adult social care, and more recently children's social care, it is currently assumed the council's assessed need will increase. However, the council also has relatively high resources – i.e. the tax base which reduces the reliance on government grant.

Forecasts from the Institute for Fiscal Studies using information from the Budget 2018 indicate a flat cash position for un-protected services, which includes local government, over the period 2018/19 to 2023/24. Based on this forecast therefore, it is expected that at least some of the temporary funding in 2019/20 will continue as part of the spending review and new formula. However, as it is not possible to predict what the funding level will be, the proposed MTFP does not assume any of this funding for 2020/21. As a consequence of this assumptions, the proposed MTFP has a budget shortfall of £15.6m in 2020/21. Work will need to commence early in the 2019/20 financial year to plan for how a shortfall will be addressed as it will not become clear until the autumn this year, how much funding the council will receive in 2020/21. Updates will be provided to Cabinet as information on the Spending Review and new funding formula become available.

Tax base growth is expected to be 2% from 2020/21 and beyond. After taking into account an allowance for inflation and the current levels of demographic growth, the tax base increase required to give a breakeven position is around 1.75%. The targets Given the ambition to plan for and support the delivery of 100,000 homes by 2031 as part of the Housing & Growth Deal secured in February 2018, this increase is expected to be surpassed in the medium term.

Long Term

In planning for the long term, it is important to understand both the context of Oxfordshire as well as the main drivers of change. In this context, we need to ensure that the most fundamental issues facing the organisation which have been identified are responded to. Longer term planning needs to account for alternative possible future economic and political environments.

The new Capital & Investment Strategy sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes. This strategy effectively becomes the long-term plan.

In moving towards a longer-term approach to financial planning, the decision was made last year to extend the capital programme period from four years, in line with the Medium Term Financial Plan, to a ten-year programme. This longer-term approach will offer strategic choice and options around developing our community assets and respond to the fundamental issues of rising demand in adults and children's services and allow for a for planned approach to replacement of assets.

The Council has already taken advantage of this longer-term approach. In July 2018, Cabinet approved investment Street Lighting LED replacement programme of £41m replacing traditional lanterns with LED. And as an invest to save scheme, the costs will be repaid from the savings in the energy costs that will be generated from the programme. In September 2018, Cabinet approved investment of £120m in the Council's assets to be funded by borrowing. Reduced funding and deterioration in asset condition in highways and property led to reassessment of the benefits of investment. Investment at this stage will allow repairs to many of the roads already in poor condition and reduce the number of potholes that arise and improve the longevity

of future repairs in these areas, thus reducing the increasing pressure on revenue resources.

Measuring financial performance

Measuring the Council's financial health through a set of targeted measures is a key way of measuring our financial health and resilience in supporting the Council's plans and priorities. The key indicators upon which we will measure ourselves are set out in Annex 1 below.

Financial Management

Financial indicators alone will not give a complete picture of financial health and sustainability; strengths of financial management and governance are also an essential foundation of any successful organisation.

During the year, work has been underway to improve the governance, effectiveness and assurance of Financial Management across the council; and to highlight the ongoing actions to improve the financial management systems and competency across the organisation. As part of this work, earlier in the year, a self-assessment of organisational financial management using the CIPFA Financial Management Toolkit was undertaken. Whilst the outcome positively reaffirmed that overall, we have an adequate system of Financial Management, the response from stakeholders highlighted that there are a few areas to be improved that would provide a better customer experience for them as financial managers. The review also highlighted the need for a clearer definition of the financial management roles and responsibilities, and the performance standards expected of those responsible. Progress against the action plan is reported regularly to the Audit & Governance Committee.

Annex 1

Indicator	2019/20 Target		Within MTFP period
Delivering to budget & Achieving Savings:			
Total Directorate outturn variation (based on latest budget)	=< 1%		=< 1%
Total outturn variation	0%		0%
Achievement of planned savings	100% green 90% amber 70% red Total savings 95%		n/a
Progress towards achieving savings in 2020/21	90% of all savings are on track to be achieved		n/a
Use of Grants / Earmarked Reserves			
Unplanned use of Earmarked Reserves in year (based on original council budget)	<£250K		Aim to reduce target over time
Total outturn variation for DSG grant funded services	Schools and early years to break even. Use of high needs DSG to match Action Plan		Schools and early years to break even. Use of high needs DSG to match Action Plan
Use of non – DSG revenue grant funding	>=95% of grant funding is spent in year.		
Ability to manage unplanned/unforeseen events			
General balance outturn at the risk assessed level	=>the risk assessed level		=>the risk assessed level
Forecast outturn of cost of insurance claims received in year	=< the actuarial assessment		=< the actuarial assessment
Capital Programme Delivery			
Average cost variation from Concept Design (Gate 1) baseline to Practical Completion (Gate 3)	<=2%		<=1%
Value of committed capital expenditure funded by s106 not yet received	<=5% of total programme		<=5% of total programme
Value of total ten-year capital programme funding shortfall	<=8% of total programme		<=5% of total programme
Debt Management			
Invoice Collection Rate	Corporate debtors	97.50%	98%
	ASC contribution debtors	92%	94%

Indicator	2019/20 Target		Within MTFP period
Debtor Days	Corporate debtors	35 days	30 days
	ASC contribution debtors	100 days	65 days
Debt requiring impairment	Corporate debtors	<£0.300m	<£0.250m
	ASC contribution debtors	<£2m	<£1m
Write offs as a percentage of invoiced income	Corporate debtors	<0.10%	<0.05%
	ASC contribution debtors	<1%	<0.60%
Unsecure debt over 1 year	Corporate debtors	<£0.5m	<£0.250
	ASC contribution debtors	<£1.6m	<£1m
Treasury Management			
Average interest rate achieved in-house compared to treasury Management Budgeted Rate	>=0.98%		2020/21 >=1.00% 2021/22 >=1.00% 2022/23 >=1.25%
Average Annualised Return achieved compared to Benchmark Rate* (Pooled Fund)	>=3.75%		>=3.75%

(*) composite of 7 Day LIBID, 7 Day LIBID + 50BPS, IPD Other Balanced Property Funds Index, BofA Merrill Lynch 1-10 Year Non-Gilt Index & BofA Merrill Lynch Euro High Yield ex Financials Index (GBP Hedged)

Earmarked Reserves and General Balances Policy Statement 2019/20

Introduction

1. This paper sets out the Council's policies underpinning the maintenance of a level of general balances and earmarked reserves within the Council's accounts.

Statutory Position

2. A local authority is not permitted to allow its spending to exceed its available resources so that overall it would be in deficit. Sections 32 and 43 of the Local Government Finance Act 1992 require authorities to have regard to the level of balances and reserves needed for meeting future estimated future expenditure when calculating the council tax requirement.
3. Balances and reserves can be held for three main purposes:
 - A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing, this forms part of general reserves
 - A contingency to cushion the impact of unexpected events or emergencies, this forms part of general balances;
 - A means of building up funds often referred to as earmarked reserves, to meet known or predicted liabilities
4. This policy statement is concerned with general balances and earmarked reserves as defined above.

Purpose of balances and reserves

5. The Council maintains general balances in order to provide a contingency against unplanned or unexpected events.
6. Although there is no recognised official guidance on the level of general balances to be maintained, the key factor is that the level should be justifiable in the context of local circumstances. The council's external auditor comments on the level of balances and reserves as part of the annual audit of the Council's financial position. Financial regulations require Council to decide on the level of general balances it wishes to maintain before it can decide the level of council tax. This will be done as part of the annual budget setting process.
7. Whilst general balances are unallocated, earmarked reserves are held for a specific purpose and to mitigate against potential future known or predicted liabilities.

Planned use of balances and reserves

8. Planned use of earmarked reserves or general balances in setting a budget each year is an acceptable approach subject to the level of reserves being adequate and necessary, albeit recognising that it is only a one-off measure. Any planned use of, or contribution to, earmarked reserves or balances must be included as part of the budget setting process each year.
9. In accordance with the Council's Financial Procedure Rules, any new reserves or a change in the purpose of earmarked reserves requires Cabinet approval.
10. With the exception of school's reserves and grants and contribution reserves (where unspent grant must be transferred at year end), any change to the planned contribution to, or use of reserve, where the amount is £250k or more¹ must also be approved by Cabinet².

Level of General Balances

11. In recent years, it has been considered prudent to maintain a level of balances commensurate with risk, with a risk assessment undertaken annually by the Section 151 officer (Director of Finance), as part of the budget setting process.
12. The risk assessment for 2019/20 has determined that balances should be held at £19.3m, compared to £16.3m for 2018/19. This is equivalent to 4.4% of the operating budget. Based on the latest 2018/19 Financial Monitoring and Medium Term Financial Plan Delivery Report to Cabinet in December 2018, the expected level of balances at 31 March 2019 is currently £25.3m. This is expected to increase by at least £2.9m due to the transfer of external investments from an accumulating fund to an income producing fund. The switch has realised a one-off gain which will be taken to the general fund in 2018/19. General balances are therefore expected to be approximately £28.2m by the year end, £8.9m higher than the risk assessed level for 2019/20. It is proposed that £6.0m is transferred into the Transformation Reserve to help pay for implementation costs in 2019/20. This would leave the projected level of general balances as £22.2m at 1 April 2019.
13. The increase in the assessed risk from 2018/19 is as a result of a higher value identified in relation to directorate overspends and non-achievement of planned savings. As the savings have been RAG rated this year, it has been possible to quantify the level of risk associated in non-achievement of the proposed. In addition, given events surrounding the collapse of Carillion, the value of the risk relating to contractors failing has also been increased. Details of the risk assessment are set out in Appendix 1 to this paper.
14. The existing MTFP includes an annual £1.0m contribution to balances to replenish any use from the previous year and ensure that the risk assessed level

¹ Amounts under £75k must be approved by the Director of Finance; any amounts between £75k and under £150k must be approved by the Cabinet Member for Finance and the Director of Finance

² This can be as part of the Provisional Outturn Report for any year-end changes

is maintained. Based on the expected outturn position for 2018/19, the contribution in 2019/20 will not be required. Therefore, it is proposed that the £1.0m contribution for 2019/20 is transferred to the corporate contingency budget, increasing it to £5.5m.

Earmarked Reserves

15. Section 4.7.1 sets out the actual level of earmarked reserves at 31 March 2018 and expected level at 31 March each year to 2023. It also sets out the purpose of each of the earmarked reserves. Details of new reserves and issues of significance are set out in the paragraphs below.
16. Last year, as part of this policy document, Cabinet approved the amalgamation of a large number of low value reserves into a single Budget Priorities reserve. This decision was made on the basis that holding a large number of small reserves was restrictive in using them holistically in accordance with the Financial Strategy. And, in line with the Financial Strategy, £18.0m of reserves were used to balance the budget in 2018/19.
17. In July 2018, Cabinet agreed to transfer the remaining unallocated balance of £3.9m from the Budget Priorities Reserve to the Transformation Reserve to support the transformation programme. As set out last year, drawdown planned from the Budget Priorities reserve in 2018/19 and beyond proposed as part of last year's budget process will continue to be honoured. The existing MTFP also includes the repayment of £6.3m used in 2018/19 in 2020/21 and 2021/22.
18. It is expected that the Dedicated Schools Grant (DSG) High Needs Reserve will be in deficit at the end of 2018/19 and the medium term. The Department for Education (DfE) has recently consulted on DSG deficit recovery plans and has stated explicitly that 'as funding is ring-fenced, there is no requirement for local authorities to top-up the grant from general funding or from non-ring-fenced reserves'. For this reason, the DfE will require local authorities with a cumulative overspend on DSG provision to produce a recovery plan. Even though there is no requirement to subsidise DSG from general funding, local authorities cannot continue to build up cumulative deficits on DSG provision. It is anticipated that the reserve could reach a deficit of £18.4m by 2022/23.
19. In light of the significant pressures relating to High Needs and other budgets with demographic volatility, the proposed budget includes £3.0m of on-going funding in 2019/20 (and rising in future years) to help manage demographic risk. It is proposed that a new reserve is created and the funding held in the reserve until its need is determined.
20. The Insurance Reserve is held for insurance claims that are likely to be received. The level of the reserve is determined based on an annual actuarial assessment. As the expected balance at 31 March 2019 is greater than the actuarial assessment, it is proposed that £1.0m is taken from the reserve and is used towards helping achieve a balanced budget in 2019/20.

21. Excluding schools, earmarked reserves are forecast to be £53.7m at 1 April 2019, reducing over the medium term to £34.5m by 2022/23. The forecast level of earmarked reserves at 31 March 2019 was £55.0m this time last year. In addition, forecast earmarked reserves at the end of the medium-term plan period have increased from £28.2m in the 2016/17 Service & Resource Planning round to £34.5m in this years' Service & Resource Planning round.

Appendix 1

2019/20 risk assessment for determining appropriate level of balances

Area of risk	2019/20 £m	Explanation of risk/justification of balances	2018/19 £m
Emergencies	0.9	Expenditure below Bellwin Scheme threshold (0.2% of annual budget)	0.8
Directorate overspends	3.1	Risk that directorates will overspend due to unforeseen pressures, demography or demand (based on a 2.0% adverse variance less contingency budget)	8.4
Non-achievement of planned savings	6.7	Risk that red rated savings are not achieved and that amber savings are only 50% achieved	
Contingent liabilities & insurance risk	3.9	Possible liabilities for which no provision has been made or funding set aside in an earmarked reserve (0.5% of gross expenditure or minimum to meet quantified contingent liabilities)	4.0
Major contracts & 3rd party spend	4.7	Risk of contractors failing, mis-specification, or non-delivery plus contract costs increase by more than allowed for in the budget (1.5% of annual value of 3rd party spend)	3.1
Total	19.3		16.3

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EARMARKED RESERVES 2018/19 to 2022/23

	Forecast Balance at 31 March 2018 £000	Forecast Balance at 31 March 2019 £000	Forecast Balance at 31 March 2020 £000	Forecast Balance at 31 March 2021 £000	Forecast Balance at 31 March 2022 £000	Forecast Balance at 31 March 2023 £000
Schools' Reserves	15,177	10,651	5,889	1,803	1,803	1,803
Vehicle and Equipment Reserve	2,760	622	385	361	338	338
Grants and Contributions Reserve*	13,539	4,460	-4,329	-12,374	-16,263	-16,313
Government Initiatives	587	361	216	156	96	69
Trading Accounts	658	590	590	590	590	590
Council Elections	158	308	458	608	0	150
Partnership Reserves	654	1,894	2,081	514	306	144
On Street Car Parking	2,311	1,311	811	561	561	561
Transformation Reserve	2,482	2,462	576	576	576	576
Demographic Risk Reserve			3,000	6,600	11,200	16,800
Budget Prioritisation Reserve	16,966	2,422	389	4,830	6,653	6,653
Insurance Reserve	8,515	7,515	6,515	6,515	6,515	6,515
Business Rates Reserve	150	555	1,049	1,543	2,037	2,531
Capital Reserves	31,316	30,929	32,446	28,462	26,187	15,922
Budget Equalisation Reserve	1,293	280	0	0	0	0
Total Reserves	96,566	64,360	50,076	40,745	40,599	36,339
Total Reserves excluding Schools	81,389	53,709	44,187	38,942	38,796	34,536
* Includes DSG High Needs Block Reserve	0	-2,000	-8,700	-15,400	-18,400	-18,400

Earmarked Reserves - Purpose of reserves

Reserve	Purpose of Reserve
Schools' Reserves	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating
Vehicle and Equipment Reserve	This reserve is to fund future replacements of vehicles and equipment.
Grants and Contributions Reserve	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant
Government Initiatives	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Trading Accounts	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.
Partnership Reserves	To be spent on LEP related project expenditure and the Growth Deal
On Street Car Parking	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Transformation Reserve	This reserve was established as part of the 2016/17 budget process to utilise one-off grant funding from the Government to fund the Council's Fit for the Future Transformation programme.
Budget Prioritisation Reserve	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
Insurance Reserve	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
Business Rates Reserve	This reserve is to smooth the volatility of Business Rates income.
Capital Reserves	This reserve has been established for the purpose of financing capital expenditure in future years.
Budget Equalisation Reserve	This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.

Provisional 2019/20 Dedicated Schools Grant Allocation

	Early Years Block	Schools Block	Central Schools Services Block	High Needs Block	Total DSG
	£000	£000	£000	£000	£000
2019/20 Initial Baseline	37,375	365,797	4,041	62,312	469,525
Adjust to remove Additional funding 2018-19				-1,512	-1,512
Realignment of Responsibilities					0
Change in funding methodology National Funding Formula				778	778
2018-19 import/export pupil adjustment (replaced SEN recoupment)				-1,146	-1,146
2019/20 Revised Baseline	37,375	365,797	4,041	60,432	467,645
Provisional 2019-20 import/export pupil adjustment (replaced SEN recoupment)				1,146	1,146
Increase in DSG per pupil rates		2,317			2,317
Share of growth based uplift		1,486			1,486
Additional funding 2019-20				1,512	1,512
Change in funding methodology National Funding Formula Premises and Mobility		249			249
School Pupil Population increase (pupil number increased from October 2017)		4,148	76		4,224
Total Provisional DSG 2019/20 per Department for Education (DfE)	37,375	373,997	4,117	63,090	478,579
Deductions for high needs places funded directly by EFA (agreed planned special places, funding transfer to EFA for distribution)				-10,292	-10,292
Provisional Funding Block Totals and DSG Receipts 2019/20	37,375	373,997	4,117	52,798	468,287

Notes:

1. Funding for Early Years will be subject to actual in-year pupil counts and total allocations will vary. Allocations will be confirmed in June 2019 following the January 2019 census, and will be based on participation.

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Capital & Investment Strategy - 2019/20 to 2028/29 (incorporating the Treasury Management Strategy Statement 2019/20)

Purpose and Objectives

1. The Prudential Code for Capital Finance in Local Authorities was updated by the Chartered Institute of Public Finance and Accountancy in December 2017. The code requires that for each financial year, a local authority should prepare at least one Investment Strategy which should contain the disclosures and reporting requirements specified in the guidance. The Strategy must be approved by full Council.
2. The definition of an investment covers all the financial assets of a local authority as well as other non-financial assets that the organisation holds primarily or partially to generate a profit; for example, investment property portfolios. This may therefore include investments that are not managed as part of normal treasury management processes or under treasury management delegations.
3. The objectives of the Prudential Code are to ensure that the capital expenditure plans of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved.
4. The Prudential Code requires authorities to look at capital expenditure and investment plans in the light of overall organisational strategy and resources and ensure that decisions are made with sufficient regard to the long-term financing implications and potential risks to the authority.
5. The Prudential Code sets out that in order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, authorities should have in place a capital strategy. The capital strategy should set out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.
6. This Capital & Investment strategy sets out the requirements of the Prudential Code covering all the investments of the authority and covers the following areas:

- The Council's Corporate Plan priorities and the local context
- Financial context and funding streams
- Approach to capital investment
- Capital Programme financing principles
- Capital programme approach and overview of existing Capital Programme
- Capital investment proposals for 2019/20 – 2028/29
- Capital governance and decision-making
- Prudential Indicators for capital finance
- Treasury Management Strategy Statement (including external debt)

Introduction

7. The Capital & Investment Strategy is a policy document that outlines Oxfordshire County Council's approach to investments over the next ten years. It is closely linked to other key strategic and policy documents, such as:
 - The Corporate Plan
 - The Oxfordshire Infrastructure Strategy (OxIS)
 - The SEND Sufficiency Strategy
 - School Organisation Plan
 - Oxfordshire Local Industrial Strategy
 - Oxfordshire Joint Statutory Spatial Plan
 - The Highways Asset Management Plan
 - The Financial Strategy including the Medium Term Financial Plan
8. The Capital & Investment Strategy complements the key documents above by defining the approach, structure and governance for the effective financing and management of the Council's capital investment needs and ambitions. It outlines how capital investment contributes to the Council's priorities and how the Council's existing and proposed capital resources will be effectively managed to meet the planned needs plus opportunities for meeting the ambitions for longer term capital investments.
9. It is inevitable that the level of capital resources required to meet capital investment needs and aspirations will exceed the actual resources available. Therefore, one of the key purposes of the Capital & Investment Strategy is to ensure that capital projects or programmes are only approved where they accord with the capital investment principles.
10. The Council seeks to employ a variety of different resources to close the funding gap. In this context, the second key purpose of the Capital & Investment is to ensure that capital investment plans are affordable, prudent, sustainable and demonstrate value for money. It provides the framework for

determining capital spending plans and the effective use of the Council's capital resources.

The Council's Corporate Plan Priorities

11. The Capital & Investment Strategy emphasises the significant contribution that the capital programme can make in delivering the corporate priorities of thriving communities, thriving people and thriving economy and in bringing benefits for wider communities. It also seeks to ensure that resources are used in the most efficient way and support the Council's objectives most effectively.

Local Context

12. Oxfordshire's population is around 682,400¹ and the county's area is 260,500 hectares. It is the most rural county in the South-East region; over 40%² of Oxfordshire's population live in settlements of fewer than 10,000 people. Almost a quarter of Oxfordshire's population live in the city of Oxford with a similar proportion in its largest market towns and the remainder living in more rural areas. The population is ageing with substantial recent growth in the number of people aged 85 and over.
13. 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 2016 and 2031, the council's population forecasts predict the county's population will grow by over 27%³, whilst over the same period, the number of people aged 85 and over is forecast to grow by 55%. This will increase the number of people requiring intensive support from the social and health care system. In addition, the growth in new housing across the county and an increase in fertility rates will lead to an increase in the number of children requiring school places. There has also been a significant increase in the number of children requiring an Education, Health and Care Plan leading to a pressure on special school and resource base provision.
14. Oxfordshire plays a critical and growing role in the UK economy, being one of three net contributors to the national exchequer and generating an estimated £22 billion GVA. Oxfordshire's relationship to neighbouring authorities through the Oxford Cambridge Arc is becoming increasingly important as a regional entity; with an emerging ambition to double our GVA by 2040, this region is nationally and internationally significant. This added growth will be achieved by unlocking opportunities through the emerging Arc local industrial

¹ ONS 2017 population estimate

² ONS Census 2011, as a proportion of Oxfordshire's total population

³ Oxfordshire County Council's population forecasts released April 2018

strategies and by delivering a substantial uplift of new homes and through major investment in road and rail infrastructure.

15. The emerging Local Industrial Strategy (OxLIS) will see an unprecedented focus on the strategic promotion of growth in Oxfordshire especially in Artificial Intelligence and disruptive technology sectors where rapid growth is predicted.
16. Oxfordshire's local authorities worked collectively through the Growth Board on an Oxfordshire Infrastructure Strategy (OxIS) designed to identify, map and prioritise Oxfordshire's infrastructure requirements to 2040 and beyond. Significant elements of this were completed and published in the course of 2017.
17. Negotiations with national government partners led to Oxfordshire securing a Housing & Growth Deal in February 2018, providing £215m of government investment to support Oxfordshire's ambition to plan for and support the delivery of 100,000 homes by 2031. £150m of this funding is to fund transport and supporting infrastructure schemes to secure the delivery of priority housing and employment sites. £60m is to support a bespoke Oxfordshire wide affordable housing delivery programme that will support delivery of at least 1320 affordable homes across a range of tenures to start on site by 2021. A further £5m has been provided as capacity funding for costs of delivering the deal.
18. Oxfordshire partners and Government view the Housing & Growth Deal as a positive first stage in an on-going partnership to pursue a comprehensive approach to deliver housing and economic growth and will work together to explore opportunities arising from investment in the Cambridge-Milton Keynes-Oxford corridor and other funding streams.
19. Forward funding through the Housing and Growth Deal also helps unlock further funds that are paid by developers as new homes are built, to support the completion of the various infrastructure projects. This funding is typically made in the form of Community Infrastructure Levy or Section 106 payments. Therefore, the total value of the schemes to be unlocked by the five-year infrastructure programme is significantly higher than the initial £150m Growth Deal contribution - at over £480m, excluding the costs of the major rail projects which are still to be confirmed.
20. A further £300m of investment from the Government's Housing and Infrastructure Fund (HIF) is awaiting final approval. This will fund transport infrastructure needed to help bring forward the Didcot Garden Town and West Oxfordshire Garden Village, near Eynsham.

21. In this context, Oxfordshire County Council will need to play a significant role in delivering major infrastructure investment.

Partnership Working

22. 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.
23. The Council already has a history of pursuing joint-working and joint-service delivery initiatives for better outcomes for communities and residents of the County. It will continue to actively seek opportunities to work in partnership to provide capital investment in Oxfordshire.
24. The Council is currently working with:
- All Oxfordshire District Councils, the City Council and OxLEP to deliver the Housing & Growth Deal;
 - OxLEP to deliver Local Growth Fund projects;
 - Cherwell District Council through our joint partnership arrangements; and
 - Oxfordshire District Councils and the City Council to deliver One Public Estate Projects.

Financial Context and Funding Streams

25. Since 2010, local government has seen significant reductions in the revenue funding received from government to address the national deficit; however, national capital funding allocations, despite large initial reductions, have returned to or increased from the pre-2010 levels. The establishment of Local Enterprise Partnerships (LEPs) in 2011 has resulted in significant funding for large infrastructure schemes through the Local Growth Fund. The government have committed to borrow for investment in infrastructure and innovation which will boost productivity through the National Productivity Investment Fund established in 2016, gives additional funding for housing, infrastructure and research & development.
26. For the Council, government capital grants have continued for basic need, school's structural maintenance and highways maintenance plus ad hoc specific grants such as that to address potholes. These grants are however not enough to meet local investment demand.
27. A key source of capital funding for the council is developer contributions. There have been significant contributions to the schools and transport programmes in recent years provided through development permissions. With the delivery of the Housing and Growth Deal, it is expected that

developer contributions will continue to be an important funding source for the council to deliver the infrastructure needed in these growth areas.

28. The Council changed its policy on disposal of surplus land and property in 2016; rather than automatically dispose of surplus assets, these are now considered on a case by case basis to maximise the value the Council achieves from them. Retention could be on the basis of potential development opportunities, enhancing value of the asset through planning permission processes, due to future expected valuation increases or other similar reasons.
29. The Council made a decision to release its small-holdings' estates in the 1990s; however, sites that were recognised to hold long term potential for residential development were purposely held. There is only c132 hectares remaining of land holdings, of which c86 hectares relate to land development deals that are in progress and c£40m of expected receipts from this, which will be realised from 2024 onwards. These have already been included as funding in the existing 10-year Capital Programme (2018-2028).
30. Another source of capital funding is prudential borrowing. The Council must ensure that borrowing is affordable, prudent and cost effective. This has provided the Council with the flexibility to raise capital funding as demand and business opportunities arise, particularly where there is a case of invest to save. However, prudential borrowing has revenue implications for the Council in the form of financing costs. The recently agreed Street Lighting LED replacement programme of £41m replacing traditional lanterns with LED is an example of a programme funded by prudential borrowing. And as an invest to save scheme, the costs will be repaid from the savings in the energy costs that will be generated from the programme.

Approach to Capital Investment

31. The Council's approach to capital investment is integral to the Council's financial planning processes. The approach aims to ensure that:
 - a. Capital expenditure contributes to the achievement of the priorities set out in the Corporate Plan;
 - b. An affordable and sustainable capital programme is agreed;
 - c. Use of resources and value for money is maximised;
 - d. A clear framework for making capital investment decisions is provided;
 - e. A corporate approach to the use of capital resources is maintained;
 - f. Sufficient assets to provide services are acquired, or built, and maintained;
 - g. Invest to save initiatives to make efficiencies within the Council's revenue budget are encouraged;

- h. Investment in existing assets to enhance their value, including acquisition of land, is supported;
- i. An appraisal and prioritisation process for new schemes is robust

Capital Programme Financing Principles

32. The Council's capital programme financing principles are:

- a. The government grants received for basic need, school maintenance and highways maintenance are treated as a single flexible pot that fund the statutory requirements of the provision of school places and school and highways maintenance as the first priority.
- b. Capital receipts are also treated as a corporate resource and used across the capital programme flexibly.
- c. The Council will continue to be proactive in ensuring, as far as possible, that all additional capital investment needs arising from new developments are funded from developer contributions.
- d. Ringfenced resources are used for the purposes for which they are issued.
- e. Prudential borrowing will be considered where:
 - i. capital investment will result in future revenue savings and the cost of borrowing can be met from the savings; or
 - ii. the council has a significant unmet capital need. The borrowing is repaid from revenue over the life of the asset and this implication is taken into account when assessing the affordability of the proposal.
 - iii. It contributes towards the overall investment approach, subject to clear and demonstrable business case;
- f. The Council will try wherever possible to influence investment through the targeted use of its limited capital resources to lever in other investment to meet its objectives. However, the Council is clear that projects that may bring in further investment will only be supported if they meet the Council's priorities and objectives. The Council also evaluates long-term implications of accepting any external funding provision, in particular on its revenue budget.
- g. The Capital Programme will maintain a 3% contingency level.
- h. The Council will continue to employ an effective year-end financing strategy that is aimed at minimising the liability on the revenue budget. The first calls on capital resources are therefore external funding (including S106), grants, capital receipts and reserves. The final calls, where necessary, are on prudential borrowing.

Commercial Activity

33. The Prudential Code requires that where authorities have commercial investments, that local authorities should disclose the contribution they make towards the service delivery objectives and/or place making role of the

authority. In addition, the types of investment, due diligence processes, the proportionality of those investments and the local authority's risk appetite are also required to be set out.

34. In relation to land acquisitions, where the intention of the purchase is to increase land value rather than contribute towards service delivery objectives, this is considered to be a low risk commercial activity. In relation to land acquisitions, due diligence processes are carried out by the Council's qualified estates team, using external advice where required, and decisions are made in accordance with the governance processes as set out in the section below (paragraphs 47-58).

Capital Programme Approach

35. Last year, in-line with the ambition to focus on a longer-term approach to financial planning, the Council moved from a four year to a ten-year capital programme. The extended programme enables strategic choice and options around developing our community assets, responding to issues such as rising demand in adults and children's services and allows for a planned approach to the replacement of assets.
36. With this in mind, the overall vision for the capital programme is to have a diverse portfolio of activity, ensuring the continued creation of new infrastructure; maintenance of existing infrastructure; plus, replacement of old infrastructure, for the benefit of Oxfordshire residents and businesses. This will deliver value for money within an affordable financial envelope by generating income and growth, enabling the delivery of savings and focussing on creating better places to live and work. This is all underpinned by the needs of the people and businesses of Oxfordshire to meet the Council's overall vision.
37. In alignment with the vision for the capital programme, there is a new focus on:
- Developing the Council's assets and responding to rising demand (social care and highway condition)
 - Improving and retaining our assets to generate positive return
 - New approach to borrowing to take a longer term and more responsible approach to asset management (including statutory compliance)
 - New approach to investment in further assets where this meets our corporate objectives
 - Strategies underpinning investment decisions
38. To support this vision a portfolio area approach has been adopted for the capital programme. This allows for a policy led methodology or the ambition to achieve a desired outcome. The portfolio areas are:

- **Schools Estate:** including basic need (new schools and expansion), maintenance, health and safety and improvements
- **Non-Schools Estate:** including health & safety, maintenance, improvements
- **Operational Assets:** including vehicles, ICT systems and equipment and vehicles
- **Highways and associated infrastructure:** including street lighting, and bridges
- **Organisational redesign:** including schemes to address demand management and digitalisation

39. Allocations for the portfolio areas have been based on a combination of identified schemes with known budget requirements, identified schemes with estimated budget requirements and general allocations where services can bring forward business cases to bid for the funding. For the portfolio areas, detailed business cases will be brought forward to the Capital Investment Programme Board who will approve them or make recommendations to Cabinet for inclusion in the capital programme, depending on the approval thresholds in the Financial Procedure Rules (FPRs).

Investing in Oxfordshire Strategy

40. Linked to the new approach to capital programme planning, the Council will be developing a strategy about Investing in Oxfordshire. The primary objective of this strategy will be to achieve policy benefits or service outcomes, whether this is supporting economic growth, delivery of services, creating affordable housing etc. This will build on the existing approach of investing in existing assets to enhance their value, including acquisition of land. The strategy will be brought forward for approval in the new financial year.

Capital Programme Overview

41. The current capital programme for 2018/19 to 2027/28 totals £891m⁴. The existing programme predominately comprises School Basic Need projects, the annual highways maintenance programme and large transport schemes that have received specific government grant funding. These include City Deal, Local Growth Fund, the Housing and Growth Deal and additional highways pothole funding. The current programme also includes investment, funded by prudential borrowing, in the street lighting estate. The table below sets out the current programme summary.

⁴ Based on the Capital Programme presented to Cabinet in December 2018

Total Programme 2018/19 – 2027/28 £891m				
Schools Estate Including H&S, maintenance, improvement	Non schools Estate Including H&S, maintenance, improvement	Operational Assets including ICT equipment, ICT systems, vehicles	Highways and Associated Infrastructure including street lighting & bridges	Organisational Redesign including Demand Management and Digitalisation
£167m	£131m	£15m	£452m	£20m
Earmarked Reserves/Contingency £106m				

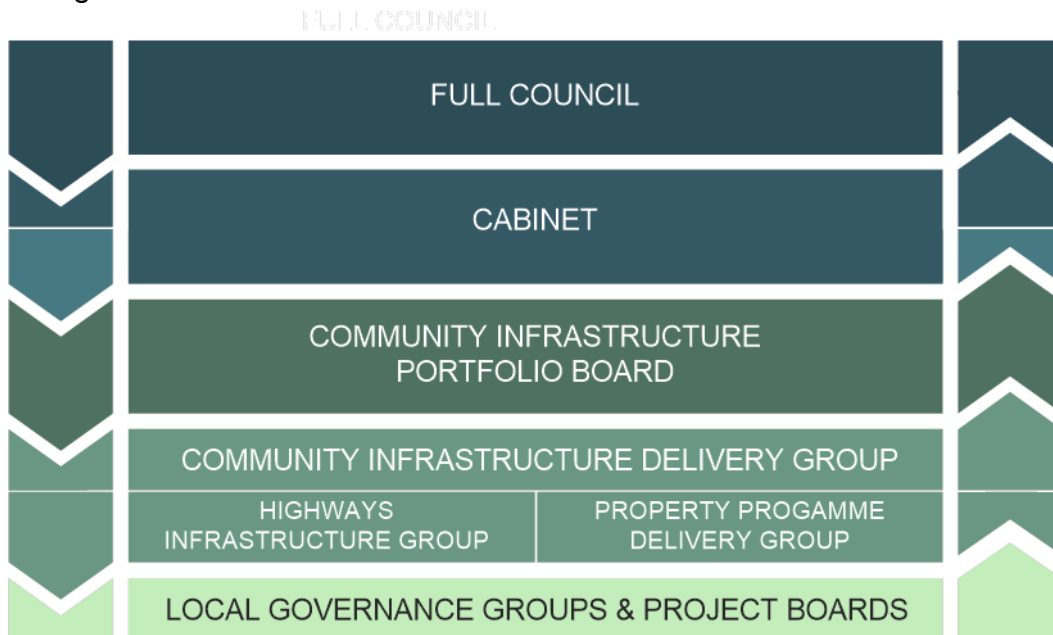
Capital investment proposals 2019/20 - 2028/29

42. The new Capital Programme proposed alongside this strategy, extends the programme period to 2028/29. Details of proposed new capital investments are set out in Annex 3.
43. In addition to extending the programme by a year, the portfolio allocations have been reviewed in light of emerging proposals, agreed programmes and revised funding levels.
44. The proposed programme includes investment of £120m in the Council's assets approved by Cabinet in September 2018. Reduced funding and deterioration in asset condition in highways and property has led to reassessment of the benefits of investment. Investment at this stage would allow repairs to many of the roads already in poor condition and reduce the number of potholes that arise and improve the longevity of future repairs in these areas, thus reducing the increasing pressure on revenue resources.
45. The Schools estate allocation reflects £19.5m investment linked to the SEND strategy, agreed by Cabinet in December 2018, to increase the provision of Special School places in the county. £10m of this relates to the rebuild of Northfield School with an expanded number of places. Further amounts are available for additional SEN bases at mainstream schools and the expansion of existing special schools. The school's estate allocation also includes provision to increase the number of early year's places across the county.
46. The Non-Schools Estate allocation includes estimated allocations to address several immediate and critical legacy issues arising from both the decline in

the spend on maintenance and Carillion's liquidation. This includes the rectification of known defects with completed projects; the treatment of latent defects (defects not known at this point that could emerge over time); the assessment of the estates compliance with statutory and health & safety requirements; and the condition of both the School's and Non-School's estate.

Governance Arrangements

47. The Prudential Code sets out that the responsibility for decision making and on-going monitoring in respect of capital expenditure, investment and borrowing, including prudential indicators, remains with full council. Although detailed implementation and monitoring may be delegated to a committee.
48. Capital governance arrangements were reviewed during 2017 and a new structure was put in place to establish a strong link between the mainstream capital programme and capital investment needs arising from the growth agenda and from organisational strategic issues such as rising demand in adults and children's services. The Council also recognises that a truly corporate approach to strategic capital investment, infrastructure and asset planning is essential.
49. The governance structure is set out below:



Council and Cabinet

50. Council and the Cabinet are 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.

The Community Infrastructure Portfolio Board (CIPB)

51. The Community Infrastructure Portfolio Board (CIPB) is a director-level working group to be the senior point of contact in the delivery of all capital infrastructure projects. It takes its decision-making power from the delegated authority of member officers as per Financial Procedure Rules 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 Informal Cabinet and relevant Directors as part of the decision-making process.
52. The board controls the implementation programme of strategic capital investment for Oxfordshire and ensures that the investment is planned and delivered effectively. It facilitates effective decision-making and provides officer leadership, governance and challenge in the capital and asset portfolios.

The Community Infrastructure Delivery Group

53. The Community Infrastructure Delivery Group (CIDG) is a working group with a remit and function to be the first point of contact in the delivery of all capital infrastructure matters. It takes decision-making power from the delegated authority of member officers as per the Financial Procedure Rules. It makes decisions only where priorities are already agreed by Council as part of the Council's budgetary framework.
54. The group will provide oversight on cost control / timescales / quality of individual major capital projects. The group enables the development of a programme of strategic capital investment for Oxfordshire and ensures that strategic capital investment is planned and delivered in the most effective way possible. It aims to facilitate effective decision-making and provides officer leadership, governance and challenge in the capital and asset arena.

Programme/Project Delivery Boards

55. The Over-arching Programme Delivery Boards deal with capital and asset management issues across portfolio areas and report progress to CIDG. Sub-programme and project delivery boards are responsible for effective programming of commissioned programmes/projects within the given scope and budget.

Capital Programme Implementation

56. The Council operates a two-stage approval process for capital resource allocation. If a project is approved at stage 1, it is accepted in principle to the capital programme and is allocated a project development budget. This stage is also called “commit to investigate”. At stage 2, the project receives full approval for work to commence and expenditure to be incurred, subject to the budget constraints of the project delivery budget allocation.

57. A business case supports each approval stage that has:

- Analysed a range of possible solutions at the feasibility phase of each major capital investment;
- Based the options appraisal on the life cycle costs of possible solutions, including the discounted cost of future expenditures to determine their affordability;
- Explored different project delivery models that, where possible, include partnerships, sharing costs with other organisations, obtaining grant contributions or generates revenue income;
- Recommended the option that ensures the capital investment secures the maximum benefit.

Capital Expenditure Definitions

58. Expenditure which qualifies as capital under this strategy is set out on the Council’s intranet using the link below. It also sets out information on de minimus values, abortive costs, abnormal costs and leases.

<https://intranet.oxfordshire.gov.uk/cms/content/what-capital-expenditure>

Prudential Indicators for Capital Finance

59. The Prudential Code for Capital Finance in Local Authorities (2011) requires the Council to set and monitor against Prudential Indicators in the following categories:

- Prudence – Capital Expenditure and External Debt
- Affordability
- Treasury Management

60. The indicators have been based on the February 2019 capital programme which will be approved by Council on 12 February 2019 with the Service & Resource Planning Report.

61. The capital expenditure figures for beyond 2019/20 will be able to be revised in twelve months' time.

Prudence

Estimates of Capital Expenditure

62. The Council is required to make reasonable estimates of the total of capital expenditure that it plans to incur during 2019/20 and the following two financial years. The Council must also approve the actual expenditure for 2017/18 and revised expenditure for 2018/19.

	Actual	Estimates			
	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Capital Expenditure	94.718	139.547	218.454	205.419	128.366

	Actual	Estimates			
	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Prudential Borrowing	3.141	6.380	27.615	49.827	50.391
Grants and Contributions	88.675	132.788	171.763	140.183	70.958
Capital Receipts	0.514	0	18.776	10.515	4.608
Revenue	2.388	379	300	210	0
Reserves	0.000	0	0	4.684	2.409
TOTAL	94.718	139.547	218.454	205.419	128.366

The Capital Financing Requirement

63. Estimates of the end of year Capital Financing Requirement (CFR) for the Authority for the current and future years and the actual Capital Financing Requirement at 31 March 2018 that are recommended for approval are:

Year	Actual/Estimate	£m
2017/18	Actual	376.731
2018/19	Estimate	372.988
2019/20	Estimate	390.169
2020/21	Estimate	428.675
2021/22	Estimate	465.530

64. 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.

Authorised Limit and Operational Boundary for External Debt

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

links directly to the Authority's estimates of the CFR and estimates of other cashflow requirements.

	2018/19 probable outturn	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
	£m	£m	£m	£m
Operational Boundary for External Debt				
Borrowing	360.000	360.000	360.000	360.000
Other long-term liabilities	25.000	25.000	25.000	25.000
TOTAL	385.000	385.000	385.000	385.000
Authorised Limit for External Debt				
Borrowing	370.000	370.000	370.000	370.000
Other long-term liabilities	30.000	30.000	30.000	30.000
TOTAL	400.000	400.000	400.000	400.000

Actual External Debt

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

Total External Debt as at 31.03.18	£m
External Borrowing	367.383
Other Long-term Liabilities	23.878
Total	391.261

Gross Debt and the Capital Financing Requirement

70. This is a key indicator of prudence. In order to ensure that the medium-term debt will only be for a capital purpose, the local authority should ensure that the gross debt does not, except in the short term, exceed the total of the capital financing requirement (CFR) in the preceding year plus the estimates of any additional increases to the capital financing requirement for the current and next two financial years.

71. The Director of Finance reports that the Council's level of gross debt exceeded the CFR in 2017/18. This is because the repayment of external debt has not been in-line with decrease in the CFR. From 2018/19 the CFR will be higher than gross debt, indicating a level of internal borrowing in line with this strategy. This view takes into account current commitments, existing plans and the proposals in the approved budget.

Debt	31.03.18 Actual £m	31.03.19 Revised £m	31.03.20 Estimate £m	31.03.21 Estimate £m	31.03.22 Estimate £m
External Borrowing	367.383	343.383	341.383	335.383	338.383
Long Term Liabilities	23.878	22.861	21.791	19.468	18.198
Total Debt	391.261	366.244	363.174	354.851	356.581

Affordability

The Ratio of Financing Costs to the Net Revenue Stream

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

Year	Actual/ Estimate	Financing Cost £m	Net Revenue Stream £m	Ratio %
2017/18	Actual	22,557	444,034	5.08%
2018/19	Estimate	20,433	448,501	4.56%
2019/20	Estimate	21,110	465,972	4.53%
2020/21	Estimate	22,388	464,854	4.82%
2021/22	Estimate	24,801	480,962	5.16%

73. Financing costs include interest payable on borrowing, interest and investment income and the amount required for the minimum revenue provision (MRP). The ratio fell in 2017/18 due to the change in the MRP policy.

Minimum Revenue Provision Policy Statement for 2019/20

Introduction

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

MRP Methodology Statement 2019/20

5. The Council is recommended therefore to approve the following statement:
6. For capital expenditure incurred before 1 April 2008, the MRP policy for 2017/18 onwards will be a straight-line charge of the outstanding pre-2008 expenditure as at 1 April 2017 calculated over a 50-year period.
7. For all unsupported (prudential) 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).
8. 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).

Treasury Management Strategy Statement & Annual Investment Strategy for 2019/20

Background

1. The Local Government Act 2003 and supporting regulations require the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
2. The Act requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance issued subsequent to the Act). The Annual Investment Strategy sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
3. Treasury management is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
4. The proposed strategy for 2019/20 is based upon the views of the Council's Treasury Management Strategy Team (TMST)⁵, informed by market forecasts provided by the Council's treasury advisor, Arlingclose Limited.
5. It is a statutory requirement for the Council to produce a balanced budget and to calculate its council tax requirement for each financial year to include the revenue costs that flow from capital financing decisions. This 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.

Treasury Limits for 2019/20 to 2021/22

6. It is a statutory duty, under section 3 (1) of the Local Government Act 2003, for the Council to determine and keep under review the amount it can afford to borrow. This amount is termed the 'Affordable Borrowing Limit' and is equivalent to the 'Authorised Borrowing Limit' as specified in the Prudential Code.

⁵ Comprising the Director of Finance, Service Manager (Pensions), Strategic Finance Manager (Treasury & Banking) and Financial Manager (Treasury Management).

7. The Authorised Borrowing Limit requires the Council to ensure that total capital investment remains within sustainable limits and that the impact upon future council tax levels is 'acceptable'.
8. Whilst termed an "Affordable Borrowing Limit" within the Act, the capital plans to be considered for inclusion incorporates financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

Forecast Treasury Portfolio Position

9. The Council's treasury forecast portfolio position for the 2019/20 financial year comprises:

	Principal £m	Average Rate %
Opening External Debt Balance		
PWLB	293.383	4.510
LOBO	45.000	3.943
Money Market Loans	5.000	3.950
TOTAL EXTERNAL DEBT	343.383	
2019/20 Average Cash Balance		
Average In-House Cash	250.616	
Average Externally Managed	100.000	
TOTAL INVESTMENTS	350.616	

10. The average forecast cash balance for 2019/20 is comprised of the following:

	Average Balance £m
Earmarked Reserves	51.250
Capital and Developer Contributions	202.286
General Balances	22.500
Cashflow and Working Capital Adjustments	61.231
Provisions and Deferred Income	13.350
TOTAL	350.616

Prospects for Interest Rates

Economic Background – Provided by Arlingclose

11. The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Authority's treasury management strategy for 2019/20.

12. UK Consumer Price Inflation (CPI) for October was up 2.4% year/year, slightly below the consensus forecast and broadly in line with the Bank of England's November Inflation Report. The most recent labour market data for October 2018 showed the unemployment rate edged up slightly to 4.1% while the employment rate of 75.7% was the joint highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.3% as wages continue to rise steadily and provide some pull on general inflation. Adjusted for inflation, real wages grew by 1.0%, a level still likely to have little effect on consumer spending.
13. The rise in quarterly GDP growth to 0.6% in Q3 from 0.4% in the previous quarter was due to weather-related factors boosting overall household consumption and construction activity over the summer following the weather-related weakness in Q1. At 1.5%, annual GDP growth continues to remain below trend. Looking ahead, the Bank of England, in its November Inflation Report, expects GDP growth to average around 1.75% over the forecast horizon, providing the UK's exit from the EU is relatively smooth.
14. Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy has been made since. However, the Bank expects that should the economy continue to evolve in line with its November forecast, further increases in Bank Rate will be required to return inflation to the 2% target. The Monetary Policy Committee continues to reiterate that any further increases will be at a gradual pace and limited in extent.
15. While US growth has slowed over 2018, the economy continues to perform robustly. The US Federal Reserve continued its tightening bias throughout 2018, pushing rates to the current 2%-2.25% in September. Markets continued to expect one more rate rise in December, but expectations are fading that the further hikes previously expected in 2019 will materialise as concerns over trade wars drag on economic activity.

Credit outlook – Provided by Arlingclose:

16. The big four UK banking groups have now divided their retail and investment banking divisions into separate legal entities under ringfencing legislation. Bank of Scotland, Barclays Bank UK, HSBC UK Bank, Lloyds Bank, National Westminster Bank, Royal Bank of Scotland and Ulster Bank are the ringfenced banks that now only conduct lower risk retail banking activities. Barclays Bank, HSBC Bank, Lloyds Bank Corporate Markets and NatWest Markets are the investment banks. Credit rating agencies have adjusted the ratings of some of these banks with the ringfenced banks generally being better rated than their non-ringfenced counterparts.

17. The Bank of England released its latest report on bank stress testing, illustrating that all entities included in the analysis were deemed to have passed the test once the levels of capital and potential mitigating actions presumed to be taken by management were factored in. The Bank of England did not require any bank to raise additional capital.
18. European banks are considering their approach to Brexit, with some looking to create new UK subsidiaries to ensure they can continue trading here. The credit strength of these new banks remains unknown, although the chance of parental support is assumed to be very high if ever needed. The uncertainty caused by protracted negotiations between the UK and EU is weighing on the creditworthiness of both UK and European banks with substantial operations in both jurisdictions.

Interest rate forecast – Provided by Arlingclose:

19. Following the increase in Bank Rate to 0.75% in August 2018, the Authority's treasury management adviser Arlingclose is forecasting two more 0.25% hikes during 2019 to take official UK interest rates to 1.25%. The Bank of England's Monetary Policy Committee (MPC) has maintained expectations for slow and steady rate rises over the forecast horizon. The MPC continues to have a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. Arlingclose believes that MPC members consider both that ultra-low interest rates result in other economic problems, and that higher Bank Rate will be a more effective policy weapon should downside Brexit risks crystallise when rate cuts will be required.
20. The UK economic environment remains relatively soft, despite seemingly strong labour market data. Arlingclose's view is that the economy still faces a challenging outlook as it exits the EU and Eurozone growth softens. While assumptions are that a Brexit deal is struck and some agreement reached on transition and future trading arrangements before the UK leaves the EU, the possibility of a "no deal" Brexit still hangs over economic activity (at the time of writing this commentary in late-December). As such, the risks to the interest rate forecast are considered firmly to the downside.
21. Gilt yields and hence long-term borrowing rates have remained at low levels but some upward movement from current levels is expected based on Arlingclose's interest rate projections, due to the strength of the US economy and the European Central Bank's forward guidance on higher rates. 10-year and 20-year gilt yields are forecast to remain around 1.7% and 2.2% respectively over the interest rate forecast horizon, however volatility arising from both economic and political events are likely to continue to offer borrowing opportunities.

Treasury Management Strategy Team's View

22. The Council's TMST, taking into account the advice from Arlingclose, market implications and the current economic outlook, have determined the rates to be included in the Strategic Measures budget for 2019/20 and over the medium term. TMST forecast a 25 bps rise in the UK Bank Rate during 2019/20 on the basis that UK inflation will continue be slightly above the Bank of England's target, a position supported by the Bank of England's November 2018 Inflation Report. The Bank Rate forecasts set out below represent the average rate for the financial year:

- 2019/20 0.88% (increase from 0.75% to 1.00% in October 2019)
- 2020/21 1.00%
- 2021/22 1.00%
- 2022/23 1.25%

23. The TMST team has agreed that based on the current portfolio of deposits and market rates, the target in-house rate of return as set out below. These rates have been incorporated into the strategic measures budget estimates:

- 2019/20 0.98%
- 2020/21 1.00%
- 2021/22 1.00%
- 2022/23 1.25%

24. The Treasury Management Strategy Team continues to monitor the risks relating to Brexit.

Borrowing Strategy

Arlingclose's View

25. The Public Works Loan Board (PWLB) sets new borrowing rates at the gilt yield plus 1.00%. Arlingclose have forecast gilt yields as follows:

- The 50-year gilt yield - 1.95% at April 2019, rising to 2.00% by December 2021.
- The 20-year gilt yield - 2.10% at April 2019, rising to 2.18% by December 2021.
- The 10-year gilt yield - 1.65% at April 2019, rising to 1.70% by December 2021.
- The 5-year gilt yield - 1.25% at April 2019, rising to 1.33% by December 2021.

26. Arlingclose's forecasts have an upside variation range of between 25 and 40 basis points, and a downside variation range of between 55 and 75 basis points depending on the economic and political climate.

Treasury Management Strategy Team's View

27. It is expected that the Bank Rate will increase by 25 basis points to 1.00% during 2019/20 and that there will continue to be a high "cost of carry"⁶ associated with the long-term borrowing compared to temporary investment returns. The TMST will continue to monitor the Council's debt portfolio and will consider debt repayment if it is in the Council's interest.
28. In April 2011, the Government replaced the 'credit approval' system for capital financing with direct provision of capital resources in the form of capital grant. This means that the Council only needs to borrow to finance prudential borrowing schemes. The Council's Capital Programme Financing Principles applies capital grants, developer contributions, capital receipts and revenue contributions to fund capital expenditure before using prudential borrowing. This means that the majority of the current capital programme is fully funded without the need to take up any new borrowing.
29. Financing the Council's borrowing requirement internally would reduce the cost of carry in the short term but there is a risk that the internal borrowing would need to be refinanced with external borrowing at a time when PWLB (or its successor) and market rates exceed those currently available. This could result in higher financing costs over the long term.
30. Internal borrowing is a short-term financing solution which uses temporary cash surpluses to fund the Council's capital financing requirement. The temporary cash surpluses are balances made up of creditors over debtors, earmarked reserves and capital reserves. As reserves are drawn down for their earmarked purpose internal borrowing will need to be replaced with external borrowing.
31. The Council's TMST have agreed that they should increase the option to fund new or replacement borrowing up to the value of £100m of the portfolio through internal borrowing. Internal borrowing will have the effect of reducing some of the "cost of carry" of funding. Internal borrowing may also be used to finance prudential schemes.
32. If market conditions change during the 2019/20 financial year such that the policy to borrow internally is no longer in the short term or long-term interests

⁶ The difference between the interest payable on borrowing on debt and the interest receivable from investing surplus cash.

of the Council, the TMST will review the borrowing strategy and report any changes to Cabinet.

33. As the Accountable Body for OxLEP Ltd, the Oxfordshire Local Enterprise Partnership, the Council will be required to prudentially borrow £42m on behalf of OxLEP for project funding from 2019/20 onwards. The loans will be repaid through the retained business rates of OxLEP. This represents projects to be delivered by the Council. The TMST monitor interest rates and will consider forward borrowing on behalf of OxLEP at the end of 2018/19 if it is determined to be cost-effective.
34. The Council will be able to apply for the new Local Infrastructure Rate, at a discounted interest rate of gilts + 60 basis points. The borrowing on behalf of OxLEP may be eligible as the schemes are all major infrastructure schemes.
35. The Council's chief objective when borrowing money is to strike an appropriate balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.
36. The approved sources of long-term and short-term borrowing are:
 - Public Works Loan Board and any successor body
 - UK local authorities
 - any institution approved for investments (see below)
 - any other bank or building society authorised by the Prudential Regulation Authority to operate in the UK
 - UK public and private sector pension funds
 - capital market bond investors
 - special purpose companies created to enable joint local authority bond issues.

Borrowing for the Capital Financing Requirement

37. The Council's Capital Financing Requirement (CFR) represents the Council's underlying need to finance capital expenditure by borrowing. The CFR is the value of the Council's assets that have not been permanently financed, in other words, borrowing has been used to finance spending. When capital expenditure is financed by grants, capital receipts or direct contributions from revenue this is not included the CFR.
38. The Council is required to make an annual contribution from revenue towards the repayment of debt termed the Minimum Revenue Provision (MRP). This contribution reduces the CFR and effectively provides the resource to permanently finance the capital expenditure and reduce the Council's borrowing requirement by that amount. The Council's MRP Policy

Statement sets out the methodology that the Council applies in its MRP calculation.

39. Under the Prudential Code, the Council must ensure that gross external borrowing does not, except in the short term, exceed the sum of the CFR in the previous year plus estimates of any increases to the CFR for the current and next two financial years. Where the gross debt is greater than the CFR the reasons for this should be clearly stated in the annual treasury management strategy. The Council's current position is set out below.
40. The Council's CFR is currently forecast to increase over the medium term financial plan. This is a result of the requirement to borrow on behalf of the OxLEP discussed in paragraph 33 and increased investment in the Council's Capital Programme.
41. The Council's external debt is also forecast to increase over the medium term financial plan as new external borrowing required for OxLEP projects is forecast to exceed the rate at which existing long term debt is repaid upon maturity.

Borrowing Instruments

42. The TMST's forecast for the period 2019/20 – 2022/23 for 20 and 50-year PWLB rates over the medium term are an average rate of 2.80% and 2.60% per year respectively.
43. In November 2012, the PWLB introduced the Certainty Rate which allows eligible Councils to borrow at a discounted rate of 0.20% below the advertised borrowing rate. Eligibility is established by the submission of an annual application form to the Department of Communities and Local Government. The Council has successfully applied and qualified for the rate for the period from 1 November 2018 to 31 October 2019.
44. An annual application will be made to renew eligibility for the Certainty Rate, in order to maintain the option should it be required.
45. The Council has historically set a maximum limit of 20% of the debt portfolio to be borrowed in the form of Lender's Option Borrower's Option (LOBOs). It is recommended that this remain as the limit for 2019/20. As at 30 November 2018, LOBOs represent 13.07% of the total external debt.
46. The Council has four £5m LOBO's with call options in 2019/20, three of which have two call options in year, whilst one has a single call option in year. At each call date, the lender may choose to exercise their option to change the interest rate payable on the loan. If the lender chooses to do so, the Council will evaluate alternative financing options before deciding

whether or not to exercise the borrower's option to repay the loan or to accept the new rate offered. It is likely that if the rate is changed the debt will be repaid. The TMST is also exploring early repayment of LOBO's where there is a financial benefit to do so.

Annual Investment Strategy

47. The Council complies with all relevant treasury management regulations, codes of practice and guidance. The Council's investment priorities are: -
- The security of capital and
 - The liquidity of its investments
48. 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.
49. The Treasury Management Code of Practice requires the Council to approve a Treasury Management Policy Statement. Good practice requires that this statement is regularly reviewed and revised as appropriate. Council approved the statement in February 2018. The statement has been reviewed and there are no revisions proposed.

Investment Instruments

50. Investment instruments identified for use in the 2019/20 financial year are set out at Appendices A and B under the 'Specified' and 'Non-Specified' Investment categories.
51. Guidance states that specified investments are those requiring "minimal procedural formalities". The placing of cash on deposit with banks and building societies 'awarded high credit ratings by a credit rating agency', the use of Money Market Funds (MMFs) and investments with the UK Government and local authorities qualify as falling under this phrase as they form a normal part of day to day treasury management.
52. Money market funds (MMFs) will be utilised, but good treasury management practice prevails and whilst MMFs provide good diversification the council will also seek to diversify any exposure by using more than one MMF where practical. It should be noted that while exposure will be limited, the use of MMFs does give the council exposure to institutions that may not be included on the approved lending list for direct deposits. This is deemed to be an acceptable risk due to the benefits of diversification. The Treasury team use an online portal to provide details of underlying holdings in MMFs. This enables more effective and regular monitoring of full counterparty risk.

53. All specified investments will be sterling denominated, with maturities up to a maximum of 1 year, meeting the 'high' credit rating criteria where applicable.
54. 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.
55. A maximum of 50% of the portfolio will be held in non-specified investments.

Changes to Instruments

56. There are no proposed changes to instruments for 2019/20.

Credit Quality

57. The CIPFA Code of Practice on Treasury Management (2011) recommends that Councils have regard to the ratings issued by the three major credit rating agencies (Fitch, Moody's and Standard & Poor's) and to make decisions based on all ratings. Whilst the Council will have regard to the ratings provided by all three ratings agencies, the Council uses Fitch ratings as the basis by which to set its minimum credit criteria for deposits and to derive its maximum counterparty limits. Counterparty limits and maturity limits are derived from the credit rating matrix as set out in the tables at paragraphs 68 and 69 respectively.
58. The TMST may further reduce the derived limits due to the ratings provided by Moody's and Standard & Poor's or as a result of monitoring additional indicators such as Credit Default Swap rates, share prices, Ratings Watch & Outlook notices from credit rating agencies and quality Financial Media sources.
59. Notification of any rating changes (or ratings watch and outlook notifications) by all three ratings agencies are monitored daily by a member of the Treasury Management Team. Updates are also provided by the Council's Treasury Management advisors Arlingclose and reported to TMST.
60. Where a change in the Fitch credit rating places a counterparty on the approved lending list outside the credit matrix (as set out in tables at paragraphs 68 and 69), that counterparty will be immediately removed from the lending list.
61. Where a counterparty has been placed on Negative Watch or Outlook by any of three major credit rating agencies the counterparty's status on the

approved lending list will be reviewed by the TMST and appropriate action taken.

62. The Authority defines “high credit quality” organisations as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher with the Fitch ratings agency.

Liquidity Management

63. The Council forecasts its cash flow to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a pessimistic basis, with receipts under-estimated and payments over-estimated to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council’s medium term financial plan and cash flow forecast. The Council uses instant access bank deposit accounts and money market funds for balances forecast to be required at short notice to meet commitments due. The TMST will continue to monitor options available to maintain the required liquidity, and will open new accounts with approved counterparties as appropriate.

Lending Limits

64. In addition to the limits determined by the credit quality of institutions, the TMST apply further limits to mitigate risk by diversification. These include:
- Limiting the amount lent to banks in any one country (excluding the UK) to a maximum of 20% of the investment portfolio.
 - Limiting the amount lent to any bank, or banks within the same group structure to 10% of the investment portfolio.
65. Where the Council has deposits on instant access, this balance may temporarily exceed the 10% bank or group limit. However, the limits as set out in paragraphs 68 and 69 will still apply.
66. Counterparty limits as set out in paragraphs 68 and 69, may be temporarily exceeded by the accrual and application of interest amounts onto accounts such as call accounts, money market funds or notice accounts. Where the application of interest causes the balance with a counterparty to exceed the agreed limits, the balance will be reduced when appropriate, dependent upon the terms and conditions of the account and cashflow forecast.
67. Any changes to the approved lending list will be reported to Cabinet as part of the Financial Monitoring and Business Strategy Delivery Report.

68. The Council also manages its credit risk by setting counterparty limits. The matrix below sets out the maximum proposed limits for 2019/20. The TMST may further restrict lending limits dependent upon prevailing market conditions. BBB+ to BBB- ratings is included for overnight balances with the Council's bank, currently Lloyds Bank Plc. This is for practical purposes should the bank be downgraded.

LENDING LIMITS - Fitch Rating	Short Term Rating	
Long Term Rating	F1+	F1
AAA	£30m	£20m
AA+	£30m	£20m
AA	£25m	£15m
AA-	£25m	£15m
A+	£20m	£15m
A	£20m	£15m
A-	£15m	£10m
BBB+, BBB, BBB- (bank with which the Council has its bank account)	£20m	£20m

69. 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.

MATURITY LIMITS – Fitch Rating	Short Term Rating	
Long Term Rating	F1+	F1
AAA	3 years	364 days
AA+	2 years	364 days
AA	2 years	9 months
AA-	2 years	9 months
A+	364 days	9 months
A	9 months	6 months
A-	6 months	3 months
BBB+, BBB, BBB- (bank with which the Council has its bank account)	Overnight	Overnight

Other institutions included on the councils lending list

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

Structured Products

71. As at 30 November 2018, the Council had no 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 maintain the option to use structured products up to a maximum of 10% of the investment portfolio. The Council will continue to monitor structured products and consider restructuring opportunities as appropriate.

Revolving Credit Facility

72. The Council has a £10m revolving credit facility (RCF) investment with Network Homes, whereby Network Homes has the ability to draw down an amount, up to the value of £10m in any 6-month period from the RCF. The investment was arranged with the advice of Arlingclose in July 2017 and continues to be utilised in full. The investment returns 3-month LIBOR + 1.50% and has a final maturity in July 2020.

External Funds

73. The Council uses external fund managers and pooled funds to diversify the investment portfolio through the use of different investment instruments, investment in different markets, and exposure to a range of counterparties. It is expected that these funds should outperform the Council's in-house investment performance over a rolling three-year period. The Council will have no more than 50% of the total portfolio invested with external fund managers and pooled funds (excluding MMFs). This allows the Council to achieve diversification while limiting the exposure to funds with a variable net asset value. And, in order to ensure appropriate diversification within externally managed and pooled funds these should be diversified between a minimum of two asset classes.
74. As at 30 November 2018, the Council had £58m invested in external funds (excluding MMFs), representing 13% of the Council's total investment portfolio.
75. In December 2018 the TMST agreed to increase the exposure to external funds (excluding MMFs) to £100m from £58m, representing an increase of 13% to 29% of the Council's total investment portfolio. It was agreed to move away from lower yielding short dated funds and to invest in longer dated strategic funds with the aim of a more balanced portfolio with a higher return. There will be an equal allocation to 4 asset classes (Bond Funds, Equity, Property & Multi Asset) to limit overall portfolio volatility. All of the funds are income producing funds, as opposed to accumulating value funds. These funds have a variable net asset value which means that the value of the

funds can decrease as well as increase depending on the performance of the instruments in the fund.

76. The external funds have a higher targeted income return than in house deposits of 3.75% which has been incorporated into the medium term financial plan.
77. The Council's holding in the Columbia Threadneedle Strategic Bond Fund was transferred from an accumulating fund to an income producing fund. The switch has realised a one-off gain of £2.9m which will be taken to the General Fund in 2018/19.
78. The performance of the pooled funds is monitored by the TMST throughout the year against the funds' benchmarks and the in-house investment returns. The TMST will keep the external fund investments under review and consider alternative instruments and fund structures, to manage overall portfolio risk. It is recommended that authority to withdraw, or advance additional funds to/from external fund managers, continue to be delegated to the TMST.

Investment Approach

79. The weighted average maturity (WAM) of in-house deposits as at 30 November 2018 was 209 days. This was made up of £89.5m of instant access balances with a maturity of 1 day, and £295.5m of deposits with a WAM of 272 days.
80. With the increased investment in longer dated external funds, the TMST will aim to maintain the balance between medium-term deposits with local authorities and short-term secured and unsecured deposits with high credit quality financial institutions. Money Market Funds will continue to be utilised for instant access cash. This approach will maintain a degree of certainty about the investment returns for a proportion of the portfolio, while also enabling the Treasury Management team to respond to any increases in interest rates in the short-term.
81. The Council maintain the option to invest directly in UK Government Gilts, T-bills, Certificates of Deposits and other Sovereign Bonds, use of such instruments remains dependent upon custody arrangements. If availability of acceptable credit worthy institutions is reduced, the Council may use the Debt Management Office Deposit Facility and will continue to prioritise security and liquidity of assets over investment returns.
82. It is proposed that any further changes required to the Annual Treasury Management Strategy & Annual Investment Strategy, continue to be

delegated to the Chief Finance Officer in consultation with the Leader of the Council and Cabinet Member for Finance.

Treasury Management Prudential Indicators

Gross and Net Debt

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

Upper Limit of net debt:	2018/19	2019/20	2020/21	2021/22
Net Debt / Gross Debt	70%	70%	70%	70%

Upper and lower limits to maturity structure of fixed rate borrowing

84. This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years.
85. It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. The maturity of borrowing is determined by reference to the earliest date on which the lender can require payment.
86. LOBOs are classified as maturing on the next call date, this being the earliest date that the lender can require repayment.

Maturity structure of fixed rate borrowing during 2018/19	Lower Limit	Upper Limit
	%	%
Under 12 months	0	20
12 months and within 24 months	0	25
24 months and within 5 years	0	35
5 years and within 10 years	5	40
10 years and above	50	95

Upper limits on fixed and variable rate interest exposures

87. These indicators allow the Authority to manage the extent to which it is exposed to changes in interest rates.

Fixed interest rate exposure

88. Limits in the table below have been set to reflect the current low interest rate environment. The limits set out offer the Council protection in an uncertain interest rate environment by allowing the majority of the debt portfolio to be

held at fixed interest rates, thus not subjecting the Council to rising debt interest.

Upper limit for fixed interest rate exposure	2018/19	2019/20	2020/21	2021/22
Net principal re fixed rate borrowing / investments	£350m	£350m	£350m	£350m

89. Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

Variable interest rate exposure

90. The upper limit for variable rate exposure has been set to ensure that the Authority is not exposed to interest rate rises which could adversely impact on the revenue budget. As with the fixed rate exposure limits, the variable rate exposure limits set offer the council protection in an uncertain interest rate environment. This is achieved by ensuring variable rate debt is lower than variable rate investments, which would result in a net benefit if interest rates were to increase.

91. Interest rate exposure limits will be amended in future years to reflect any changes to the forecast trajectory of interest rates.

Upper limit for variable rate exposure	2018/19	2019/20	2020/21	2021/22
Net principal re variable rate borrowing / investments	£0	£0	£0	£0

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

92. The purpose of this limit is to contain exposure to the risk of loss that may arise as a result of the Authority having to seek early repayment of the sums invested.
93. It is proposed to maintain the upper limit of £150m in 2018/19. This limit had previously been set to reduce to £120m in 2020/21 however maintaining the £150m is to reflect higher forecast cash balance than previously forecast.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Upper limit on principal sums invested longer than 364 days	150	150	150	150

94. Prudential Indicators are reported to and monitored by the TMST on a regular basis and will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2018/19 and the Treasury Management Mid-Term Review 2019/20, which will be considered in July and November 2018 respectively.

Policy on Use of Financial Derivatives

95. Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The CIPFA Code (2011) requires authorities to clearly detail their policy on the use of derivatives in the annual strategy.
96. The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
97. Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
98. It is the view of the TMST that the use of standalone financial derivatives will not be required for Treasury Management purposes during 2019/20. The Council will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use.

Performance Monitoring

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

100. Arlingclose benchmark the performance of their clients against each other on a quarterly basis, looking at a variety of indicators including investment risk and returns.
101. The Council will benchmark its internal return against the 3-month London Interbank Bid Rate (LIBID) - the rate at which banks are willing to borrow from other banks.
102. Latest performance figures will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2018/19, and the Treasury Management Mid-Term Review 2019/20, which will be considered in July and November 2019 respectively.

Investment Training

103. All members of the Treasury Management Strategy Team are members of CIPFA or other professional accounting body. In addition, key Treasury Management officers receive in-house and externally provided training as deemed appropriate and training needs are regularly reviewed, including as part of the staff appraisal process.
104. The Council has opted up to 'professional client' categorisation with under the second Markets in Financial Instruments Directive (MiFID II). In order to achieve this, evidence was required that the person(s) authorised to make investment decisions on behalf of the authority have at least one year's relevant professional experience and the expertise and knowledge to make investment decisions and understand the risks involved. Members of the TMST currently meet these criteria and training needs will be regularly monitored and reviewed to ensure continued compliance.

Treasury Management Advisors

105. Arlingclose continue to provide the Council's Treasury Management Advisory Service, following the award of a three-year contract via a competitive procurement process.

Appendix A

Specified Investments

Investment Instrument	Minimum Credit Criteria	Use
Debt Management Agency Deposit Facility	N/A	In-house and Fund Managers
Term Deposits – UK Government	N/A	In-house
Term Deposits – other Local Authorities	N/A	In-house
Term Deposits – Banks and Building Societies	Short-term F1, Long-term BBB+, Minimum Sovereign Rating AA+	In-house and Fund Managers
Certificates of Deposit issued by Banks and Building Societies	A1 or P1	In-house on a buy and hold basis and Fund Managers
Money Market Funds	AAA	In-house and Fund Managers
Other Money Market Funds and Collective Investment Schemes ⁷	Minimum equivalent credit rating of A+. These funds do not have short-term or support ratings.	In-house and Fund Managers
UK Government Gilts	N/A	In-house on a buy and hold basis and Fund Managers
Treasury Bills	N/A	In-house and Fund Managers
Reverse Repurchase Agreements - maturity under 1 year from arrangement and counterparty is of high credit quality (not collateral)	Long Term Counterparty Rating A-	In-house and Fund Managers
Covered Bonds – maturity under 1 year from arrangement	Minimum issue rating of A-	In-house and Fund Managers

⁷ I.e., credit rated funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.

Appendix B

Non-Specified Investments

Investment Instrument	Minimum Credit Criteria	Use	Max % of total Investments	Max Maturity Period
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)	Short-term F1+, Long-term AA-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
Structured Products (e.g. Callable deposits, range accruals, snowballs, escalators etc.)	Short-term F1+, Long-term AA-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
UK Government Gilts with maturities in excess of 1 year	N/A	In-house and 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 and Fund Managers	50% in-house; 100% External Fund	25 years
Bonds issued by a financial institution which is guaranteed by the UK Government	AA	In-house and Fund Managers	50% in-house; 100% External Fund	5 years in-house

Investment Instrument	Minimum Credit Criteria	Use	Max % of total Investments	Max Maturity Period
Collective Investment Schemes ⁸ but which are not credit rated	N/A	In-house and Fund Managers	50% In-house; 100% External Funds	Pooled Funds do not have a defined maturity date
Sovereign Bond Issues	AAA	In-house on a buy and hold basis. Fund Managers	50% in-house; 100% External Funds	5 years in-house, 30 years fund managers
Reverse Repurchase Agreements - maturity in excess of 1 year, or/and counterparty not of high credit quality.	Minimum long-term rating of A-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
Covered Bonds	AAA	In-house and Fund Managers	50% in-house; 100% External Funds	20 years
Registered Providers	As agreed by TMST in consultation with the Leader and the Cabinet Member for Finance	In-house	50% In-house	5 years

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

⁸ Pooled funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.

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CAPITAL PROGRAMME: 2018/19 TO 2028/29

Programme		Capital Investment Programme (latest forecast)					CAPITAL INVESTMENT TOTAL £'000s	
		Current Year	Firm Programme		Provisional Programme			
2018 / 19	2019 / 20	2020 / 21	2021 / 22	2022 / 23	up to 2028 / 29			
£'000s	£'000s	£'000s	£'000s	£'000s	£'000s			
People: Children		25,116	37,631	36,730	23,910	14,350	64,206	201,943
People: Schools Local Capital		1,154	800	792	700	650	2,200	6,296
People: Adults		6,895	1,375	1,875	12,787	1,750	1,771	26,453
Communities: Transport		59,354	91,399	97,687	77,244	97,860	114,879	538,423
Communities: Other Property Development Programmes		20,600	22,852	15,323	11,846	6,681	22,850	100,152
Resources		15,828	36,577	35,520	1,250	1,250	4,000	94,425
TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE		128,947	190,634	187,927	127,737	122,541	209,906	967,692
Earmarked Reserves		10,600	27,820	17,492	629	9,912	26,182	92,635
TOTAL ESTIMATED CAPITAL PROGRAMME		139,547	218,454	205,419	128,366	132,453	236,088	1,060,327
TOTAL ESTIMATED PROGRAMME IN-YEAR RESOURCES		144,079	182,340	192,855	125,957	122,670	227,462	995,363
In-Year Shortfall (-) /Surplus (+)		4,532	-36,114	-12,564	-2,409	-9,783	-8,626	-64,964
Cumulative Shortfall (-) / Surplus (+)	58,559	63,091	26,977	14,413	12,004	2,221	-6,405	-6,405

SOURCES OF FUNDING		2018 / 19	2019 / 20	2020 / 21	2021 / 22	2022 / 23	up to 2028 / 29	CAPITAL RESOURCES TOTAL
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
SCE(C) Formulaic Capital Allocations - Un-ringfenced Grant		102,947	121,712	96,752	50,211	50,000	127,250	548,872
Devolved Formula Capital- Grant		850	800	792	700	650	2,200	5,992
Prudential Borrowing		6,380	27,615	49,827	50,391	64,009	48,518	246,740
Grants		11,444	16,677	11,245	4,796	0	0	44,162
Developer Contributions		17,218	32,574	31,168	15,237	5,131	13,099	114,427
District Council Contributions		0	0	226	0	0	0	226
Other External Funding Contributions		301	0	0	14	0	0	315
Revenue Contributions		379	300	210	0	0	0	889
Schools Contributions		28	0	0	0	0	0	28
Use of Capital Receipts		0	18,776	10,515	4,608	2,880	36,395	73,174
Use of Capital Reserves		0	0	4,684	2,409	9,783	2,221	19,097
TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED		139,547	218,454	205,419	128,366	132,453	229,683	1,053,922
TOTAL ESTIMATED IN YEAR RESOURCES AVAILABLE		144,079	182,340	192,855	125,957	122,670	227,462	995,363
Capital Grants Reserve C/Fwd	16,219	19,987	0	0	0	0	0	0
Usable Capital Receipts C/Fwd	22,335	23,401	7,577	0	0	0	0	0
Capital Reserve C/Fwd	20,005	19,703	19,400	14,413	12,004	2,221	0	0

CHILDREN'S SERVICES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	up to 2028 / 29 £'000s			
<u>Secondary Capital Programme</u>										
King Alfred's (ED928)	0	625	100	100	0	0	0	825	825	200
Secondary Capital Programme Total	0	625	100	100	0	0	0	825	825	200
<u>Provision of School Places (Basic Need)</u>										
Existing Demographic Pupil Provision (Basic Needs Programme)	2,635	3,027	10,851	10,974	8,500	7,500	54,456	97,943	95,308	92,281
11/12 - 17/18 Basic Need Programme Completions	0	248	158	0	0	0	0	406	406	158
Chilton - Expansion to 1.5FE (ED893)	1,580	190	14	0	0	0	0	1,784	204	14
Sutton Courtenay - Expansion to 1FE (ED883)	1,147	400	46	0	0	0	0	1,593	446	46
Matthew Arnold - 1FE Expansion (ED877)	1,003	2,000	356	0	0	0	0	3,359	2,356	356
Faringdon Community College - 2FE Expansion (ED876)	3,090	2,400	100	700	0	0	0	6,290	3,200	800
East Hanney, St James - Expansion to 1FE (ED859)	215	1,600	200	118	0	0	0	2,133	1,918	318
Fitzwaryn - Expansion (ED900)	28	575	25	0	0	0	0	628	600	25
Bloxham, Warriner - 2FE Expansion (ED901)	585	3,000	1,800	315	0	0	0	5,700	5,115	2,115
Marcham - Expansion to 1FE (ED882)	151	550	650	146	0	0	0	1,497	1,346	796
John Blandy - Expansion to 1.5FE (ED887)	146	1,200	1,300	247	0	0	0	2,893	2,747	1,547
Provision of School Places Total	10,580	15,190	15,500	12,500	8,500	7,500	54,456	124,226	113,646	98,456

CHILDREN'S SERVICES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	up to 2028 / 29 £'000s			
<u>Growth Portfolio - New Schools</u>	Note: This section of the programme shows available funding and not the full scheme cost, unless specified Project Approval number displayed.									
Didcot, Great Western Park - Secondary (Phase 1) (ED836) Aureus	20,252	0	1,419	0	0	0	0	21,671	1,419	1,419
Didcot, Great Western Park - Primary 2 (14 classroom) (ED835) Aureus	5,639	1,100	411	0	0	0	0	7,150	1,511	411
Bicester, South West - Secondary (Alchester)	870	500	6,000	6,630	2,000	0	0	16,000	15,130	14,630
Oxford - Barton (West) - 1.5FE Primary School	259	500	3,700	2,500	241	0	0	7,200	6,941	6,441
Banbury, Southam Road - 1FE Primary School	21	500	3,000	2,500	129	0	0	6,150	6,129	5,629
The Swan Free School (Financial Contribution)	24	700	800	500	76	0	0	2,100	2,076	1,376
West Witney, Curbridge - 1.5FE Primary School	0	150	250	600	300	0	0	1,300	1,300	1,150
Bicester, Graven Hill - 2FE Primary School	0	200	300	750	380	0	0	1,630	1,630	1,430
North East Wantage, Crab Hill - 2FE Primary School	0	200	300	700	350	0	0	1,550	1,550	1,350
Project Development Budget	6	0	100	100	100	100	0	406	400	400
New School Programme Completions	0	0	298	0	0	0	0	298	298	298
Growth Portfolio Total	27,071	3,850	16,578	14,280	3,576	100	0	65,455	38,384	34,534
<u>Children's Home</u>										
Re-provision of Maltfield (ED932)	0	0	500	2,000	500	0	0	3,000	3,000	3,000
Children's Home Total	0	0	500	2,000	500	0	0	3,000	3,000	3,000

CHILDREN'S SERVICES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	up to 2028 / 29 £'000s			
<u>Annual Programmes</u>										
Schools Access Initiative	0	400	350	300	250	250	1,200	2,750	2,750	2,350
Temporary Classrooms - Replacement & Removal	0	230	350	300	250	250	1,200	2,580	2,580	2,350
Schools Accommodation Intervention & Support Programme	0	100	100	100	100	100	600	1,100	1,100	1,000
School Structural Maintenance (inc Health & Safety)	0	3,111	2,200	1,800	1,650	1,400	6,250	16,411	16,411	13,300
Northfield Special School - Reinstatement works & Temporary Accommodation at Iffley Academy (ED931)	0	660	20	0	0	0	0	680	680	20
Annual Programme Total	0	4,501	3,020	2,500	2,250	2,000	9,250	23,521	23,521	19,020
<u>Other Schemes & Programmes</u>										
CEF Transformation Programme - Children & Family Centres (ED895)	1,088	200	212	0	0	0	0	1,500	412	212
Capacity Building - Early Yrs Entitlement	2,282	500	500	500	204	0	0	3,986	1,704	1,204
Free School Meals (ED862)	0	0	63	0	0	0	0	63	63	63
Loans to Foster/Adoptive Parents (Prudentially Funded)	0	75	75	100	130	0	0	380	380	305
Small Projects	114	25	15	0	0	0	0	154	40	15
School Estate	0	0	750	4,750	8,750	4,750	500	19,500	19,500	19,500
Other Schemes & Programmes Total	3,484	800	1,615	5,350	9,084	4,750	500	25,583	22,099	21,299

CHILDREN'S SERVICES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	up to 2028 / 29 £'000s			
<u>Retentions</u>	100	150	318	0	0	0	0	568	468	318
Retentions Total	100	150	318	0	0	0	0	568	468	318
<u>Schools Capital</u>										
Devolved Formula Capital	0	1,154	800	792	700	650	2,200	6,296	6,296	5,142
School Local Capital Programme Total	0	1,154	800	792	700	650	2,200	6,296	6,296	5,142
PEOPLE: CHILDREN CAPITAL PROGRAMME EXPENDITURE TOTAL	41,235	26,270	38,431	37,522	24,610	15,000	66,406	249,474	208,239	181,969
PEOPLE: CHILDREN ADJUSTED CAPITAL PROGRAMME EXPENDITURE TOTAL	41,235	25,116	37,631	36,730	23,910	14,350	64,206	243,178	201,943	176,827

ADULTS CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	up to 2028 / 29 £'000s	£'000s	£'000s	£'000s
<u>ADULTS SOCIAL CARE PROGRAMME</u>										
Adult Social Care Programme	563	300	250	750	750	750	887	4,250	3,687	3,387
HOPs Phase 1- New Builds	0	0	0	0	10,503	0	0	10,503	10,503	10,503
Specialist Housing - Extra Care Housing and Supported Living	776	1,000	1,000	1,000	1,500	1,000	884	7,160	6,384	5,384
Deferred Interest Loans (CSDP)	0	125	125	125	34	0	0	409	409	284
SOCIAL CARE FOR ADULTS PROGRAMME TOTAL	1,339	1,425	1,375	1,875	12,787	1,750	1,771	22,322	20,983	19,558
<u>Disabled Facilities Grant</u>										
Disabled Facilities Grant	0	5,438	0	0	0	0	0	5,438	5,438	0
DISABLED FACILITIES GRANT PROGRAMME TOTAL	0	5,438	0	0	0	0	0	5,438	5,438	0
Retentions & Minor Works	0	32	0	0	0	0	0	32	32	0
PEOPLE: ADULTS CAPITAL PROGRAMME EXPENDITURE TOTAL	1,339	6,895	1,375	1,875	12,787	1,750	1,771	27,792	26,453	19,558

COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast									
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s	
		2018 / 19	2019 / 20	2020 / 21	2021 / 22	2022 / 23	up to 2028 / 29				
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s				
<u>HOUSING & GROWTH DEAL - INFRASTRUCTURE</u>											
Infrastructure Programme	0	9,587	20,000	22,737	34,992	55,521	0	142,837	142,837	133,250	
Oxford, Botley Rd (NPIF-funded)	10	1,005	3,621	2,627	8	1,829	0	9,100	9,090	8,085	
Oxford Parks Cycle Route (con'n)	0	19	0	0	0	0	0	19	19	0	
Collinwood Rd, crossing and link	0	10	0	0	0	0	0	10	10	0	
Knights Rd, extension	0	10	0	0	0	0	0	10	10	0	
Littlemore, pedestrian and cycle bridge	0	10	0	0	0	0	0	10	10	0	
GROWTH DEAL PROGRAMME TOTAL		10	10,641	23,621	25,364	35,000	57,350	0	151,986	151,976	141,335
<u>CITY DEAL PROGRAMME</u>											
<u>Science Transit</u>											
Kennington & Hinksey Roundabouts	7,373	15	85	0	0	0	0	7,473	100	85	
Hinksey Hill Northbound Slip Road	768	171	541	5,655	336	1,229	0	8,700	7,932	7,761	
<u>Access to Enterprise Zone</u>											
Harwell Link Rd Section 1 B4493 to A417	10,756	140	753	0	0	0	0	11,649	893	753	
Harwell Link Rd Section 2 Hagbourne Hill	5,326	45	644	0	0	0	0	6,015	689	644	
Featherbed Lane and Steventon Lights	2,340	10	2,000	3,374	0	0	0	7,724	5,384	5,374	
Harwell, Oxford Entrance	321	773	737	169	0	0	0	2,000	1,679	906	
<u>Northern Gateway</u>											
Loop Farm Link Road	533	350	2,000	4,417	0	0	0	7,300	6,767	6,417	
Other City Deal Programme spend	187	0	-93	0	0	0	0	94	-93	-93	
<u>Completed Projects</u>											
Cutteslowe Roundabout	4,949	50	178	0	0	0	0	5,177	228	178	
Wolvercote Roundabout	5,286	76	0	0	0	0	0	5,362	76	0	
CITY DEAL PROGRAMME TOTAL		37,839	1,630	6,845	13,615	336	1,229	0	61,494	23,655	22,025

COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	up to 2028 / 29 £'000s			
<u>LOCAL PINCH POINT PROGRAMME</u>										
Milton Interchange	12,003	0	350	153	38	0	0	12,544	541	541
A34 Chilton Junction Improvements	9,675	15	485	350	358	0	0	10,883	1,208	1,193
LOCAL PINCH POINT PROGRAMME TOTAL	21,678	15	835	503	396	0	0	23,427	1,749	1,734
<u>LOCAL GROWTH FUND PROGRAMME</u>										
Eastern Arc Phase 1 Access to Headington	5,192	6,516	1,850	1,107	0	0	0	14,665	9,473	2,957
Science Vale Cycle Network Improvements	390	430	307	3,328	45	0	0	4,500	4,110	3,680
Oxford Science Transit Phase 2 - A40 Public Transport improvements (project development)	1,896	475	0	1,129	0	0	0	3,500	1,604	1,129
Didcot Northern Perimeter Road 3 (project development)	524	16	210	0	0	0	0	750	226	210
A34 Lodge Hill Slips	99	1,300	3,522	9,675	1,213	0	0	15,809	15,710	14,410
Oxford Queen's Street Pedestrianisation	571	165	734	0	0	0	0	1,470	899	734
Bicester London Road - Cycle/Pedestrian Bridge	0	0	0	0	0	0	0	0	0	0
LOCAL GROWTH DEAL PROGRAMME TOTAL	8,672	8,902	6,623	15,239	1,258	0	0	40,694	32,022	23,120
<u>SCIENCE VALE UK</u>										
Milton Park Employment Access Link: Backhill Tunnel	1,026	231	17	0	0	0	0	1,274	248	17
Wantage, Crab Hill (contribution)	0	0	2,000	2,500	0	0	0	4,500	4,500	4,500
HIF1 DGT OBC development	0	500	0	0	0	0	0	500	500	0
SCIENCE VALE UK LOCALITY PROGRAMME TOTAL	1,026	731	2,017	2,500	0	0	0	6,274	5,248	4,517

COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	up to 2028 / 29 £'000s			
<u>OXFORD</u>										
Oxford, Rising Bollards	0	229	20	0	0	0	0	249	249	20
Iffley Fields Controlled Parking Zone	5	25	220	0	0	0	0	250	245	220
Woodstock Rd, ROQ	142	558	0	11	0	0	0	711	569	11
Riverside routes to Oxford city centre	943	1,000	1,988	100	0	0	0	4,031	3,088	2,088
OXFORD LOCALITY PROGRAMME TOTAL	1,090	1,812	2,228	111	0	0	0	5,241	4,151	2,339
<u>BICESTER</u>										
Bicester Perimeter Road (Project Development)	0	250	750	0	0	0	0	1,000	1,000	750
BICESTER LOCALITY PROGRAMME TOTAL	0	250	750	0	0	0	0	1,000	1,000	750
<u>BANBURY</u>										
A361 Road Safety Improvements	18	700	3,487	30	201	0	0	4,436	4,418	3,718
BANBURY LOCALITY PROGRAMME TOTAL	18	700	3,487	30	201	0	0	4,436	4,418	3,718
<u>WITNEY AND CARTERTON</u>										
HIF2 West Oxon OBC development	0	500	0	0	0	0	0	500	500	0
Witney, A40 Downs Road junction (contribution)	0	1,250	0	0	0	0	0	1,250	1,250	0
WITNEY AND CARTERTON LOCALITY PROGRAMME TOTAL	0	1,750	0	0	0	0	0	1,750	1,750	0

COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	up to 2028 / 29 £'000s			
COUNTYWIDE AND OTHER										
East-West Rail (contribution)	59	737	737	737	737	737	7,311	11,055	10,996	10,259
Small schemes (developer and other funded)	0	886	0	99	374	0	0	1,359	1,359	473
Completed small developer-funded schemes	0	0	10	0	42	0	0	52	52	52
Completed schemes	262	28	130	111	83	0	0	614	352	324
COUNTYWIDE AND OTHER INTEGRATED TRANSPORT TOTAL	321	1,651	877	947	1,236	737	7,311	13,080	12,759	11,108
INTEGRATED TRANSPORT STRATEGY TOTAL	70,654	28,082	47,283	58,309	38,427	59,316	7,311	309,382	238,728	210,646
STRUCTURAL MAINTENANCE PROGRAMME										
Carriageways	0	1,850	1,289	1,079	1,942	1,295	12,000	19,455	19,455	17,605
Surface Treatments	0	8,563	7,851	7,803	6,750	3,175	39,000	73,142	73,142	64,579
Footways	0	760	714	750	946	62	4,800	8,032	8,032	7,272
Drainage	0	1,037	900	900	876	900	5,400	10,013	10,013	8,976
Bridges	0	1,822	2,419	1,877	1,877	2,000	12,000	21,995	21,995	20,173
Public Rights of Way Foot Bridges	0	146	93	100	93	100	600	1,132	1,132	986
Street Lighting	0	619	1,068	775	712	775	4,650	8,599	8,599	7,980
Traffic Signals	0	250	172	247	319	250	1,500	2,738	2,738	2,488
Section 42 contributions	0	1,494	839	828	828	575	3,450	8,014	8,014	6,520
Highways & Associated Infrastructure	0	11,843	16,200	14,500	15,000	20,000	21,000	98,543	98,543	86,700
STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL	0	28,384	31,545	28,859	29,343	29,132	104,400	251,663	251,663	223,279

COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	up to 2028 / 29 £'000s			
Major schemes and other programme										
Street Lighting LED replacement		0	9,411	9,411	9,411	9,412	3,168	40,813	40,813	40,813
Embankment Stabilisation Programme	799	0	0	0	8	0	0	807	8	8
Henley Rd (Flowing Springs)	1,159	0	0	0	0	0	0	1,159		
A420/A34 Botley Junction & Cumnor Bypass	476	0	0	0	15	0	0	491	15	15
Kennington Railway Bridge	978	1,350	716	0	40	0	0	3,084	2,106	756
Oxford, Cowley Road	73	53	1,944	0	0	0	0	2,070	1,997	1,944
A478 Playhatch Road (project development)	124	0	0	0	0	0	0	124	0	0
Network Rail Electrification Bridge Betterment Programme	408	250	500	1,108	0	0	0	2,266	1,858	1,608
NPIF programme 2017-18	1,653	1,234	0	0	0	0	0	2,887	1,234	0
Completed Major Schemes	-1	1	0	0	0	0	0	0	1	0
STRUCTURAL MAINTENANCE MAJOR SCHEMES TOTAL	5,669	2,888	12,571	10,519	9,474	9,412	3,168	53,701	48,032	45,144
STRUCTURAL MAINTENANCE PROGRAMME TOTAL	5,669	31,272	44,116	39,378	38,817	38,544	107,568	305,364	299,695	268,423
COMMUNITIES: TRANSPORT CAPITAL PROGRAMME EXPENDITURE TOTAL	76,323	59,354	91,399	97,687	77,244	97,860	114,879	614,746	538,423	479,069

COMMUNITIES: OTHER PROPERTY DEVELOPMENT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	up to 2028 / 29 £'000s			
<u>Fire & Rescue Service</u>										
Fire Equipment (SC112)	547	103	0	0	0	0	0	650	103	0
Relocation of Rewley Training Facility	0	50	50	75	425	0	0	600	600	550
F&RS - Replacement Fire Doors	0	100	100	0	0	0	0	200	200	100
Carterton Fire Station	38	0	0	0	0	0	0	38	0	0
Fire Review Development Budget	0	250	1,500	1,475	196	0	0	3,421	3,421	3,171
COMMUNITY SAFETY PROGRAMME TOTAL	585	503	1,650	1,550	621	0	0	4,909	4,324	3,821
<u>ASSET UTILISATION PROGRAMMES</u>										
Corporate Estate & One Public Estate	55	400	500	1,000	1,000	792	0	3,747	3,692	3,292
Didcot Library & Community Hub (CS19)	0	100	800	550	150	0	0	1,600	1,600	1,500
ASSET UTILISATION PROGRAMME TOTAL	55	500	1,300	1,550	1,150	792	0	5,347	5,292	4,792
<u>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME</u>										
SALIX Energy Programme	440	150	130	10	0	0	0	730	290	140
Electric Vehicles Charging Infrastructure	0	50	60	0	0	0	0	110	110	60
ENERGY EFFICIENCY IMPROVEMENT PROGRAMME TOTAL	440	200	190	10	0	0	0	840	400	200
<u>PROPERTY (Non-School) PROGRAMMES</u>										
Minor Works Programme	0	525	340	250	250	250	1,250	2,865	2,865	2,340
Health & Safety (Non-Schools)	0	100	75	75	75	100	600	1,025	1,025	925
Defect Liability Programme	30	430	0	0	0	0	0	460	430	0
ANNUAL PROPERTY PROGRAMMES TOTAL	30	1,055	415	325	325	350	1,850	4,350	4,320	3,265

COMMUNITIES: OTHER PROPERTY DEVELOPMENT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Current Year 2018 / 19 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
			2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	up to 2028 / 29 £'000s			
<u>Non-School Estate</u>										
Non-School Estate	0	5,500	10,000	9,000	8,000	5,000	21,000	58,500	58,500	53,000
NON-SCHOOL ESTATE PROGRAMME TOTAL	0	150	400	1,700	1,750	539	0	4,539	4,539	4,389
<u>WASTE MANAGEMENT PROGRAMME</u>										
Waste Recycling Centre Infrastructure Development	0	150	400	1,700	1,750	539	0	4,539	4,539	4,389
WASTE MANAGEMENT PROGRAMME TOTAL	0	150	400	1,700	1,750	539	0	4,539	4,539	4,389
<u>CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES</u>										
<u>DIGITAL INFRASTRUCTURE PROGRAMME</u>										
Better Broadband For Oxfordshire (BBFO)	14,102	3,090	2,560	0	0	0	0	19,752	5,650	2,560
Broadband for Businesses in Rural Oxfordshire (BiRO)	0	842	4,525	947	0	0	0	6,314	6,314	5,472
Oxford Flood Relief Scheme	0	5,250	0	0	0	0	0	5,250	5,250	0
Cogges Manor Farm	38	250	762	0	0	0	0	1,050	1,012	762
New Salt Stores & Accommodation	423	3,250	1,050	232	0	0	0	4,955	4,532	1,282
CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES TOTAL	14,563	12,682	8,897	1,179	0	0	0	37,321	22,758	10,076
Retentions (completed schemes)	0	10	0	9	0	0	0	19	19	9
COMMUNITIES: OTHER PROPERTY DEVELOPMENT CAPITAL PROGRAMME EXPENDITURE TOTAL	15,673	20,600	22,852	15,323	11,846	6,681	22,850	115,825	100,152	79,552

RESOURCES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure	Latest Forecast								
		Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2018 / 19	2019 / 20	2020 / 21	2021 / 22	2022 / 23	up to 2028 / 29			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
COMMUNITY SERVICES PROGRAMME										
Bicester Library (CS13)	710	300	250	190	0	0	0	1,450	740	440
Westgate Library - Redevelopment	2,527	300	701	72	0	0	0	3,600	1,073	773
Cowley Library (Development budget)	1	10	69	0	0	0	0	80	79	69
Barton Library Access (CS20)	0	89	0	0	0	0	0	89	89	0
COMMUNITY SERVICES PROGRAMME TOTAL	3,238	699	1,020	262	0	0	0	5,219	1,981	1,282
Children Services - ICT (Phase 1&2)	292	1,500	1,100	108	0	0	0	3,000	2,708	1,208
Operational Assets	136	1,400	4,464	2,650	1,250	1,250	4,000	15,150	15,014	13,614
Organisational Redesign	0	250	6,000	500	0	0	0	6,750	6,750	6,500
PORTFOLIO AREA TOTAL	428	3,150	11,564	3,258	1,250	1,250	4,000	24,900	24,472	21,322
OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP										
Local Growth Fund										
Didcot Station Car Park Expansion (contribution)	7,284	2,216	0	0	0	0	0	9,500	2,216	0
Advanced Engineering & Technical Skills Centre	3,737	263	0	0	0	0	0	4,000	263	0
DISC project	457	1,500	1,043	0	0	0	0	3,000	2,543	1,043
Smart Oxford Culham City	57	1,000	943	0	0	0	0	2,000	1,943	943
LGF3 Agritech Centre	0	500	500	0	0	0	0	1,000	1,000	500
Housing & Growth Deal										
Affordable Housing	0	6,500	21,500	32,000	0	0	0	60,000	60,000	53,500
OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP, HOUSING & GROWTH DEAL TOTAL	11,535	11,979	23,986	32,000	0	0	0	79,500	67,965	55,986
Completed Projects	14	0	7	0	0	0	0	21	7	7
RESOURCES CAPITAL PROGRAMME EXPENDITURE TOTAL	15,215	15,828	36,577	35,520	1,250	1,250	4,000	109,640	94,425	78,597

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PROPOSED ADDITIONAL ALLOCATIONS TO PORTFOLIO AREAS

Ref.	Project	Existing Allocation £000	Proposed Additional Allocation £000	Total Allocation £000	Description/Notes
	<u>Schools Estate</u>				
1)	Basic Needs Additional Pressure 2028/29		2,500		In line with estimated grant funding
2)	Annual Programme Allocation 2028/29		1,500		In line with estimated grant funding
3)	Northfield School		10,000		Approved by Cabinet in December 2018 for inclusion in programme
4)	SEND Sufficiency		8,000		In line with strategy approved by Cabinet in December 2018
5)	Early Years - Sufficient Places		1,500		Annual allocation from 2019/20
	Total Schools Estate	167,000	23,500	190,500	
	<u>Non Schools Estate</u>				
6)	Annual Programme Allocation 2028/29		250		Allocation for additional year
7)	Indicative 10-year Allocation		51,500		Part of additional £120m investment approved by Cabinet in July 2018. Will potentially include; provision for defects and latent defects work; asset condition; and the waste strategy
	Total Non Schools Estate	131,000	51,750	182,750	
	<u>Operational Assets</u>				
8)	Indicative 10-year allocation		11,950		Will potentially include; Children's Services (Liquid Logic) ICT Solution; Fire & Rescue Service protective equipment; ICT replacement equipment and ICT - Data Centre
	Total Operational Assets	15,000	11,950	26,950	
	<u>Highways & Associated Infrastructure</u>				
9)	Annual Programme Allocation		16,050		Allocation for additional year, includes East-West Rail Contribution
10)	Indicative 10-year allocation		80,000		Part of additional £120m investment approved by Cabinet in July 2018
	Total Highways & Associated Infrastructure	452,000	96,050	548,050	
	<u>Organisational Redesign</u>				
11)	Indicative 10-year allocation		6,000		Transformation Programme Funding and potentially includes Children's Crisis Provision
	Total Organisational Redesign	20,000	6,000	26,000	
	Total Programme Contingency/Reserves	106,000		106,000	
	TOTAL PROPOSED PROGRAMME ALLOCATIONS	891,000	189,250	1,080,250	

CAPITAL INVESTMENT PLANNING 2019/20 - 2028/29

Section 4.9.2

ESTIMATED GRANT FUNDING

Shaded cells are provisional or estimated allocations

CURRENT PROGRAMME	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	TOTAL £'000
Education												
Basic Need	0	0	3,250	3,250	2,500	2,500	2,500	2,500	2,500	2,500		21,500
Basic Need *	27,180	0	-3,250	-3,250	-2,500	-2,500	-2,500					13,180
Capital Maintenance	3,410	3,000	2,500	2,000	2,000	1,750	1,500	1,500	1,500	1,500		20,660
Transport												
Integrated Transport Block	3,688	3,688	3,688	3,688	3,700	3,700	3,700	3,700	3,700	3,700		36,952
Structural Maintenance	13,434	13,434	13,434	13,434	13,500	13,500	13,500	13,500	13,500	13,500		134,736
Incentive Funding	2,820	1,399	839	839	800	800	800	800	800	800		10,697
Pothole Funding	7,870											7,870
TOTAL	58,402	21,521	20,461	19,961	20,000	19,750	19,500	22,000	22,000	22,000	0	245,595

PROPOSED PROGRAMME	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	TOTAL £'000	Change £'000
Education													
Basic Need	0	0	3,250	3,250	2,500	2,500	2,500	2,500	2,500	2,500	2,500	24,000	2,500
Basic Need*	27,180	0	-3,250	-3,250	-2,500	-2,500	-2,500					13,180	0
Capital Maintenance	3,410	3,000	2,500	2,000	2,000	1,750	1,500	1,500	1,500	1,500	1,500	22,160	1,500
Transport													
Integrated Transport Block	3,688	3,688	3,688	3,688	3,700	3,700	3,700	3,700	3,700	3,700	3,700	40,652	3,700
Structural Maintenance	13,434	13,434	13,434	13,434	13,500	13,500	13,500	13,500	13,500	13,500	13,500	148,236	13,500
Incentive Funding	2,820	2,798	839	839	800	800	800	800	800	800	800	12,896	2,199
Pothole Funding	7,870											7,870	0
TOTAL	58,402	22,920	20,461	19,961	20,000	19,750	19,500	22,000	22,000	22,000	22,000	268,994	23,399

* 2020/21 allocation paid in 2018/19. Estimated adjustments to future years' allocations to reflect ESFA direct funding of Swan School included in allocation paid in 2018/19

Capital Programme 2019/20 - 2028/29
Highways Maintenance Programmes 2019/20

Treatments		Capital Investment Programme	Highway Maintenance Programme	Total
Ref	Description of Works	2019/20 £	2019/20 £	2019/20 £
Carriageway Treatments				
1	Major Carriageway Repairs	£2,500,000	£0	£2,500,000
2	Resurfacing Schemes	£0	£2,875,500	£2,875,500
3	Highway Safety Schemes (CSS)	£0	£1,350,500	£1,350,500
4	Parish Funded scheme support	£50,000	Included in CSS	£50,000
5	Traffic & Road Safety improvements	£100,000	Included in CSS	£100,000
5	Surface Dressing Schemes	£1,978,329	£1,527,620	£3,505,949
6	Surface Dressing pre patching	£250,000	£800,000	£1,050,000
7	Structural Patching (Planned)	£1,500,000	£2,100,000	£3,600,000
8	Structural Patching (Routine)	£500,000	£0	£500,000
9	Minor Patching (4 gangs)	£3,680,000	£850,000	£4,530,000
10	Dragon	£0	£780,000	£780,000
11	Iron Work Defect Treatment	£110,000	£90,000	£200,000
12	Edge Strengthening	£500,000	£0	£500,000
13	Micro Asphalt Schemes	£400,000	£276,100	£676,100
14	Retexturing programme	£0	£137,900	£137,900
15	Regen/Recycling Schemes	£250,000	£0	£250,000
17	Footways	£0	£750,000	£750,000
Sub Total		£11,818,329	£11,537,620	£23,355,949
Other Asset Programmes				
20	Drainage Programme	£500,000	£900,000	£1,400,000
21	Structures Programme	£0	£2,302,000	£2,302,000
22	PROW Programme	£100,000	£100,000	£200,000
23	Street Lighting Programme	£0	£775,000	£775,000
24	Traffic Signals Programme	£0	£252,000	£252,000
Sub Total		£600,000	£4,329,000	£4,929,000
Agency Agreements				
25	City Contribution (Section 42 and 101)	£0	£1,700,000	£1,700,000
Sub Total		£0	£1,700,000	£1,700,000
Additional Costs				
27	Advance design/site investigation	£200,000	£0	£200,000
28	Programme Risk Allowance	£400,000	£840,650	£1,240,650
29	Staff costs	£131,870	£168,130	£300,000
Sub Total		£731,870	£1,008,780	£1,740,650
Overall Total		£13,150,199	£18,575,400	£31,725,599

Capital Programme 2019/20 - 2028/29

Highways Maintenance Additional Capital Investment Programme 2019/20

Programme 2019/20	Parish	Locality	Road Name	Location in road	Description of works	Budget 2019/20
Carriageway Treatments						
Major Carriageway repairs						
	Tetsworth	Thame, Wheatley and Watlington	A40		Embankment repair	£1,500,000
	Risinghurst and Sandhills	Oxford City	A40	Thornhill P&R to Collingwood Road	Resurfacing	£1,000,000
Sub total						£2,500,000
Parish Funded						
Parish funding allocation	under development /TBC	under development /TBC			Parish funding	£50,000
Sub total						£50,000
Road Safety						
Road Safety improvements	under development /TBC	under development /TBC			Road Safety improvements	£100,000
Sub total						£100,000
Surface Dressing Schemes						
	Stadhampton	Thame, Wheatley and Watlington	B480 Chiselhampton to Chippinhurst turn	Coach and Horses to Chippinghurst Turn (Cuddesdon Rd)	Surface Dressing	£45,936
	Holton	Thame, Wheatley and Watlington	un named lane from village to Old Park Farm	Full length	Surface Dressing	£14,400
	West Hagbourne	Didcot and Henley	B4016 Hagbourne to Blewbury	Tadley to Aston Upthorpe turn	Surface Dressing	£45,000
	Nuffield	Didcot and Henley	A4130 Crowmarsh Hill to Gangsdown Hill	Top of Crowmarsh Hill to Old London Road	Surface Dressing	£157,500
	Marsh Baldon	Thame, Wheatley and Watlington	B4105 Golden Balls to Chiselhampton	Full length	Surface Dressing	£126,648
	Binfield Heath	Didcot and Henley	Sonning Common Road. Coppid Hall crossroads to Devil's Hill junction		Surface Dressing	£63,000
	Rotherfield Greys	Didcot and Henley	Greys Road, Henley to Rotherfield Greys		Surface Dressing	£69,000
	Harwell	Faringdon and Wantage	Rowstock to Chilton (A4185)	Between Rowstock RA and Chiltern RA	Surface Dressing	£122,400
	West Hendred	Faringdon and Wantage	A417 Hendred to Ardington	Ardington to Hendred junction	Surface Dressing	£55,800
	Appleton-with-Eaton	Faringdon and Wantage	Netherton Road	Appleton Pond to Village Limits	Surface Dressing	£70,200
	Great Coxwell	Faringdon and Wantage	Faringdon Road roundabout to The Holloway Road		Surface Dressing	£27,000
	Buckland	Faringdon and Wantage	A420 to shut line south of Gore Farm		Surface Dressing	£49,500
	Drayton	Abingdon	Drayton High Street		Surface Dressing	£44,070
	Steeple Barton	Woodstock, Chipping Norton, Eynsham and Charlbury	Hopcroft Holt to Barton Lodge	Hopcroft Holt - Barton Lodge	Surface Dressing	£36,000
	Great Tew	Woodstock, Chipping Norton, Eynsham and Charlbury	B4031 -A361- Iron Down Hill	B4031 -A361- Iron Down Hill	Surface Dressing	£120,900
	Wootton ©	Woodstock, Chipping Norton, Eynsham and Charlbury	West End, Bridge to Stratford Lane turning	West End, Bridge to Stratford Lane turning (new surface)	Surface Dressing	£19,080

Capital Programme 2019/20 - 2028/29

Highways Maintenance Additional Capital Investment Programme 2019/20

Programme 2019/20	Parish	Locality	Road Name	Location in road	Description of works	Budget 2019/20
	Standlake	Woodstock, Chipping Norton, Eynsham and Charlbury	B4449 - Hardwick-Stanton Harcourt	B4449 - Hardwick-Stanton Harcourt	Surface Dressing	£152,100
	Witney	Witney, Carterton and Burford	A40 Witney bypass - Shores Green - End - W/B slip		Surface Dressing	£126,000
	Witney	Witney, Carterton and Burford	A40 Witney bypass - Shores Green - SD shut E/B c/way		Surface Dressing	£40,650
	Hook Norton	Banbury	Wiggington Heath Gate to Nil Farm	See road name info	Surface Dressing	£42,408
	Hook Norton	Banbury	Wiggington Heath Turpins Lodge to Withycombe Fm	see road name info	Surface Dressing	£14,226
	Adderbury	Banbury	B4100 Adderbury - Banbury Business Park	Adderbury to Banbury Business Park	Surface Dressing	£31,920
	Steeple Aston	Banbury	A4260 Steeple Aston duals to Hopcrofts HOLT	See road name info.	Surface Dressing	£69,426
	Milcombe	Banbury	Wiggington Heath to Milcombe	See road name info.	Surface Dressing	£69,768
	Kirtlington	Bicester and Kidlington	A4095 from jct with Akeman St to jct B4027 Enslow		Surface Dressing	£136,805
	Kirtlington	Bicester and Kidlington	A4095 B430 to jct Akeman St. north of kirtlington		Surface Dressing	£163,592
Support and programming						£65,000
Sub total						£1,978,329
Surface Dressing pre patching						
North	Various	Various			Pre-surface dressing patching	£125,000
South	Various	Various			Pre-surface dressing patching	£125,000
Sub Total						£250,000
Structural Patching (Planned)						
North	Various	Various			Structural Patching	£750,000
South	Various	Various			Structural Patching	£750,000
Sub Total						£1,500,000
Structural Patching (Routine)						
North	Various	Various			Structural Patching	£250,000
South	Various	Various			Structural Patching	£250,000
Sub Total						£500,000
Minor Patching						
North	Various	Various		2 Gangs	Minor Patching	£1,840,000
South	Various	Various		2 Gangs	Minor Patching	£1,840,000
Sub total						£3,680,000
Iron Work Defect Treatment						
North	Various	Various			Paco Patching around ironworks	£55,000
South	Various	Various			Paco Patching around ironworks	£55,000
Sub total						£110,000

Capital Programme 2019/20 - 2028/29

Highways Maintenance Additional Capital Investment Programme 2019/20

Programme 2019/20	Parish	Locality	Road Name	Location in road	Description of works	Budget 2019/20
Edge Strengthening						
Potential Schemes						
	Wigginton	Banbury	Swerford Heath Hill		Edge Strengthening	
	Hook Norton	Banbury	Chipping Norton Road		Edge Strengthening	
	Lyneham	Woodstock, Chipping Norton, Eynsham and Charlbury	Village to A361	Village to A361	Edge Strengthening	
	Enstone	Woodstock, Chipping Norton, Eynsham and Charlbury	B4030 junction to Soho Farm	B4030 junction to Soho Farm	Edge Strengthening	
	Lew	Witney, Carterton and Burford	A4095	Lew to Lew Heath	Edge Strengthening	
	Hook Norton	Banbury	Gate Hangs High cross roads to Whichford Hill	Gate Hangs High cross roads to Whichford Hill	Edge Strengthening	
	Milcombe	Banbury	Main Road	Milcombe to Wigginton	Edge Strengthening	
Sub total						£500,000
Micro Asphalt Schemes						
	Various	Various			Micro Asphalt	£390,000
Support and programming						£10,000
Sub Total						£400,000
Regen/Recycling Schemes						
Potential Schemes						
	Thame	Thame, Wheatley and Watlington	un-named road Morton		Regen	
	Wheatfield	Thame, Wheatley and Watlington	Un-named road leading to Stoke Talmage		Regen	
	Lyneham	Woodstock, Chipping Norton, Eynsham and Charlbury	Priory Lane		Regen	
	Spelsbury	Woodstock, Chipping Norton, Eynsham and Charlbury	Road to Dean	B4026 to Dean	Regen	
	Asthall	Witney, Carterton and Burford	Fordwells to Asthall Leigh	Fordwells to Asthall Leigh	Regen	
	Ildbury	Woodstock, Chipping Norton, Eynsham and Charlbury	Foxholes	Road leading to Foxholes	Regen	
	Piddington	Bicester and Kidlington	Piddington to A41	Piddington to A41	Regen	
	Aston, Cote, Shifford and Chimney	Woodstock, Chipping Norton, Eynsham and Charlbury	Great Brook Road	Great Brook Road Chimney	Regen	
Sub Total						£250,000
Carriageway Programmes Total						£11,818,329
Other Asset Programmes						
Drainage Programme						
North	Various	Various			Drainage Improvement	£250,000
South	Various	Various			Drainage Improvement	£250,000
Sub total						£500,000
PROW						
	Various	Various			Public right of way work	£100,000
Sub total						£100,000
Other Asset Programmes Total						£600,000
Agency Agreements						
Agency Agreements Total						£0

Capital Programme 2019/20 - 2028/29

Highways Maintenance Additional Capital Investment Programme 2019/20

Programme 2019/20	Parish	Locality	Road Name	Location in road	Description of works	Budget 2019/20
Additional Costs						
Advance design/site investigation						
Countywide	Various	Various			Advance design/site investigation	£200,000
Sub total						£200,000
Programme Risk Allowance						
Countywide	Various	Various			Risk Allowance	£400,000
Sub total						£400,000
Staff Cost						
Countywide	Various	Various			Staff Cost	£131,870
Sub total						£131,870
Additional Costs Total						£731,870
Overall Total						£13,150,199

Capital Programme 2019/20 - 2028/29
Highways Maintenance Programme 2019/20 to 2021/22

Highways Maintenance Programme 2019/20 to 2021/22						Firm Programme	Provisional Programme	
Name	Parish	Locality	Road Name	Location within Road	Description of Works	2019/20 (£)	2020/21 (£)	2021/22 (£)
CARRIAGEWAY STRUCTURAL MAINTENANCE PROGRAMME								
Resurfacing Schemes								
	Oxford	Oxford City	Walton Street	From Beaumont Street to Little Claredon St	Resurfacing	295,000		
	Oxford	Oxford City	Worcester Street	Beaumont Street to George Street	Resurfacing	212,000		
	Wantage	Faringdon and Wantage	Portway/ Ickleton Road	Newbury Street to Ham Road	Resurfacing	412,000		
	Benson	Didcot and Henley	Castle Square	From Castle Close to Watlington Road	Resurfacing	120,000		
	Oxford	Oxford City	Hythe Bridge Street	Traffic lights to crosswalk	Resurfacing	170,000		
	Eynsham	Woodstock, Chipping Norton, Eynsham and Charlbury	Acre End Street / High Street	Station Road to Witney Road Roundabout	Resurfacing	260,000		
	Charlbury	Woodstock, Chipping Norton, Eynsham and Charlbury	Burford Road	B4437 from Walcot Road to Charlbury Station Road	Resurfacing	228,000		
	Wantage	Faringdon and Wantage	Ham Road	From Ickleton to after Locks Lane junction	Resurfacing	396,000		
	Faringdon	Faringdon and Wantage	Gloucester Street	Full length	Resurfacing	174,000		
	Banbury	Banbury	Broughton Road	Broughton Road	Resurfacing	150,000		
	Curbridge	Witney, Carterton and Burford	Main Road	Main Road	Resurfacing		268,000	
	Watlington	Thame, Wheatley and Watlington	Couching Street	Couching Street Watlington, B481 junction to no. 46 Couching Street	Resurfacing		97,000	
	Banbury	Banbury	Oxford Road	Oxford Road fom Old Parr Road to Farmfield Road	Resurfacing		546,000	
	Waterstock	Thame, Wheatley and Watlington	Oxford Road	A418 - Approach to M40	Resurfacing		154,000	
	Abingdon	Abingdon	Northcourt Road	Full length	Resurfacing		402,000	
	Witney	Witney, Carterton and Burford	West End	Part of West End	Resurfacing		127,000	
	Charlbury	Woodstock, Chipping Norton, Eynsham and Charlbury	B4022 Fiveways	Fiveways junction	Resurfacing		135,000	
2021/22 Programme								1,700,000
Advance Design & Surveying						258,500	230,000	190,000
Advance Site Investigation						200,000	172,000	150,000
TOTAL CARRIAGEWAY STRUCTURAL MAINTENANCE PROGRAMME						2,875,500	2,131,000	2,040,000
SURFACE TREATMENTS PROGRAMME								

Capital Programme 2019/20 - 2028/29
Highways Maintenance Programme 2019/20 to 2021/22

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2019/20 (£)	2020/21 (£)	2021/22 (£)
Combined Safety Schemes								
2019/20 Programme								
	North Moreton	Didcot and Henley	A4130 Frog Island	Bend west of junction North Moreton turn	Safety Scheme	113,141		
	Benson	Didcot and Henley	A415 Elm Bridge Roundabout	Southbound approach	Safety Scheme	76,343		
	Little Milton	Thame, Wheatley and Watlington	A329 Controlled Crossing approach	Near Post Office	Safety Scheme	109,570		
	Henley	Didcot and Henley	A4155 Marlow Road	Near Rugby Club / Pedestrian Crossing	Safety Scheme	88,663		
	Grove	Faringdon and Wantage	Denchworth Road	Westbrook to Main Street roundabout	Safety Scheme	92,076		
	Grove	Faringdon and Wantage	A338 Station Road	Roundabout to The Volunteer	Safety Scheme	150,839		
	Banbury	Banbury	Hennef Way approach & return to Southam Road roundabout	Sections of failing anti-skid	Safety Scheme	137,050		
	Tadmarton	Banbury	B4035 - On bend o/s Ushercombe View and bend from Westways to Tadmarton Manor	Failing full width carriageway	Safety Scheme	151,190		
	Minster Lovell	Witney, Carterton and Burford	A40	Asthall Barrow Roundabout west bound approach and B4047 approach	Safety Scheme	131,628		
2020/21 Programme							800,000	
2021/22 Programme								800,000
Safety Traffic Aids / Measures	Various Locations	Various Locations				100,000	100,000	100,000
Design / Support/ Programming						100,000	100,000	100,000
Parish Match Funding Programme						100,000	100,000	100,000
TOTAL Combined Safety Schemes						1,350,500	1,100,000	1,100,000
Surface Dressing								
2019/20 Programme								
	Tackley	Woodstock, Chipping Norton, Eynsham and Charlbury	A4260 Rousham Gap to Bunkers Hill	Rousham Gap to Bunkers Hill	Surface Dressing	153,600		
	Enstone	Woodstock, Chipping Norton, Eynsham and Charlbury	A44 Radford jct to Enstone village	Radford jct to Enstone village	Surface Dressing	63,510		
	Freeland	Witney, Carterton and Burford	Wroslyn Road. Pigeonhouse Lane to Elm Fm	Pigeonhouse Lane to Elm Fm	Surface Dressing	16,200		
	Shilton	Witney, Carterton and Burford	B4020 Shilton to Burford Garden Centre	Shilton to Burford Garden Centre	Surface Dressing	66,600		
	Combe	Witney, Carterton and Burford	Combe Holt to village		Surface Dressing	45,000		
	Newton Purcell	Bicester and Kidlington	A4421 South of Newton Purcell	South of Newton Purcell	Surface Dressing	38,178		
	Little Wittenham	Didcot and Henley	un named road leading to church	full length	Surface Dressing	10,710		
	Oxford City	Oxford City	A4142 Eastern bypass. Horsepath Driftway to Quarry jct. northbound	. Horsepath Driftway to Quarry jct. northbound	Surface Dressing	133,000		

Capital Programme 2019/20 - 2028/29
Highways Maintenance Programme 2019/20 to 2021/22

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2019/20 (£)	2020/21 (£)	2021/22 (£)
	Harpden	Didcot and Henley	Harpden Bottom (Woodlands Road to Devils Hill)	Woodlands Road to Devils Hill	Surface Dressing	159,318		
	Oxford City	Oxford City	A4142 Eastern bypass. Risinghurst to Horsepath Driftway (southbound)	Risinghurst to Horsepath Driftway (southbound)	Surface Dressing	79,800		
	Stanford in the Vale	Faringdon and Wantage	Park Lane	Whole length of road	Surface Dressing	56,400		
	Kingston Bagpuise	Faringdon and Wantage	Newbridge to Appleton X rds	Kingston Hill joint to Newbridge traffic lights	Surface Dressing	82,800		
	Kingston Bagpuise	Faringdon and Wantage	A420 Dual Carriageway	A415 Roundabout to end of dual Carriageway	Surface Dressing	76,188		
	Eynsham	Witney, Carterton and Burford	A40 Cassington to Eynsham	Cassington traffic lights to Eynsham rdbt	Surface Dressing	54,000		
	Eynsham	Witney, Carterton and Burford	A40 Barnards Gate	Barnards Gate to Cuckoo Lane Junc	Surface Dressing	84,000		
	Wroxton	Banbury	A422 Stratford Road - WROXTON TO INDIAN QUEENS	WROXTON TO INDIAN QUEENS	Surface Dressing	121,926		
	Banbury	Banbury	A422 Hennef Way, Concorde to A423	Concorde to A423	Surface Dressing	38,004		
	Banbury	Banbury	A422 Hennef Way, Ermont Way to Concorde	Ermont Way to Concorde	Surface Dressing	58,164		
	Banbury	Banbury	A422 Ruscote Ave. A423 TO LOCKHEED CLOSE	A423 TO LOCKHEED CLOSE	Surface Dressing	7,368		
	Banbury	Banbury	A422 Ruscote Ave. LOCKHEED CLOSE TO LONGLANDES WAY	LOCKHEED CLOSE TO LONGLANDES WAY	Surface Dressing	30,294		
	Charlbury	Woodstock, Chipping Norton, Eynsham and Charlbury	Ditchley Road (18/19 Regen site)	whole road	Surface Dressing	33,384		
	Hardwick	Woodstock, Chipping Norton, Eynsham and Charlbury	Road to Yelford (18/19 Regen site)	road to Yelford	Surface Dressing	14,922		
2020/21 Programme								
	Chiselhampton	Thame, Wheatley and Watlington	B480 Chiselhampton to Chippinhurst turn	Coach and Horses to Chippinghurst Turn (Cuddesdon Rd)	Surface Dressing		45,936	
	Holton	Thame, Wheatley and Watlington	un named lane from village to Old Park Farm	Full length	Surface Dressing		14,400	
	West Hagbourne	Didcot and Henley	B4016 Hagbourne to Blewbury	Tadley to Aston Upthorpe turn	Surface Dressing		45,000	
	Nuffield	Didcot and Henley	A4130 Crowmarsh Hill to Gangsdown Hill	Top of Crowmarsh Hill to Old London Road	Surface Dressing		157,500	
	Marsh Baldon	Thame, Wheatley and Watlington	B4015 (Golden Balls to Chiselhampton)	Full length	Surface Dressing		126,648	
	Rowstock	Faringdon and Wantage	Rowstock to Chilton (A4185)	Between Rowstock RA and Chiltern RA	Surface Dressing		122,400	
	Hendreds	Faringdon and Wantage	A417 Hendred to Ardington	Ardington to Hendred junction	Surface Dressing		55,800	
	Ardington	Faringdon and Wantage	A417 Ardington to Wantage	Ardington to Wantage	Surface Dressing		85,680	
	Wootton	Abingdon	B4017 Wootton to Cumnor	Wootton RA to Cumnor Interchange	Surface Dressing		85,560	
	Appleton	Faringdon and Wantage	Netherton Road	Appleton Pond to Village Limits	Surface Dressing		46,800	

Capital Programme 2019/20 - 2028/29
Highways Maintenance Programme 2019/20 to 2021/22

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2019/20 (£)	2020/21 (£)	2021/22 (£)
	Bartons	Woodstock, Chipping Norton, Eynsham and Charlbury	Hopcroft Holt to Barton Lodge	Hopcroft Holt - Barton Lodge	Surface Dressing		36,000	
	Great Tew	Woodstock, Chipping Norton, Eynsham and Charlbury	B4031 -A361- Iron Down Hill	A361- Iron Down Hill	Surface Dressing		120,900	
	Wootton	Woodstock, Chipping Norton, Eynsham and Charlbury	West End, Bridge to Stratford Lane turning (new surface)	Bridge to Stratford Lane turning (new surface)	Surface Dressing		19,080	
	Standlake	Woodstock, Chipping Norton, Eynsham and Charlbury	B4449 - Hardwick- Stanton Harcourt	Hardwick- Stanton Harcourt	Surface Dressing		152,100	
	Hook Norton	Banbury	Wiggington Heath Gate to Nil Farm	Wiggington Gate to Nil Farm	Surface Dressing		42,408	
	Hook Norton	Banbury	Wiggington Heath Turpins Lodge to Withycombe Fm	Turpins Lodge to Withycombe Fm	Surface Dressing		14,226	
	Adderbury	Banbury	B4100 Adderbury - Banbury Business Park	Adderbury - Banbury Business Park	Surface Dressing		31,920	
	Steeple Aston	Banbury	A4260 Steeple Aston duals to Hopcrofts HOLT	Steeple Aston duals to Hopcrofts HOLT	Surface Dressing		69,426	
	Milcombe	Banbury	Wiggington Heath to Milcombe	Wiggington Heath to Milcombe	Surface Dressing		69,768	
Schemes to be determined / adjustments						94,254	23,448	
2021/22 Programme								1,365,000
Support / Programming						10,000	10,000	10,000
TOTALSURFACE DRESSING						1,527,620	1,375,000	1,375,000
Other Surface Treatments								
Surface Dressing Pre-Patching Schemes						800,000	800,000	800,000
Structural Patching						2,100,000	2,100,000	2,100,000
Minor Patching						850,000	850,000	850,000
Special Treatments Programme								
Preventative repair programme (dragon patching treatment)						780,000	780,000	780,000
Iron work strengthening programme						90,000	90,000	90,000
Micro asphalt programme								
2019/20 Programme								
	Charlbury	Charlbury, Chipping Norton and Woodstock	B4030 Hopcroft Holt - Barton Lodge	Hopcroft Holt - Barton Lodge	Micro asphalt	54,000		
	Henley	Didcot and Henley	Nicolas Road		Micro asphalt	13,880		
	Henley	Didcot and Henley	Mount View		Micro asphalt	8,100		
	Henley	Didcot and Henley	Leaver Road	Full length	Micro asphalt	8,250		
	Sonning Common	Didcot and Henley	Appletree Close	Full Length	Micro asphalt	5,000		
	Wallingford	Didcot and Henley	Hazell Grove	Full length	Micro asphalt	3,720		
	Faringdon	Faringdon and Wantage	Canada Lane estate - adjacent roads	All roads in the estate	Micro asphalt	59,000		

Capital Programme 2019/20 - 2028/29
Highways Maintenance Programme 2019/20 to 2021/22

						<i>Firm Programme</i>	<i>Provisional Programme</i>	
Name	Parish	Locality	Road Name	Location within Road	Description of Works	2019/20 (£)	2020/21 (£)	2021/22 (£)
	Shrivenham	Faringdon and Wantage	Damsom Trees	Stallpits Road to Martens Close	Micro asphalt	18,810		
	Minster Lovell	Witney, Carterton and Burford	School Hill / School Lane	Windrush Farm to Bridge through to B4047	Micro asphalt	36,000		
	Milton under Wychwood	Woodstock, Chipping Norton, Eynsham and Charlbury	High Street	Jubilee Lane to Upper Milton Junction	Micro asphalt	21,000		
	Bicester	Bicester and Kidlington	Skimmingdish Lane	Full length	Micro asphalt	38,340		
2020/21 Programme								
	Chalgrove	Thame, Wheatley and Watlington	Flemming Avenue	Full length	Micro asphalt		9,740	
	Thame	Thame, Wheatley and Watlington	Seven Acres	Full length	Micro asphalt		22,620	
	Moulsford	Didcot and Henley	Glebe Close	Full length	Micro asphalt		6,750	
	Cholsey	Didcot and Henley	Amwell Place	Full length	Micro asphalt		11,030	
	Steventon	Faringdon and Wantage	Northway	Whole length	Micro asphalt		6,600	
	Steventon	Faringdon and Wantage	Stonebridge Road	Whole length	Micro asphalt		21,450	
	Faringdon	Faringdon and Wantage	Butts Road	Whole length	Micro asphalt		4,930	
	Shrivenham	Faringdon and Wantage	Curtis Road	Whole length	Micro asphalt		12,980	
	Shrivenham	Faringdon and Wantage	Colton Road	Damson Trees to Townsend Road	Micro asphalt		24,360	
	Shrivenham	Faringdon and Wantage	Chapelwick Close	Whole length	Micro asphalt		5,200	
	Long Hanborough	Witney, Carterton and Burford	Church Road to village limit	Main Road to Churchill Way	Micro asphalt		17,500	
	Eynsham	Woodstock, Chipping Norton and Burford	Lower Road - approach to rdbt	Main Lane - Approach to Rdbt	Micro asphalt		16,000	
	Carterton	Witney, Carterton and Burford	Corbett Road	Whole length of road	Micro asphalt		27,000	
	Carterton	Witney, Carterton and Burford	Brizewood	Swinbrook Road - Brizewood	Micro asphalt		20,400	
	Banbury	Banbury	Bretch Hill phase 2	Beaumans Road to 184 Bretch Hill	Micro asphalt		69,750	
2021/22 Programme								275,000
Design /Support / Programming						10,000	10,000	10,000
Retexturing programme								
2019/20 Programme								
	Clifton Hampden	Thame, Wheatley and Watlington	A415 Clifton Hampden	Forge Garage-Village hall	Retexturing	5,000		
	Crowmarsh/Ipsden	Didcot and Henley	A4074 Portway	Top of hill-Braziers Park turn	Retexturing	17,000		
	East Hagbourne	Didcot and Henley	New Road, East Hagbourne	Tadley to Aston Upthorpe Turn	Retexturing	9,000		
	Goosey	Faringdon and Wantage	Goosey Lane	A417 to Northmead Lane	Retexturing	21,000		
	Buckland/Pusey	Faringdon and Wantage	B4508	Bow Road to A420	Retexturing	21,000		
	Wantage	Faringdon and Wantage	B4507	Letcombe to Windmill Hill	Retexturing	6,000		
	Blewbury	Faringdon and Wantage	Bessel's Way	A417 junction to Aston Upthorpe Turn	Retexturing	9,000		
	Charlton on Otmoor	Bicester and Kidlington	Middle Street	Oddington to New Pond Lane	Retexturing	10,000		
	Charlton on Otmoor	Bicester and Kidlington	Middle Street	New Pond Lane to Merton	Retexturing	11,000		

Capital Programme 2019/20 - 2028/29
Highways Maintenance Programme 2019/20 to 2021/22

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2019/20 (£)	2020/21 (£)	2021/22 (£)
	Bradwell	Witney, Carterton and Burford	A361 Bradwell Grove		Retexturing	18,900		
2020/21 Programme								
	Blewbury	Faringdon and Wantage	A417	Blewbury to Cholsey Turn	Retexturing		25,500	
	Goring/Goring Heath	Didcot and Henley	B4526	Goring to Long Toll	Retexturing		27,900	
	Witney	Witney, Carterton and Burford	A4095 Witney Rd	Eynsham Hall Entrance	Retexturing		2,700	
	Culham	Thame, Wheatley and	A415	Waggon & Horses to Colemore	Retexturing		11,400	
	Woodcote	Didcot and Henley	B471 Goring Road	Bouchiers Yard to Crays Pond	Retexturing		10,000	
	Rotherfield Peppard	Didcot and Henley	Peppard Common	Bolts Cross to Peppard Hill	Retexturing		13,950	
	Woodstock	Woodstock, Chipping Norton,	Banbury Road	Budd Close - Weaveley X roads	Retexturing		7,500	
	Wootton	Woodstock, Chipping Norton,	A44	B4027 - B4437	Retexturing		21,600	
	Stratton Audley	Bicester and Kidlington	Stratton Audley to crossroads	Stratton Audley to crossroads	Retexturing		5,400	
	Stratton Audley	Bicester and Kidlington	Crossroads to Pool Farm	Crossroads to Pool Farm	Retexturing		3,800	
Schemes to be finalised / adjustments							10,250	
2021/22 Preprogramme								140,000
Support / Programming						10,000	10,000	10,000
TOTAL OTHER SURFACE TREATMENTS						5,034,000	5,056,310	5,055,000
TOTAL SURFACE TREATMENTS PROGRAMME						7,912,120	7,531,310	7,530,000
FOOTWAYS PROGRAMME								
Footway Reconstruction								
Footway Programme						350,000	350,000	350,000
TOTAL Footway Reconstruction						350,000	350,000	350,000
Footway Surface Dressing								
Annual Programme						375,000	375,000	375,000
TOTAL Footway Surface Dressing						375,000	375,000	375,000
Advance Design						25,000	25,000	25,000
TOTAL FOOTWAYS PROGRAMME						750,000	750,000	750,000

Capital Programme 2019/20 - 2028/29
Highways Maintenance Programme 2019/20 to 2021/22

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2019/20 (£)	2020/21 (£)	2021/22 (£)
DRAINAGE PROGRAMME								
Improvement Schemes								
Carrier drain renewal	Woodstock	Woodstock, Chipping Norton, Eynsham and Charlbury	Chaucers Lane	Various locations	Carrier drain renewal	25,000		
Drainage Improvements	Kidlington	Bicester and Kidlington	A4260 north of Kidlington	Various locations	Drainage Improvements	30,000		
Drainage Improvements	Kiddington with Asterleigh	Woodstock, Chipping Norton, Eynsham and Charlbury	A44 Enstone to Kiddington	Various locations	Drainage Improvements	20,000		
Drainage Improvements	Burford	Witney, Carterton and Burford	A361 adjacent Burford Golf Course	Various locations	Drainage Improvements	25,000		
Drainage Improvements	Witney	Witney, Carterton and Burford	A40 Witney Bypass	Section from Ducklington Interchange	Drainage Improvements	50,000		
Drainage Improvements	Asthall	Witney, Carterton and Burford	Various in vicinity of pond	Various In vicinity of pond	Drainage Improvements	10,000		
Drainage Improvements	Ardington and Lockinge	Faringdon and Wantage	A417 Reading Road Adjacent Ardington	System wide between Wantage and Ardington	Drainage Improvements	10,000		
Drainage Improvements	Oxford	Oxford City	A40 Northern Bypass	Northwest of Barton	Drainage Improvements	25,000		
Kerb Drainage improvements	Oxford	Oxford City	Abingdon Road	Whitehouse Road southbound	Kerb Drainage improvements	15,000		
Assessed Lining works	Various	Various Locations	Assessed Village prioritised lining works	To be determined by investigation	Drainage Improvements	100,000		
Assessed Main Line repairs	Various	Various Locations	Assessed highway systems high rated defects clusters in Villages	To be determined by investigation	Drainage Improvements	80,000		
Assessed highway systems high rated	Various	Various Locations	Assessed highway systems high rated defects clusters in Villages	To be determined by investigation	Drainage Improvements	75,000		
Schemes to be determined / finalised							495,000	495,000
TOTAL Improvement Schemes						465,000	495,000	495,000
Partner Schemes (Contributions)								
						50,000	50,000	50,000
TOTAL Partner Schemes (Contributions)						50,000	50,000	50,000
Regular Maintenance								
Investigations						50,000	50,000	50,000
Lining								
Design						80,000	80,000	80,000
Reactive Maintenance								
Reactive Fund						255,000	225,000	225,000
TOTAL DRAINAGE PROGRAMME						900,000	900,000	900,000

Capital Programme 2019/20 - 2028/29
Highways Maintenance Programme 2019/20 to 2021/22

						Firm Programme	Provisional Programme	
Name	Parish	Locality	Road Name	Location within Road	Description of Works	2019/20 (£)	2020/21 (£)	2021/22 (£)
BRIDGES PROGRAMME								
Programmed Maintenance - Construction								
Shipton	Shipton-under-Wychwood	Woodstock, Chipping Norton, Eynsham and Charlbury	A361 Station Road	Bridge 0102: Shipton Under Wychwood Bridge	Masonry repairs and re-pointing, lining of flood culverts, and resurfacing	245,000		
Goose Green Railway Bridge Traffic Signals	Oxford City	Oxford	Godstow Road (C classification)	Bridge 1069: Goose Green Railway Bridge	New Permanent Traffic Signal Installation	220,000		
Folly Bridge	Oxford City	Oxford	A4144 Abingdon Road	Bridge 1032: Folly Bridge	Stoneworks repairs to arch	250,000		
Hanney Lower Mill	East Hanney	Faringdon and Wantage	By-way Open to All Traffic (B.O.A.T)	Bridge 1483: Hanney Lower Mill	Bridge reconstruction	150,000		
Noah's Ark 1 Bridge	Garford	Faringdon and Wantage	A338 Wantage Road	Bridge 0732: Noah's Ark 1 Bridge	Masonry Repairs	180,000		
Asthall	Asthall	Witney, Carterton and Burford	Ninety Cut Hill (U classification)	Bridge 0008: Asthall Bridge	Arch strengthening to remove structural weight limit		250,000	
Hopkins	Didcot	Didcot and Henley	A4130 Northern Perimeter Road	Bridge 1129: Hopkins Bridge	Bank and backfill stabilisation works		50,000	
Chipping Bridge	Churchill and Sarsden	Woodstock, Chipping Norton, Eynsham and Charlbury	Boddington Road (C classification)	Bridge 0035: Chipping bridge	Deck Replacement		270,000	
Contingency						200,000		
Stert Culvert	Abingdon	Abingdon	Stert Street	Bridge 0573: Stert Culvert	Masonry Repairs		180,000	
Islip Bridge - Phase 2	Islip	Bicester and Kidlington	B4027 Wheatley Road	Bridge 0141: Islip Bridge	Masonry Repairs		450,000	
2021/22 Programme								1,200,000
Programmed Maintenance - Inspection & Investigation								
Various Inspection and Investigation								
Programmed Maintenance - Feasibility & Advanced Design								
Advance design and investigation						350,000	350,000	350,000
Regular Maintenance								
Principal Inspection and Assessment						300,000	350,000	350,000
Upgrade of low bridge signage						50,000	50,000	50,000
Packaged Structural Maintenance						250,000	350,000	350,000
Brickfield Subway Reconstruction Fund						7,000	7,000	7,000
Vehicle Incursion Contribution								

Capital Programme 2019/20 - 2028/29
Highways Maintenance Programme 2019/20 to 2021/22

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2019/20 (£)	2020/21 (£)	2021/22 (£)
Reactive Maintenance								
Reactive works fund						100,000	100,000	100,000
Programmes to be identified / adjustments								
TOTAL BRIDGES PROGRAMME						2,302,000	2,407,000	2,407,000
PUBLIC RIGHTS OF WAY FOOTBRIDGES PROGRAMME								
Small Kit Bridges	Various					50,000	50,000	50,000
Larger Footbridges	Langford	Witney, Carterton and Burford	Langford 2 Footbridge					
Larger bridges	Combe/Noth Leigh	Woodstock, Chipping Norton, Eynsham and Charlbury	Abel Footbridge			50,000		
Larger bridges	Kingham	Woodstock, Chipping Norton, Eynsham and Charlbury	Kingham 2 Footbridge Kingham 5 Bridleway Bridge				50,000	
2021/22 Programme								50,000
TOTAL PUBLIC RIGHTS OF WAY FOOTBRIDGES PROGRAMME						100,000	100,000	100,000
STREET LIGHTING PROGRAMME								
Column & LED Replacement								
2019/20	Henley-on-Thames	Didcot and Henley	Various Roads	N/A	Column & LED replacement	118,000		
	Witney	Witney, Carterton and Burford	Various Roads	N/A	Column & LED replacement	102,000		
	Stanford in the Vale	Faringdon and Wantage	Various Roads	N/A	Column & LED replacement	19,000		
	Oxford	Oxford City	Various Roads	N/A	Column & LED replacement	8,000		
	North Leigh	Woodstock, Chipping Norton, Eynsham and Charlbury	Various Roads	N/A	Column & LED replacement	37,000		
	North Hinksey	Abingdon	Various Roads	N/A	Column & LED replacement	10,000		
	Marston	Oxford City	Various Roads	N/A	Column & LED replacement	50,000		
	Launton	Bicester and Kidlington	Various Roads	N/A	Column & LED replacement	24,000		
	Chesterton	Bicester and Kidlington	Various Roads	N/A	Column & LED replacement	25,000		
	Eynsham	Woodstock, Chipping Norton, Eynsham and Charlbury	Various Roads	N/A	Column & LED replacement	22,000		
	Faringdon	Faringdon and Wantage	Various Roads	N/A	Column & LED replacement	75,000		

Capital Programme 2019/20 - 2028/29
Highways Maintenance Programme 2019/20 to 2021/22

						<i>Firm Programme</i>	<i>Provisional Programme</i>	
Name	Parish	Locality	Road Name	Location within Road	Description of Works	2019/20 (£)	2020/21 (£)	2021/22 (£)
2020/21 Programme	Chinnor	Thame, Wheatley and Watlington	Various Roads	N/A	Column & LED replacement		19,000	
	Cumnor	Faringdon and Wantage	Various Roads	N/A	Column & LED replacement		37,000	
	Didcot	Didcot and Henley	Various Roads	N/A	Column & LED replacement		20,000	
	Drayton	Abingdon	Various Roads	N/A	Column & LED replacement		19,000	
	Garsington	Thame, Wheatley and Watlington	Various Roads	N/A	Column & LED replacement		18,000	
	Harwell	Faringdon and Wantage	Various Roads	N/A	Column & LED replacement		14,000	
	Henley-on-Thames	Didcot and Henley	Various Roads	N/A	Column & LED replacement		105,000	
	Littlemore	Oxford City	Various Roads	N/A	Column & LED replacement		66,000	
	Milton	Banbury	Various Roads	N/A	Column & LED replacement		26,000	
	Radley	Abingdon	Various Roads	N/A	Column & LED replacement		30,000	
	Risinghurst and Sandhills	Oxford City	Various Roads	N/A	Column & LED replacement		39,000	
	St Helen Without	Abingdon	Various Roads	N/A	Column & LED replacement		17,000	
	Steeple Aston	Banbury	Various Roads	N/A	Column & LED replacement		14,000	
	Woodcote	Didcot and Henley	Various Roads	N/A	Column & LED replacement		49,000	
	Wootton (Vale)	Abingdon	Various Roads	N/A	Column & LED replacement		17,000	
2021/22 Programme								490,000
Total Column Replacement						490,000	490,000	490,000
Street Lighting Maintenance								
Schemes to be finalised /adjustments						285,000	285,000	285,000
TOTAL Street Lighting Maintenance						285,000	285,000	285,000
TOTAL STREET LIGHTING PROGRAMME						775,000	775,000	775,000

Capital Programme 2019/20 - 2028/29
Highways Maintenance Programme 2019/20 to 2021/22

						Firm Programme	Provisional Programme	
Name	Parish	Locality	Road Name	Location within Road	Description of Works	2019/20 (£)	2020/21 (£)	2021/22 (£)
TRAFFIC SIGNALS PROGRAMME								
2019/20 Programme								
	Blackbird Leys	Oxford City	B480 Garsington Road	Signal Refurbishment	Garsington Roundabout East	90,000		
	Blackbird Leys	Oxford City	B480 Garsington Road	Signal Refurbishment	Garsington Roundabout West	90,000		
	Thame	Thame, Wheatley and Watlington	Thame High Street	Signal Refurbishment	High Street Pelican Crossing	22,000		
	Abingdon	Abingdon	A415 Ock Street	Signal Refurbishment	Near junction Meadowside	30,000		
	Banbury	Banbury	George Street	Signal Refurbishment	Near junction Broad Street	20,000		
2020/21 Programme								
	Risinghurst and Sandhill	Oxford City	A40 Thornhill Park and Ride	Signal Refurbishment	Park and Ride Entrance		130,000	
	Witney	Witney, Carterton and Burford	Deer Park Road	Signal Refurbishment	Junction Range Road		95,000	
	Oxford	Oxford City	A4144 Abingdon Road	Signal Refurbishment	Near junction Lake Street		30,000	
2021/22 Programme								255,000
TOTAL TRAFFIC SIGNALS PROGRAMME						252,000	255,000	255,000
SECTION 42 & CLASSIFIED ROADS (OXFORD CITY COUNCIL)								
Carriageway Structural Maintenance						166,000	166,000	166,000
Surface Treatments						537,680	526,504	526,504
Footways						135,360	135,000	135,000
Structural Patching						860,960	672,496	672,496
TOTAL SECTION 42 & CLASIFFIED ROADS AGENCY AGREEMENT(OXFORD CITY COUNCIL)						1,700,000	1,500,000	1,500,000
Programme Risk Allowance						840,650	840,650	840,650
Programme Risk Contingency							840,650	840,650
Programme Contingency							900,000	900,000
Staffing Costs						168,130	168,130	168,130
TOTAL HIGHWAY MAINTENANCE ANNUAL PROGRAMMES						18,575,400	19,098,740	19,006,430

CABINET – 22 JANUARY 2019**Service and Resource Planning 2019/20 – 2022/23****Comments from the Performance Scrutiny Committee**

At the December and January meetings of the Performance Scrutiny Committee members scrutinised the financial pressures and savings proposals for 2019/20 and the medium term, and the proposed approach to capital expenditure for the next 10 years.

This report details the comments raised by the committee in relation to 2019/20 – 2022/23 Service and Resource Planning for consideration by Cabinet in agreeing its proposed budget.

In relation to pressures and savings members made the following overarching points:

- The committee is keen to further scrutinise the impact of work to meet the Council's transformation savings. Scrutiny members are concerned that the impact of the transformation programme on the budget is still not clear and the transformation savings were not presented as part of the proposals being discussed. The Joint Audit and Governance and Performance Scrutiny Transformation Sub-Committee will be meeting on 17 January and their comments will be circulated as an addendum.
- The committee is keen to see that there is contingency in place to mitigate any risk that the transformation savings are not delivered.
- The committee would like to see some consideration of opportunities for income generation reflected in the budget proposals. The committee will be scrutinising the review of charges in January.

The committee also made a number of specific comments in relation to directorate proposals, as follows:

Children's services

- The committee is concerned about the deliverability of saving proposals that are rated red. In particular, scrutiny members are keen to keep a close watch on the development of a new model for children's social care and the impact this will have on outcomes for children and families, as well as managing demand for services.
- The committee is keen to see a greater focus on prevention, particularly through investment in provision for children with high needs. Although scrutiny members acknowledge the difficulty evidencing the impact of universal provision and early intervention, there is need to consider broader streams of evidence and how these link together.
- The committee is supportive of the directorate's work with authorities across the south-east region to map need and consider joint opportunities that would drive down the cost of complex placements. The committee encourages the Council to include opportunities for income generation as part of this work - e.g. the provision of Oxfordshire-based placements for children in and out of county – and to consider the scope for borrowing to build more in-house provision.

- The committee is supportive of the Council having written to the Secretary of State for Education to request that funding is transferred from the Schools block to the High Needs Block to relieve some of the pressure in this area.

Adult Social Care

- The committee has significant concerns about the impact of changes to the Council's contribution to the Mental Health Outcomes Based Contract and the proposed reduction in mental health social work contribution for adults of working age. Specifically, scrutiny members are concerned that this reflects a move away from integrated support, will place increasing pressure on mental health providers and will have a detrimental effect on vital support available to some of the most vulnerable adults in Oxfordshire.
- Scrutiny members have some reservations about the proposal to negotiate the purchase of care home beds on a block contract basis going forward. There is concern that this may destabilise the market and send some care / nursing homes out of business.
- The committee is keen to more robustly scrutinise the use of pooled budgets with Health to ensure the Council is getting value for money from these arrangements.
- There is some concern about the impact of 'managing down' demand for services on resources because of the volume of reassessments required.
- The committee remains keen to keep a watching brief on the impact of savings attributed to the changes in daytime support and will want to see the outcomes of the independent review of this undertaken by Healthwatch Oxfordshire.

Communities

- The committee is keen to understand the implications of the liquidation of Carillion on the revenue budget as soon as this becomes clear. Scrutiny members intend to review the impact of this on the proposed capital budget in January.
- Scrutiny members are keen to clearly see the impact of the growth agenda on the budget, in particular, the resource impact of supporting this.
- The committee intends to seek greater clarity on the Council's financing of the Local Enterprise Partnership and how we are achieving value for money through this arrangement.

In relation to proposals for the capital programme members raised the following points:

Capital Budget Proposals:

- The committee requested that officers provide a briefing to provide more detail about the location of housing numbers associated with the Housing Infrastructure Fund (HIF) bid in the Didcot Garden Town and A40 Smart Corridor area.
- The committee recognise that the exact route of the Oxford-Cambridge Expressway is not yet known but were keen that planning and scenario testing is undertaken as soon as more information is provided by Highways

England as they recognise that this is likely to have a significant impact on future capital budgets.

- The committee were keen to understand the relationship between capital investment and revenue savings using real examples. Members asked for further information about the development of children's crisis care provision as an opportunity for capital investment to drive down revenue expenditure in a service area.
- The committee queried plans to recruit additional staff with appropriate skills to manage the large capital sums being proposed and to ensure a return on investment.
- The committee highlighted that further work would be required to understand the implications of the Carillion liquidation and to ensure that there is appropriate funding in place to manage the legacy of this.

Capital and Investment Strategy:

- The committee were supportive of the organisational change in culture towards considering more 'invest to save' measures and encouraged greater exploration of innovation.
- The committee were keen to see more examples of invest to save work as these emerge and to scrutinise the Investment Strategy as this is developed.
- The committee felt that the biggest examples of investing to save would be found in public health.

Review of Charges:

- The committee queried whether increasing the charges for the Music Service could have a detrimental impact on participation and negate the potential increases in income.
- The committee were pleased to see a reduction in the cost of season ticket parking at Thornhill and Water Eaton Park and Ride sites.

Councillor Liz Brighthouse
Chairman of the Performance Scrutiny Committee

January 2019

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Budget Consultation 2019/20

Executive Summary

1. This annex sets out the key themes from Oxfordshire County Council's budget consultation exercise carried out to support its Service and Resource Planning process including setting council tax levels.
2. Concerns about and objections to the council's proposed mental health savings proposals (20AD19 and 20AD15) was the dominant theme of this year's budget consultation, generating 598 unique representations.
3. 146 people who responded to the consultation booklet (online or in hard copy) were either supportive, understanding or broadly accepting of the need to increase council tax. For many this acceptance came with conditions such as the council undertaking to provide better services, protecting the most vulnerable and 'saving' mental health services.

Approach

4. Between 6 December 2018 and 6 January 2019, the council invited comments on its budget proposals. These were set out in a summary document and detailed in full in the papers published for consideration by the Performance Scrutiny Committee on Thursday 13 December 2018.
5. The consultation was primarily carried out online, with paper copies of the consultation document and feedback form also made available in libraries. Residents and stakeholders were invited to share feedback using the online form, by submitting an online response document, in paper form, by email or by letter.
6. The exercise was promoted via a news package sent to media outlets, stakeholders and published on the news section of the county council website. It was also promoted, via the council's corporate Facebook account (15,221 followers), its twitter account (39,400 followers) and in YourOxfordshire, the council's fortnightly eNewsletter for residents.
7. To ensure key stakeholders were aware of the council's budget proposals, details of which were published in the Oxfordshire MPs Briefing and Oxfordshire Matters, the council's monthly eNewsletter to stakeholders (circulation of 600+, including all parishes and town councils).

Analysis and response

8. In total, the budget consultation received 662 responses and the consultation document was downloaded 352 times. The council received 445 online form responses, 3 response documents, 213 emails and one hard copy response. Most of responses were from residents (including 84% who responded via the online portal), with a small number of councillors and stakeholders also choosing to share their views with the council.
9. All the responses to the budget consultation exercises have been read, coded where appropriate, and the main themes are summarised in this report. Nearly all the questions were open-ended inviting detailed comments rather than simple 'tick box' questions.

10. The full responses to the consultation (redacted where appropriate) have been placed on deposit for all county councillors to review and take account of as they seek to set a balanced budget and agree Council Tax levels.
11. Please note that a small number of people/organisations have chosen to write to different people (councillors, senior officers and to the general budget consultation email address) and submit the same response in a number of different ways. Where possible, we have separated these out so that responses are only counted once in the analysis.

Findings

Budget proposals

12. Concerns about and objections to the council's proposed mental health savings proposals (20AD19 and 20AD15) dominated this year's budget consultation. It was the subject matter of all the email responses (190 with duplicates removed) and the 3 response documents. It was also directly referenced in 91% of responses to the more wide-ranging consultation feedback form (405 people).
13. Many people took the opportunity to share their first-hand experiences of mental health either as current or past service users, carers, family members or professionals and expressed their concerns rooted in direct experience of local services. Very few people referenced the two-separate mental health saving proposals and instead focussed on the combined proposed saving of £1.6m.
14. Nearly all the responses (642) relating to the mental health savings proposals were submitted between the 2 January and 6 January 2019. This followed the publication of an open letter signed by all members of the Oxfordshire Mental Health Partnership on the 2 January 2019. The open letter was covered extensively by the media and shared widely on social media. Oxfordshire County Council provided a formal response to the open letter, which included promoting how people could share their views as part of the public consultation.
15. Aside from the mental health, a very small number of people also provided comments on one of more of the council's other budget proposals and these are summarised in the table below.

Proposal/Theme	Number of mentions
Communities – street lighting (20CM12) <ul style="list-style-type: none"> - Support for the proposal to replace our current streetlighting with more energy efficient LED lighting 	2 mentions
Corporate – SEND (20CM2) <ul style="list-style-type: none"> - Supportive that SEND funding is important 	1 mention

Proposal/Theme	Number of mentions
Adult Social Care – National living wage (20AD4) - Generally supportive of national living wage	1 mention
Adult Social Care – Learning Disabilities (20AD10) - Not supportive of the proposal to review/reassess of care packages	2 mentions
Adult Social Care – Older People (20AD12) - Not supportive of the proposal to review/reassess of care packages	1 mention
Children’s Social Care Fostering (20CH16) - Supportive of the proposal and fostering in general - Not supportive of the proposal to reduce reliance on foster care agencies	1 mention 1 mention
Children’s Services - Children’s Social Care (20CH17) - Not supportive of the proposal about changing how we provide social care to children and families	1 mention
Children’s Services Social Care – Children’s Social Care (20CH14) - Not supportive of the proposal, based on the ‘safer sooner approach’	1 mention

16. Some people used this opportunity to comment on themes not directly related to the council's budget proposals, ask points of clarification about specific proposals/background information, make representations against cuts/austerity in general, raise concerns about aspects of council spending and to request for further investment in services. These are summarised below:

Theme	Number of mentions
- Raised points, questions, areas for clarification around many budget proposals including 20CH3, SOCM2, 20AD12, why pressures differ between years, why OFRS not referenced	3 mentions
- Against cuts to services/austerity in general	2 mentions
Concerns - Concern about councillors pay - Concern about Westgate in general and parking at Westgate which is perceived to impact on other roads - Concerned in general about cuts to children’s social care/children’s services - Concerns about cuts to older people’s services - Puzzled and concerned about the why the demand for children’s service is rising so fast - Concerned budget does not support people to live independently at home	1 mention 1 mention 3 mentions 1 mention 1 mention 1 mention

Requests for investment	
- Request for investment in affordable housing	1 mention
- Request for investment in services for homeless	1 mention
- Request for investment in cycle infrastructure	3 mentions
- Request for investment to make school entrances car free zones during drop-off/pick-up	1 mention
- Request for more investment in highways maintenance	1 mention
- Request for more investment in transport generally	1 mention
- Request for more investment in elderly care	1 mention

17. Another key part of the budget consultation is to invite people's views on the council's proposed council tax increase, for their suggestions on how the council might save money or provide better value for money and if they had any suggestions on how we might improve our services. This is aligned of our key priority of listening to residents so we can continuously improve our services and provide value for money.

Council tax levels

18. 325 people provided comments on the council's proposed council tax increase of 2.99%. Of these, 146 people were either supportive, understanding or broadly accepting of the need to increase council tax. For many this acceptance came with conditions such as the council undertaking to provide better services, protecting the most vulnerable and 'saving' mental health services. A small number of people (29) found the increase unacceptable, too high or simply unnecessary.
19. Of the other comments received specifically in response to our question about council tax levels, themes included: the perceived unaffordability of the county and in particular Oxford, the unfairness of a proposed rise in council tax against stagnant wages and/or levels of inflation, and concern about the affordability/impact on vulnerable people – those least able to pay.

Suggestions for savings and providing better value for money

20. 275 people provided comments on how the council might save money or provide better value for money. Many individual suggestions were given ranging from investment in early intervention/prevention services in both adults and children's services and improvements to how highways services are delivered, to improvements to the day-to-day running of the council including management of assets, reducing inefficiencies, reducing the use of contractors and consultants to reviewing staff wages. 37 ideas were put forward that are unfortunately outside the remit of the council to address.

Suggestions for how the council might improve our services

21. 229 people provided comments for how the council might improve its services. Again, a large number of individual suggestions were given and 35 people used this an opportunity to re-state their opposition to the mental health budget proposals. The most frequently mentioned theme was the importance of the council listening to and engaging with residents, service users, communities, staff and organisations (17 mentions).

Division(s): All

CABINET – 22 JANUARY 2019

DRAFT CORPORATE PLAN 2019-2022

Report by Chief Executive

Recommendation

1. **The Cabinet is RECOMMENDED to:**
 - (a) **note the Draft Corporate Plan 2019- 2022;**
 - (b) **RECOMMEND that the Draft Corporate Plan be agreed by Council;**
 - (c) **Delegate authority for final additions and changes to be agreed by the Leader and the Chief Executive on behalf of Cabinet.**

Executive Summary

2. The Corporate Plan 2018-2021 has been reviewed and updated to ensure it continues to accurately reflect the Council's future direction, strategic priorities, and key outcomes and indicators by which progress can be measured and reported. An amended version is attached to cover the period 2019-2022.
3. A summary of the changes from the previous version of the plan is attached as appendix 1. An amended version of the Corporate Plan to cover the period 2019-2022 is attached as appendix 2.
4. This has been a light touch review, given the most recent version of the Corporate Plan was agreed by full Council on the 5th of July 2018. The plan has been amended to reflect key areas of focus to achieve each of the council's priorities throughout 2019-20, and has been updated with any changes to key facts within the document. The exception to this is the finance information, which will be updated as it becomes available and in time for agreement by Council in February.
5. Cabinet is asked to consider these changes prior to presentation to Council for agreement on 12th February 2019.

Introduction

6. The Corporate Plan is a key document for the council to set out our future strategic direction and how this will be achieved. The Corporate Plan 2018-2021 set out the County Council's overarching strategy for that period. This document was considered and agreed by full Council on the 5th of July 2018.
7. With the Plan recently agreed, a light touch review and update has been undertaken throughout November and December to ensure we have a

document which accurately reflects our priorities and where we will be focusing our efforts throughout 2019/20 and beyond.

8. This paper provides the background to the draft Corporate Plan 2019-2022, which is provided in Annex A, and recommends that members consider the plan ahead of its presentation for agreement by Council in February.

Background

9. The Corporate Plan 2018-2022 set out the council's vision and priorities and drew together our vision, values, challenges we face and the key areas of focus for the current year. To ensure our Corporate Plan accurately reflects our priorities and key areas of focus for the coming financial year and beyond, we have done a light-tough update to the original plan to produce a Corporate Plan covering the period 2019-2022.
10. The intended audience for the Plan is Councillors, staff, partners, inspectors and residents with a specific interest. The content of the plan forms the basis of internal and external communications, highlighting how the work of the council contributes to achieving our vision of Thriving Communities for Everyone in Oxfordshire.
11. It is intended to be a predominantly web-based document, linking to more detailed information about specific elements in the Plan. However, a number of hard copies will also be produced and distributed across the county, for example in libraries.

Updated Plan

12. A summary of the changes made from the previous Corporate plan is attached as Annex A to this report.
13. The draft Plan attached in Annex B has been amended to reflect key areas of focus to achieve each of the council's priorities throughout 2019-20, and has been updated with any changes to key facts within the document. The exception to this is the finance information, which will be updated as it becomes available and in time for agreement by Council in February.
14. The document attached in Annex B continues the same design as the preceding Plan and the existing 'Thriving Communities' branding. Such branding has been used in the publication of the prospectus, Council Tax leaflet and promotional posters.
15. The draft Corporate Plan 2019-2022 contains the priority outcomes and indicators which we use to monitor progress against the Plan. The outcomes and indicators included in the Plan represent the strategic levels of the Outcomes Framework, by which progress towards the Plan's priorities is assessed and reported on to show how we will know we are making a difference.

16. These are supported by a range of performance measures and targets that are combined to demonstrate overall progress towards the indicators in the plan.
17. The Outcomes Framework, agreed by officers and members in 2018-19, is currently under review to ensure that it continues to reflect our vision and priorities, and accurately demonstrates progress towards achieving them.
18. A cross-party Councillor Working Group was established in April 2018 which met a number of times and steered the development of the original Plan. This Group have also been engaged in this review and update.

Next steps

19. The draft Corporate Plan 2019-2021 will be considered at the same time as budget proposals throughout the scrutiny and decision-making process. This is to allow budget and priorities to be considered in tandem, and will include presentation to Council for agreement on 12th February as part of the budget papers.
20. Regular business management reports will focus on progress towards the outcomes and indicators in the Outcomes Framework, with details drawn out from the measures where this aids understanding of performance. It is intended that both Cabinet and Performance Scrutiny Committee will continue to use the regular reports as at present.

Financial and Staff Implications

21. There are no direct financial or staffing impacts that have been identified as part of this Plan. Actions required to deliver the Plan have been identified to be in line with the staffing and budget available, as determined through the service and resource planning process.

Equalities Implications

22. The Plan seeks to ensure that all residents are given equal opportunity, and looks to address inequalities where they exist. Where any of the actions involve changes to service or service delivery, they are considered as part of the specific proposals (e.g. through Service and Community Impact Assessments).

YVONNE REES

Chief Executive

Contact Officer: Ben Threadgold, Policy & Performance Service Manager
January 2019

Annex A - Changes to the Corporate Plan from 2018-21 version

Page no of Corporate Plan 2018-22	Section	Change for Corporate Plan 2019-22
Title	Title	Name change to reflect dates the Plan covers: 'Corporate Plan 2019-22'
i	Foreword	Foreword to be revised to reflect recent changes since the Corporate Plan was agreed by Council in July 2018
P2	Our natural environment	Updated figure for numbers of Sites of Special Scientific Interest (from over 100) to 111
P3	Our community	Updated figures for: <ul style="list-style-type: none"> - Residents and numbers in rural areas (from 678,000 and 219,000) to 683,000 and 225,600 - Increased population estimated (from 864,200) to 874,400
P4	Our economy	Updated figure for numbers of businesses with fibre broadband (from 95%) to 96%
P6	About Oxfordshire	First bullet: Budget figure needs updating when available
P11	Challenges we face	Updated figure: <ul style="list-style-type: none"> - From number of people aged 80+ will increase by 92% by 2030, to number of people aged 85+ will increase by 55% by 2031.
P13/14	Financial overview	All finance information is correct for 2018/19 but will be updated with the latest figures and information, once available and agreed by Council.
P15/16	Summary of our strategic direction	Section on design principles for transformation removed as not considered the best way to communicate the council's approach to transformation to residents, staff and partners.
P19	Delivering our vision: we listen to residents. How will we get there?	Change to wording: Keep delivering on. Additional bullet point: <ul style="list-style-type: none"> - Working with partners to maximise the value of public sector estate and access to services (including a Buildings Asset Management Plan for the Fire Service).

Page no of Corporate Plan 2018-22	Section	Change for Corporate Plan 2019-22
		<p>Change to wording: Focus attention on:</p> <ul style="list-style-type: none"> - Transforming the way the council delivers services to ensure the best outcomes and best value for money for residents. - Improving the way we respond to community priorities by reviewing how we organise councillor-led Locality Meetings. - Developing and implementing a Council-wide approach to engagement and consultation - Improving equality of opportunity and good relations between people and communities. As part of this we are identifying where we need to have a greater understanding of issues that we can address through our Equalities Policy. - Developing a digital newsroom to modernise and improve how we engage with the public, media, and key stakeholders. - Working with partners to plan and tackle our workforce challenges. - Exploring all opportunities for us to hear the views of seldom heard groups within our community. - Looking for opportunities to design, purchase and deliver adult social care in partnership with those it serves. - Improving management of Fire and Rescue resources by aligning fire protection with services in Thames Valley, delivering collaborative procurement and reviewing crewing models (shift patterns). - Strengthening our focus on commercial negotiation to reduce the cost of providing adult social care services. - Working in partnership to improve outcomes for residents, including with public, private and voluntary sector partners.
P23	Delivering our vision: we help people live safe and healthy lives. How will we	<p>Change to wording: Keep delivering on. Additional bullet point:</p> <ul style="list-style-type: none"> - Commissioning employment services to help adults gain employment and training places.

Page no of Corporate Plan 2018-22	Section	Change for Corporate Plan 2019-22
	get there?	<p>Change to wording: Focus attention on:</p> <ul style="list-style-type: none"> - Ensuring our services work together to provide better support for people at key points of change; such as transition from children's to adults' services or leaving hospital to return home. - Implementing a joined-up approach to Active & Healthy Travel planning, including finalising the Council's Local Cycling and Walking Investment Plan and implementation strategy. - Extending the 'Oxfordshire Together' initiative that works to give local parishes and voluntary organisations greater control over services, with a specific focus on highways monitoring. Supporting communities to have greater access to vacant public buildings for community activities. - Supporting a new approach to planning health and care needs which will focus on keeping people healthier for longer and on the needs of specific populations. - Recommissioning and implementing new services for; Sexual Health, Community based Adult alcohol and drug services and Dental Epidemiology and Oral Health Promotion Service - Introducing a new fire station into Carterton where it has been identified that different emergency response model is needed. - Carrying out projects to improve Road Safety, including use of an additional 'Bikeability grant funding of £84.5k to improve cycle safety' and exploring options for countywide safeguarding training for taxi drivers. - Carrying out projects to improve safety in the home by learning from our experiences and expanding the on-line self-help information available for residents. - Creating a partnership to tackle problems in the private rental sector in Oxfordshire.
P26	Delivering our vision: we provide services which enhance quality of life and protect	<p>Change to wording:</p> <ul style="list-style-type: none"> - Over 57% of waste is recycled in Oxfordshire. We are the highest performing local authority area in England for recycling and waste management.

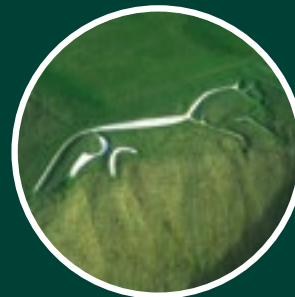
Page no of Corporate Plan 2018-22	Section	Change for Corporate Plan 2019-22
	the local environment. Where are we now?	
P27	Delivering our vision: we provide services which enhance quality of life. How will we get there?	<p>Change to wording: Keep delivering on.</p> <ul style="list-style-type: none"> - Providing library, cultural, museum and music services. - Working closely across the council and with partners to plan healthier places to live and work including input to the healthy towns projects in Oxfordshire. - Keeping our roads and public highways safe through effective planned and reactive highways maintenance. - Supporting and protecting the local environment (for example work on Areas of Outstanding Natural Beauty, air quality and flood alleviation). - Reducing the County Councils carbon footprint. - Ensuring waste is disposed of in the best way possible. <p>Change to wording: Focus attention on:</p> <ul style="list-style-type: none"> - Delivering an additional £10 million programme of highway maintenance. - Delivering a streetlighting investment project- to switch to LED's to avoid costs of £87m in electricity in future. - Seeking funding and investing in new infrastructure. - Delivery of a new Parking Management Strategy. - Delivering against our Energy Strategy to reduce the energy we use, reduce carbon emissions and energy costs. - Developing environmental policies and evidence bases for the Joint Strategic Spatial Plan, including a low carbon and a Natural Capital Investment Plan. - How our natural environment can provide benefits to Oxfordshire residents (e.g. link the environment with public health and wellbeing). - Redesigning and implementing a new 'Traffic Centre' to improve traffic management and flow. - Changing the county council's vehicle fleet over to a clean alternative fuel source (e.g. electric

Page no of Corporate Plan 2018-22	Section	Change for Corporate Plan 2019-22
		vehicles) - Delivering an online sustainability action plan in support of an 'Oxfordshire One Planet Living Action Plan'.
P31	Delivering our vision: we strive to give every child a good start in life. How will we get there?	Change to wording: Keep delivering on. - Amended bullet: With a focus on helping families as early as possible; providing Children's Social Care services, including Child Protection, looked after children, adoption and fostering. - New bullet: Delivering programmes to keep young people safe. For example; pedestrian and cycle safety. Change to wording: Focus attention on: - Reviewing all of our children's social care to provide a better journey for children through services. - Extending Stay, Play & Learn sessions to Summertown, Charlbury, Witney, Banbury, Cowley, Sonning Common & Oxfordshire County Library. - Reviewing and planning education services for those with high-needs and for those with attendance and exclusion issues. - Implement the new School Health and College Health Nursing Service from 1st April 2019. - Responding to the Children and Adolescent Mental Health Services (CAMHS) Green Paper bid to develop new Mental Health Support Teams in schools. - Working with key groups and families in specific areas (called Community Impact Zones) to provide help and support where they most need it.
P32	Delivering our vision: we strive to give every child a good start in life. How will	Change to wording: Children are given a good start in life: - Additional bullet point: Sufficiency of early years places Change to wording: Children are able to achieve their potential: - Percentage of children with a place at their first preference school - Percentage of children at good schools and settings

Page no of Corporate Plan 2018-22	Section	Change for Corporate Plan 2019-22
	we know we are making a difference?	<ul style="list-style-type: none"> - Numbers of children missing education - Outcomes of educational attainment and progress - The needs of young people with special educational needs and disabilities (SEND) are met
P35	Delivering our vision: we enable older and disabled people to live independently. How will we get there?	<p>Change to wording: Keep delivering on.</p> <ul style="list-style-type: none"> - Adult Social Care Services. This includes commissioning and providing services which keep adults safe and provide the support and care our residents need for independent living. - Campaigns to keep older people healthy, active and well. This includes carrying out safe and well visits to ensure risks and hazards are identified and addressed within the home. - Ensuring the quality and sustainability of care providers. - Working with partners to improve people's experience of health and social care services. - Delivering services within people's homes where they need them. - Supporting people to access travel and transport to enable them to live independently. <p>Change to wording: Focus attention on:</p> <ul style="list-style-type: none"> - Working with all our health and care partners to drive improvements for residents and tackle shared issues (such as workforce). - Continue to explore and pilot innovative new ways to support older people to live at home, including the use of technology. - Identifying and developing opportunities for Libraries to play more central role in communities as community and public service hubs.
P39	Delivering our vision: we support a thriving economy. How will we get there?	<p>Change to wording: Keep delivering on.</p> <ul style="list-style-type: none"> - Additional bullet: Providing input and response to national/regional infrastructure programmes. This includes the East West Rail and Oxford to Cambridge Expressway projects. <p>Change to wording: Focus attention on:</p> <ul style="list-style-type: none"> - Joining forces with partners on the Growth Board to deliver key infrastructure through Growth Deal funding and bids to other funding sources (for example Housing Infrastructure Fund).

Page no of Corporate Plan 2018-22	Section	Change for Corporate Plan 2019-22
		<ul style="list-style-type: none"> - Understanding the challenges and opportunities arising for Oxfordshire economy and local public services from the Brexit withdrawal agreement and negotiations towards the future relationship between the UK and the EU. - Working with District Councils and other partners to develop Oxfordshire's new Joint Statutory Spatial Plan (JSSP) - Supporting District Councils and registered housing providers to deliver additional affordable housing. - Providing the lead input for the Council into the Local Enterprise Partnership's (LEP) Local Industrial Strategy. - Creating a five-year capital Investment Programme for highways. - Working with partners to implement 'Connecting Oxfordshire', which will introduce enhancements to road capacity on strategic roads that suffer from congestion. - Developing a council Innovation Strategy and bidding for innovation funding pots where they align with our priorities. - Developing our approach to enhanced Digital Connectivity by establishing an Oxfordshire Digital Strategy and a broader digital programme.
P42	Oxfordshire Key Outcomes: We Strive to give every child a good start in life and protect everyone from neglect	<p>Change to wording: Children are given a good start in life:</p> <ul style="list-style-type: none"> - Additional bullet point: Sufficiency of early years places <p>Change to wording: Children are able to achieve their potential:</p> <ul style="list-style-type: none"> - Percentage of children with a place at their first preference school - Percentage of children at good schools and settings - Numbers of children missing education - Levels of educational attainment and progress - The needs of young people with special educational needs and disabilities (SEND) are met

Thriving communities for everyone in Oxfordshire



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CORPORATE PLAN 2019-22



**OXFORDSHIRE
COUNTY COUNCIL**

foreword

**Updated Foreword to be developed
before Council in February 2019.**



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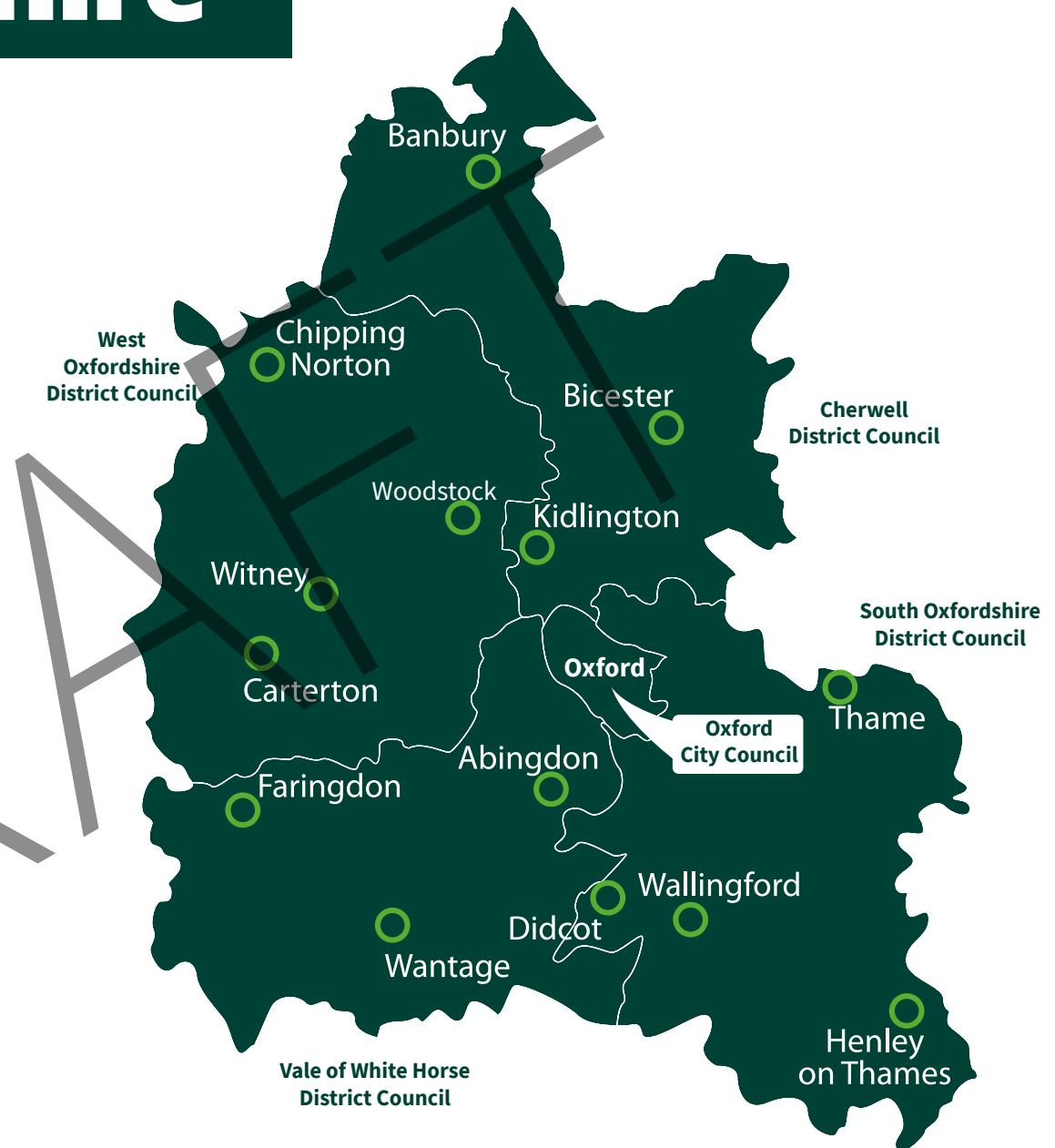
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Delivering our vision	17

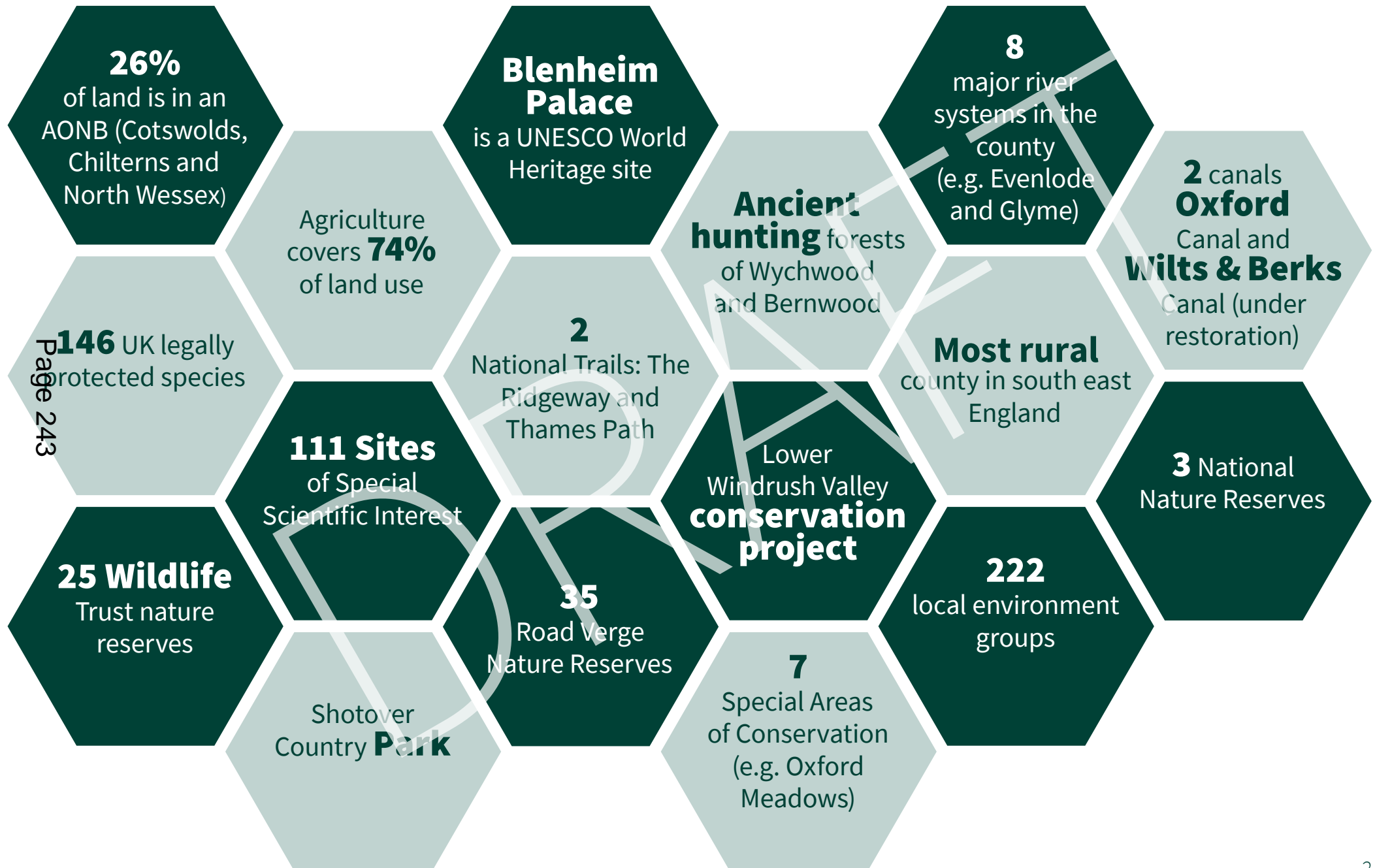


about Oxfordshire

Oxfordshire is a large rural county in south east England bordered by Northamptonshire, Buckinghamshire, Berkshire, Wiltshire, Gloucestershire and Warwickshire. It has the historic city of Oxford at its centre with a network of vibrant towns and villages surrounding it. The following pages outline some key facts and points of interest about Oxfordshire.



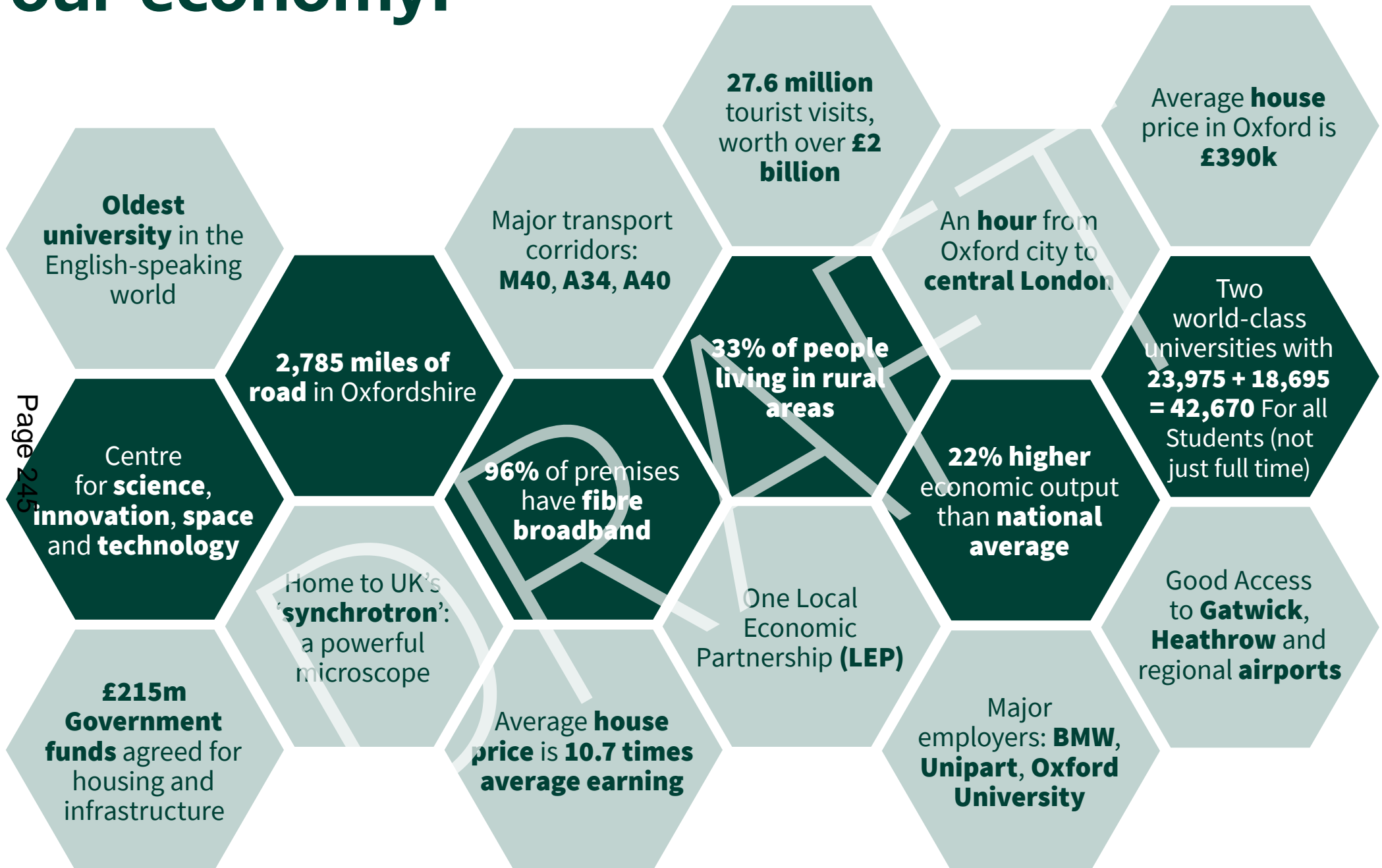
our natural environment:



our community:



our economy:



about Oxfordshire County Council

Oxfordshire County Council provides a wide range of services, including:

- Education
- Education support
- Child protection
- Fostering and adoption
- Adult social services
- Roads and transport
- Emergency Planning
- Waste disposal and recycling centres
- Planning for minerals, waste, highways and education
- Children's social services
- Fire and rescue services
- Public health
- Libraries
- Trading Standards
- Countryside access
- Parking
- Registrar and coroner services

► We are responsible for spending 80% of local government funding in Oxfordshire with an annual budget of £778 million in 2018–19.

► Full council is made up of 63 councillors. They are responsible for setting the democratic structure of the council as well as the constitutional and policy framework for the organisation.

All key decisions are made by Cabinet members, meeting either jointly as the Cabinet or as individual Cabinet members with specific portfolios. The Cabinet is also responsible for preparing the budget and policies to propose to the full council. Cabinet Advisory Groups are formed where required to examine specific topics that align to corporate priorities.

► The council's scrutiny function involves non-Cabinet members who challenge the plans (including the Corporate Plan) and decisions of the Cabinet. Key areas of scrutiny include performance, education and health. These committees review issues before decisions

are made, call-in decisions after they are made, conduct policy development work for the Cabinet and commission their own scrutiny reviews.

► Cabinet oversees the implementation of the Corporate Plan and the Performance Scrutiny Committee challenges the delivery and performance against this Plan.

► To ensure all our decision-making and governance stays within the law and our Constitution, we have a Corporate Governance Framework and councillors work through the Audit and Governance Committee to approve and check adherence to this Framework. External organisations (such as Ofsted) formally review, inspect and regulate the services we provide.

► The council works extensively with partners in the public, private and voluntary sector to achieve the best outcomes for our residents.

Thriving communities for everyone in Oxfordshire

We listen to residents so we can continuously improve our services and provide value for money

thriving people



We strive to give every child a good start in life, and protect everyone from abuse and neglect

We enable older and disabled people to live independently. We care for those in greatest need

thriving communities



We help people live safe, healthy lives and play an active part in their community

We provide services that enhance the quality of life in our communities, and protect the local environment

thriving economy



We support a thriving local economy by improving transport links to create jobs and homes for the future

thriving people

Thriving communities cannot happen without thriving people. We believe everyone deserves the best in life and it is important we continue to focus on sustaining and improving those services which can affect every person in Oxfordshire. We recognise that some people will need more help than others and we are here to support vulnerable people when they need us, particularly children, young people, older people and those with a learning difficulty, or disability.

thriving communities

Our communities are ones of place and ones of interest including those based on age, life stage, race, religion or many other factors. Our approach to supporting thriving communities must be as diverse as they are. The county council cannot, on its own, ensure that every community thrives, but we have a significant role to play. Our councillors are important local advocates, connecting all the areas of Oxfordshire to meet the needs of residents. We work with many local organisations in Oxfordshire in building a sense of togetherness.

thriving economy

A thriving economy gives everyone in Oxfordshire more opportunities; it creates the jobs, the housing, the infrastructure, transport, skills and learning that help people individually, and communities collectively, thrive. We recognise our success but are not complacent about it. We need to ensure we have an economy that is strong and prosperous, to continue creating opportunities now and for future generations.

our values

Our organisational values describe what is important to us as an organisation. Our values underpin how we serve the people of Oxfordshire and how, as employees, we work and behave with each other. Our values should run through all our interactions with colleagues, service users, partners and the public. We ensure all our activities support equality, diversity, fairness and inclusion, both in our own workforce and the services we commission and deliver for local residents. In 2017 more than 1,000 employees contributed to a countywide discussion about our values and it was agreed that our organisational values are:

we do the best we can for residents

This means...

- We treat customers as we would like to be treated and help them to do as much for themselves as possible.
- We use council resources efficiently and minimise costs where possible.
- We take responsibility for our work and deliver good customer service.
- We exploit technology/digital options.

we work together in a supportive and honest way

This means...

- We are open and transparent in our work.
- We look for opportunities to collaborate across teams and with partners.
- We share our expertise and resources.
- We keep up-to-date with council priorities and the information needed to do our job well.

**we strive to
find the best
solutions**

This means...

- We are resourceful and creative in our approach to problems.
- We learn from past projects and apply lessons to achieve better outcomes.
- We make decisions based on what the evidence tells us will deliver the best outcome.
- We take ownership to deliver our commitments.

**we are open
to change and
doing things
differently**

This means...

- We ask for, and listen to, the ideas of others.
- We look for opportunities to improve the customer experience and reduce duplication.
- We make time to reflect, develop and look for opportunities to improve, taking ownership of our own performance and personal development.
- We take risks in a managed way and challenge the way things have always been done.

challenges we face

Oxfordshire has many positive attributes, which we celebrate, but we also recognise the issues and challenges we face locally. These issues present challenges for our residents and in turn to us as we respond to the needs in our communities.

Issue	Change	Challenges for residents and communities	Challenges for us
Changes in society	<ul style="list-style-type: none"> Population is set to grow by 27% by 2030 Number of people aged 85+ will increase by 55% by 2031 55% of adult population are overweight or obese Huge advances in technology 	<ul style="list-style-type: none"> Increasing number of people who need the same services People more likely to suffer with long-term health conditions Not all children will get their first choice of school place Some services people expect to access digitally are not yet available as such 	<ul style="list-style-type: none"> Providing services to more people, with less funding Providing services to more older people and those with multiple long-term health conditions and/or frailties Ensuring there are enough school places for a growing population Keeping pace with technological change
Squeeze on public services as demand rises and funding falls	<ul style="list-style-type: none"> As people live longer, there is an increased need for adult social care We have seen a 20% increase in referrals to children's social care in one year (2016/17) Numbers of looked after children are increasing The council will have had a reduction of 49% (£169m per annum) in government grant between 2010/11 and 2019/20 	<ul style="list-style-type: none"> People may have to wait longer to get the services they need Council services may not be available to the same groups of people as eligibility criteria change 	<ul style="list-style-type: none"> Providing our most expensive services to an increasing number of people with a reduced level of funding

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Issue	Change	Challenges for residents and communities	Challenges for us
Pressure on housing and infrastructure	<ul style="list-style-type: none">678,000 residents who use our 2,785 miles of roads to access services82% of residents working within the county and rural nature means roads are essential for our economyOxford is the least affordable UK city for housing£215 million of government funding agreed for housing and infrastructure	<ul style="list-style-type: none">Roads deteriorate quicklyWorks to repair or maintain roads cause disruptionRoads are congestedHouse prices and rents are highThere is a shortage of social housing	<ul style="list-style-type: none">Maintaining an extensive and high-demand road network with reduced public fundsWe have major challenges recruiting to all health and social care rolesWith more growth planned, we need infrastructure to support our businesses, communities and residents
Ensuring equal opportunities for everyone	<ul style="list-style-type: none">Despite overall wealth, 15 local areas are in the 20% most deprived in the country14,000 children in Oxfordshire are affected by income deprivationWe are the most rural county in the south east	<ul style="list-style-type: none">Residents in some areas are more likely to have poorer health outcomes and fewer job opportunitiesServices are difficult to access and may increase loneliness and isolation	<ul style="list-style-type: none">Ensuring services can support residents who need it most, whilst also meeting the needs of everyoneProviding services to people in rural areas, balanced against reducing funding

Managing future change

In addition to the issues we have identified above, we know that many other issues will present us with challenges that change the way we work and how our communities need us. For example, withdrawal from the EU is likely to have significant implications for all public services and our residents but the challenges and opportunities are not yet clear. We continuously look at international influences, national policy and available opportunities to improve the way we work, make necessary changes and keep our services fit for purpose in a fast-paced world.

financial overview*

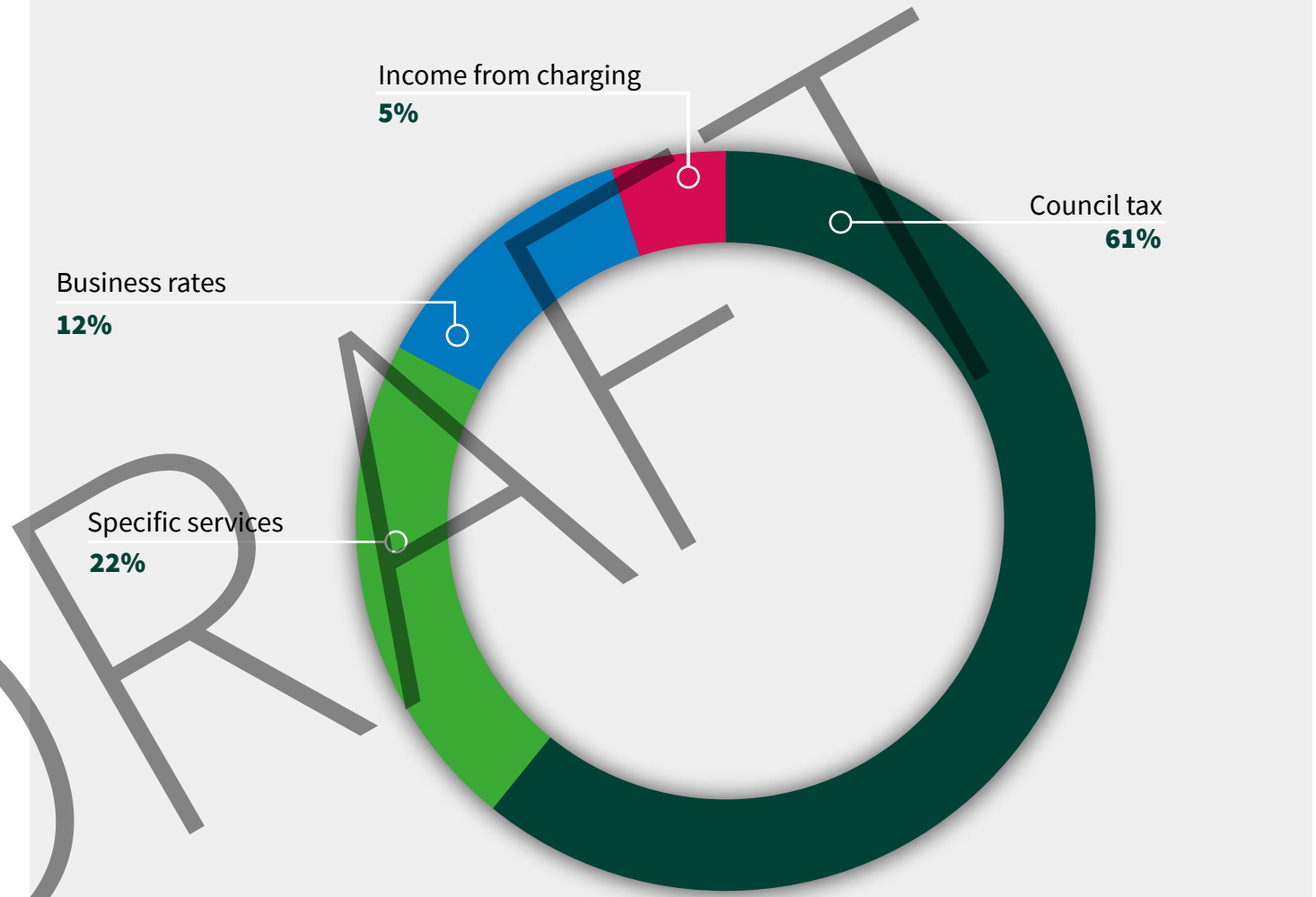
The main sources of the council's funding are locally raised council tax (61%), government grants to be used for specific services (22%) and locally raised business rates (12%). We also charge a fee for some services which creates income (5% of funding sources).

In recent years, government grant into the council has reduced significantly. In Oxfordshire, this will result in a reduction of 49% (£169m per annum) in government grant between 2010/11 and 2019/20.

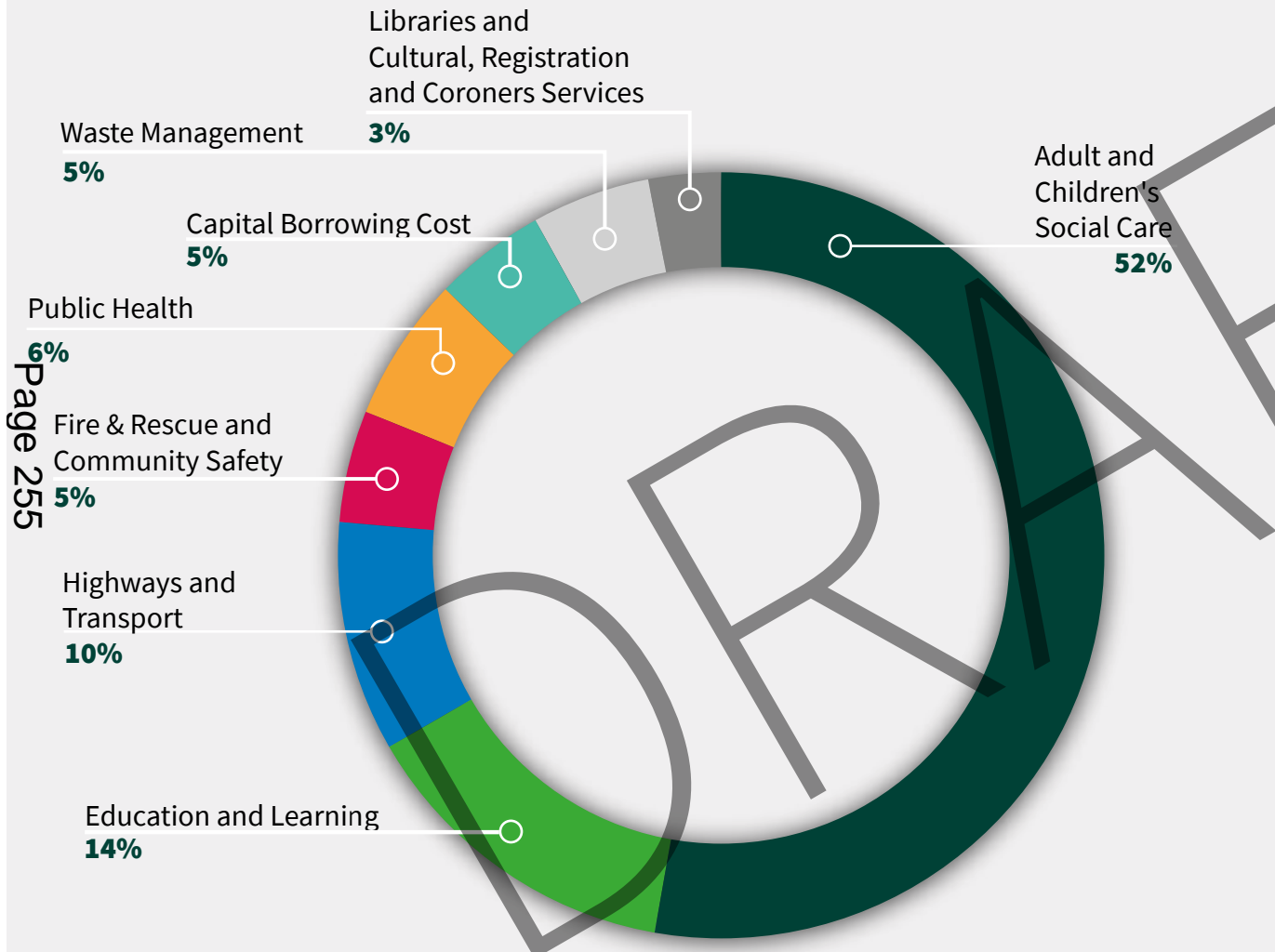
In addition, as demand for statutory social care services has continued to rise, this has resulted in increased pressure on budgets and a need to deliver significant savings. By the start of the year 2017/18, savings had been made of £350m per year compared with our spending in 2010/11. We needed to save 40% of this because of the reduced government grant and 60% because we needed to meet the rise in demand for statutory services. We expect to continue to need to find savings as demand rises for our services.

►
All finance information to be updated once available with 2019/20 figures

council funding sources 2018/19

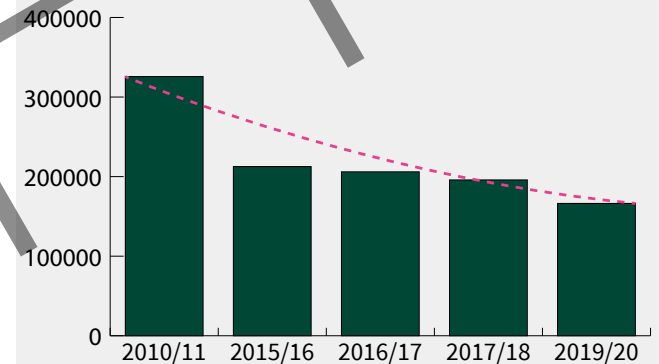


council planned spend 2018/19



reduction in government grant 2010/11 to 2019/20

=£167m or 49%



- ▲ For 2018/19 the council has set an overall budget of £778.1 million. The figures above show broadly how the planned spend of £562.6 million on services (excluding expenditure of £215.5 million on schools) in 2018/19 is divided up.

Thriving communities for everyone in Oxfordshire

our priorities

We listen to residents so we can continuously improve our services and provide value for money

our key outcomes

- Residents feel engaged with OCC
- Our services are high quality and deliver value for money
- The use of our assets is maximised

We strive to give every child a good start in life, and protect everyone from abuse and neglect

We enable older and disabled people to live independently. We care for those in greatest need

- Children are given a good start in life
- Children achieve their potential
- People are supported to live independently
- People feel able to live independently

We help people live safe, healthy lives and play an active part in their community

We provide services that enhance the quality of life in our communities, and protect the local environment

- People are helped to live safe and healthy lives
- People play an active part in their communities
- Our quality of life in Oxfordshire is enhanced
- Our local environment is protected

We support a thriving local economy by improving transport links to create jobs and homes for the future

- Strong investment and infrastructure is secured
- Local businesses grow and provide employment

our organisational values

We do the best we can for residents. We...

- ▶ Work together in a supportive way
- ▶ Strive to find the best solutions
- ▶ Are open to change and doing things differently





delivering our vision

Oxfordshire County Council puts residents at the heart of everything we do. We exist to serve our residents and communities; they both use and pay (directly or indirectly) for the services we deliver. Our communities are ones of place, but also of interest where people feel a sense of belonging. Our approach to supporting thriving communities must be as diverse as they are. We must listen to councillors, residents and our communities to develop approaches and respond to local issues; in this way we will be providing the value for money our residents expect. It is important we seek to improve what we do and how we do it, embracing new opportunities and ways of working along the way so that we can demonstrate we deliver good services that make best use of public resources.

The following section outlines where we are now, where we want to be in the future, how we will get there and how we will know we are making a difference to our residents.

we listen to residents so we can continuously improve our services and provide value for money

Where are we now?

Page 258

- Our 63 councillors are the visible and active representatives of their local communities.
- 89% of people in our residents' survey say they are satisfied with Oxfordshire as a place to live, work and raise a family.
- Most of our staff contact with residents is through our frontline services but we also engage residents, communities and partners online through our website or social media channels like Facebook and Twitter.
- We have developed our forum, known as VOXY (Voice of Oxfordshire's Youth) to reach out to all children and young people in Oxfordshire.
- Our Adult Social Care user survey of 2017 showed that 90% of people are satisfied or very satisfied with what we do.
- We have a good track record of delivering value for money and have made £350 million of savings in the last seven years.

Where do we want to be?

We want our residents to work as our partners in the design, purchase and delivery of all of our frontline services so our services are shaped by those that use them. We want to use a variety of ways of talking to and listening to our residents to understand what matters most to people. We want our communities to see us as open and transparent, to have the confidence that we will respond to their needs and desires. In experiencing our services, we want residents to feel and know that they are getting good value for the pounds we spend.

how will we get there?

Keep delivering on:

- Engaging with residents, seeking feedback to shape services. This includes co-producing services with adults and getting feedback from children and young people.
- Working through our councillors to engage with local issues (including Locality working).
- Using digital technology to deliver services where appropriate.
- Driving efficiency in all our services to achieve value for money.
- Working with partners to maximise the value of public sector estate and access to services (including a Buildings Asset Management Plan for the Fire Service).

Focus attention on:

- Transforming the way the council delivers services to ensure the best outcomes and best value for money for residents.
- Improving the way we respond to community priorities by reviewing how we organise councillor-led Locality Meetings.
- Developing and implementing a Council-wide approach to engagement and consultation.
- Improving equality of opportunity and good relations between people and communities. As part of this we are identifying where we need to have a greater understanding of issues that we can address through our Equalities Policy.
- Developing of a digital newsroom to modernise and improve how we engage with the public, media, and key stakeholders.
- Working with partners to plan and tackle our workforce challenges.
- Exploring all opportunities for us to hear the views of seldom heard groups within our community.
- Looking for opportunities to design, purchase & deliver adult social care and social care to our vulnerable children in partnership with those it serves.
- Improving management of Fire and Rescue resources by aligning fire protection with services in Thames Valley, delivering collaborative procurement and reviewing crewing models (shift patterns).
- Strengthening our focus on commercial negotiation to reduce the cost of providing adult social care services.
- Working in partnership to improve outcomes for residents, including with public, private and voluntary sector partners. Particularly, we will explore and develop our partnership with Cherwell District Council.

How will we know we are making a difference?

Residents feel engaged with OCC

- ▶ Number and value of opportunities for public engagement
- ▶ Rates of customer satisfaction

Our services improve and deliver value for money

- Value for money through effective use of resources
- Improvement following external inspection or audit

The use of our assets is maximised

- ▶ Progress with the One Public Estate programme



thriving communities



For thriving communities to become a reality, every resident needs to be safe, healthy and feel they can play a part in their community. The following section outlines where we are now, where we want to be in the future, how we will get there and how we will know we are making a difference to our residents with regards to thriving communities.

we help people live safe and healthy lives and play an active part in their community

Where are we now?

Page 262

Life expectancy in Oxfordshire is increasing and for most health indicators, Oxfordshire is statistically better than the national average.

We have below average numbers of overweight people but an estimated 55% of people aged 16 or over in Oxfordshire are classified as overweight or obese.

- We work to keep people safe through our fire and rescue service and with a wide range of partners to safeguard children and adults.
- Over 4000 charities and community groups in the county work with volunteers.
- Public funding has reduced so the council has shifted its focus to enable communities to take more ownership of local priorities.

Where do we want to be?

We want Oxfordshire to be a place where everyone feels safe and healthy enough to play an active part in the community they choose, whether these be communities of place or of interest. We want it to be a county where communities are supported to step into new roles in delivering local services.

how will we get there?

Keep delivering on:

- Encouraging and supporting parish councils, voluntary and community groups and volunteers to support delivery of services.
- Providing and commissioning employment services to help adults gain employment and training.
- Commissioning health visitors and support for families with young children.
- Promoting and supporting healthy lives through campaigns and services to tackle lifestyle challenges (for example quitting smoking).
- Helping people to stay safe and well in their homes. For example, through our Safe and Well visits, Trading Standards activity and safeguarding children and adults.
- Services to keep people safe, including safe highways, fire prevention and planning for and responding to emergencies.

Focus attention on:

- Ensuring our services work together to provide better support for people at key points of change; such as transition from children's to adults' services or leaving hospital to return home.
- Implementing a joined up approach to active and healthy travel planning including finalising the council's local cycling and walking investment plan and implementation strategy.
- Extending the 'Oxfordshire Together' initiative that works to give local parishes and voluntary organisations greater control over services, with a specific focus on highways monitoring.
- Supporting communities to have greater access to vacant public buildings for community activities.
- Supporting a new approach to planning health and care needs which will focus on keeping people healthier for longer and on the needs of specific populations.
- Recommissioning and implementing new services for; Sexual Health, Community based Adult alcohol and drug services and Dental Epidemiology and Oral Health Promotion Service
- Introducing a new fire station into Carterton where it has been identified that different emergency response model is needed.
- Carrying out projects to improve Road Safety, including use of an additional Bikeability grant funding of £84.5k to improve cycle safety and exploring options for countywide safeguarding training for taxi drivers.
- Carrying out projects to improve safety in the home by learning from our experiences and expanding the on-line self-help information available for residents.
- Creating a partnership to tackle problems in the private rental sector in Oxfordshire.

How will we know we are making a difference?

People are helped to live safe and healthy lives

- ▶ Number of people helped to live safe and well
- ▶ Emergency response times
- ▶ Prevalence of healthy lifestyles
- ▶ Numbers of people receiving support for drug or alcohol dependency
- ▶ Proportion of people walking and cycling
- ▶ Prevalence of 'healthy communities'

People play an active part in their communities

- ▶ Rates of volunteering
- ▶ Prevalence of services provided by communities





we provide services that enhance the quality of life and protect the local environment

Where are we now?

Page 266

Over 57% of waste is recycled in Oxfordshire. We are the highest performing local authority area in England for recycling and waste management.

We have worked with our partners to support two 'Healthy New Town Programmes' in Bicester and Barton.

- Despite a reduction in funding, Oxfordshire still has a full library network which meets the needs of the places and people they serve.
- Due to a reduction in funding, our road network is in need of investment.
- Air quality across the county is addressed in a Local Transport Plan for 2015-2030 (LTP4) with an Air Quality Action Plan in place across Oxford to address issues within the city.

Where do we want to be?

We want Oxfordshire to be the envy of England for its quality of life, with our rich rural and natural landscapes providing the ideal backdrop to a connected county. We want every resident to be connected to high quality digital services, and our communities to move around with ease on our roads, footpaths and cycle routes. We want our communities to have the spaces they need to bring people together and to have a good quality environment that is protected for them and future generations thanks to innovative thinking and next-generation technology.

how will we get there?

Keep delivering on:

- Providing library, cultural, museum and music services.
- Working closely across the council and with partners to plan healthier places to live and work including input to the healthy towns projects in Oxfordshire.
- Keeping our roads and public highways safe through effective planned and reactive highways maintenance.
- Supporting and protecting the local environment (for example work on Areas of Outstanding Natural Beauty, air quality and flood alleviation).
- Reducing the County Council's carbon footprint.
- Ensuring waste is disposed of in the best way possible.

Focus attention on:

- Delivering an additional £10 million programme of highway maintenance.
- Delivering a street lighting investment project- to switch to LED's to avoid costs of £87m in electricity in future.
- Seeking funding and investing in new infrastructure.
- Delivery of a new Parking Management Strategy.
- Delivering against our Energy Strategy to reduce the energy we use, reduce carbon emissions and energy costs.
- Developing environmental policies and evidence bases for the Joint Strategic Spatial Plan, including a low carbon and a Natural Capital Investment Plan.
- How our natural environment can provide benefits to Oxfordshire residents (e.g. link the environment with public health and wellbeing).
- Redesigning and implementing a new 'Traffic Centre' to improve traffic management and flow.
- Changing the County Council's vehicle fleet over to a clean alternative fuel source (e.g. electric vehicles).
- Delivering an online sustainability action plan in support of an 'Oxfordshire One Planet Living Action Plan'.

How will we know we are making a difference?

Our quality of life in Oxfordshire is enhanced

- ▶ Condition of highways
- ▶ Funding secured through planning obligations
- ▶ Levels of public transport use
- ▶ Rates of access to cultural services

Our local environment is protected

- ▶ Percentage of planning decisions on time
- ▶ Levels of carbon emissions
- ▶ Levels of energy use
- ▶ Air quality
- ▶ Proportion of household waste re-used, recycled or composted



thriving people

Individuals collectively make up a community, so thriving communities cannot happen without thriving people. The following section outlines where we are now, where we want to be in the future, how we will get there and how we will know we are making a difference to our residents with regards to thriving people.

we strive to give every child a good start in life and protect everyone from neglect

Where are we now?

Page 270

Over 90% of primary children are allocated their first choice of school but we know there are pressures on school places for the future.

Since 2010 the number of children in Oxfordshire who are the subject of a child protection plan has more than doubled.

- Children who are formally looked after has increased by a third since 2010.
- In 2016/17, we saw a 20% increase in referrals to children's social care and an 18% increase in child protection investigations.
- We meet the national standard for completing new Education Health and Care Plans (EHP) for children with Special Educational Needs and Disability within 20 weeks, 37% of the time (2017). A Plan is in place to improve this.
- We have been working with more than 1500 troubled families in the county to help turn their lives around.

Where do we want to be?

We believe everyone deserves the best start in life and this means children and young people should experience a safe and supportive home and school life. If we get it right in the early days, our children and young people will have positive experiences and grow into thriving adults. To give everyone the same chances in life, we need to give early and timely support to anyone with additional needs as well as those experiencing domestic abuse, mental health, drug and alcohol issues. We will do this by making sure we work with communities, families and partners to keep people safe from abuse and neglect.

how will we get there?

Keep delivering on:

- Support for children and their families from birth.
- Education services for all children and for those with additional support needs (for example those with Special Educational Needs and Disabilities).
- With a focus on helping families as early as possible; providing Children's Social Care services, including Child Protection, looked after children, adoption and fostering.
- Promoting and supporting child health campaigns and initiatives.
- Protection and safeguarding of those transitioning between children's and adults' services.
- Delivering programmes to keep young people safe. For example: pedestrian and cycle safety.

Focus attention on:

- Reviewing all of our children's social care to provide a better journey for children through services.
- Extending Stay, Play & Learn sessions to Summertown, Charlbury, Witney, Banbury, Cowley, Sonning Common & Oxfordshire County Library.
- Reviewing and planning education services for those with high-needs and for those with attendance and exclusion issues.
- Implement the new School Health and College Health Nursing Service from 1st April 2019.
- Responding to the Children and Adolescent Mental Health Services (CAMHS) Green Paper bid to develop new Mental Health Support Teams in schools.
- Working with key groups and families in specific areas (called Community Impact Zones) to provide help and support where they most need it.

How will we know we are making a difference?

Children are given a good start in life

- ▶ Prevalence of healthy children
- ▶ Number of looked after children
- ▶ Number of children's social care assessments
- ▶ Number of children the subject of protection plans
- ▶ Number of children's cases held by permanent staff
- ▶ Sufficiency of early years places

Children are able to achieve their potential

- ▶ Percentage of children with a place at their first preference school
- ▶ Percentage of children at good schools and settings
- ▶ Numbers of children missing education
- ▶ Outcomes of educational attainment and progress
- ▶ The needs of young people with special educational needs and disabilities (SEND) are met





we enable older and disabled people to live independently and care for those in greatest need

Where are we now?

Page 274

- The number of residents who are 85 years and over, is increasing: by 50% from 2001-16, and forecast to rise a further 55% from 2016-31.
- There has been an increase in the proportion of older people supported to live at home, from 44% in 2012 to 59% in 2017.
- We are 'Making Every Contact Count' by using our frontline staff to provide advice which enables people to stay well into older age and therefore to live independently.
- We are increasingly working with service users to design and purchase services.
- We have challenges with our workforce and provider workforce due to the competition for staff from the private sector and the relatively high cost of living in Oxfordshire.
- We are working with partners to use €4m of EU funding to develop mobility innovation within neighbourhoods of Barton and Blackbird Leys.

Where do we want to be?

We want to maximise the independence of everyone in Oxfordshire, ensuring our residents live as independently, safely and successfully as possible, for as long as possible. Where people need support, we want to give them the best experience of care services in the country to support them: in the right place, at the right time wherever they live in the county. We want these services centred on the individual and their family or carers (including young carers), working with the inherent strengths of people, families, groups and organisations. We want all users to be highly satisfied with our services.

how will we get there?

Keep delivering on:

- Adult Social Care Services. This includes commissioning and providing services which keep adults safe and provide the support and care our residents need for independent living.
- Campaigns to keep older people healthy, active and well. This includes carrying out safe and well visits to ensure risks and hazards are identified and addressed within the home.
- Ensuring the quality and sustainability of care providers.
- Working with partners to improve people's experience of health and social care services.
- Delivering services within peoples' homes where and when they need them.
- Supporting people to access travel and transport to enable them to live independently.

Focus attention on:

- Working with all our health and care partners to drive improvements for residents and tackle shared issues (such as workforce).
- Continue to explore and pilot innovative new ways to support older people to live at home, including the use of technology.
- Identifying and developing opportunities for Libraries to play a more central role in communities as community and public service hubs.

How will we know we are making a difference?

Care services support independent living

- ▶ Number of home care hours purchased
- ▶ Number of appropriate safeguarding enquiries
- ▶ Numbers of people delayed leaving hospital awaiting social care
- ▶ Number of people with control over their care
- ▶ Proportion of older people supported in the community

Homes and places support independent living

- ▶ Percentage of people who report feeling safe and well
- ▶ Percentage of people living in safe and suitable housing



thriving economy



The following section outlines where we are now, where we want to be in the future, how we will get there and how we will know we are making a difference to our residents with regards to a thriving economy.

we support a thriving local economy by improving transport links to create jobs and homes for the future

Where are we now?

Page 278

The county's economy generates £21.9bn of output per year from 400,000 jobs and more than 30,000 businesses.

The Oxfordshire 'Housing and Growth Deal', will provide £60m for affordable housing and £150m for infrastructure improvements, including road and rail.

- The Oxfordshire Strategic Housing Market Assessment sets out a need for 100,000 new homes between 2011 and 2031 (of which 11,000 have been built to date). Our forecasting suggests there will be a 27% increase in the population by 2031.
- The Centre for Cities ranks Oxford as the least affordable UK city for housing. In Oxford city, social rents in 2015 were 18% above the national average.
- We are working with partners to use £8.6 million of funding to develop innovation in fully autonomous vehicles.

Where do we want to be?

We want Oxfordshire to continue to be a vibrant, sustainable, connected, inclusive, world-leading economy, driven by innovation, enterprise and research excellence. We want it to be a place where ambitious businesses and people thrive, where young people choose to build their careers and contribute to the vibrancy of Oxfordshire's communities. We recognise our success but also the need to ensure we have an economy that is strong and prosperous, now and for future generations.

how will we get there?

Keep delivering on:

- Securing investment in housing and infrastructure to support the economy.
- Working in partnership to support development of skills, business and employment.
- Delivering strategic infrastructure, including housing, highways and transport programmes.
- Supporting sustainable economic growth.
- Providing input and response to national/regional infrastructure programmes. This includes the East West Rail and Oxford to Cambridge Expressway projects.

Focus attention on:

- Joining forces with partners on the Growth Board to deliver key infrastructure through Growth Deal funding and bids to other funding sources (for example Housing Infrastructure Fund).
- Understanding the challenges and opportunities arising for Oxfordshire economy and local public services from the Brexit withdrawal agreement and negotiations towards the future relationship between the UK and the EU.
- Working with District Councils and other partners to develop Oxfordshire's new Joint Statutory Spatial Plan (JSSP).
- Supporting District Councils and registered housing providers to deliver additional affordable housing.
- Providing the lead input for the Council into the Local Enterprise Partnership's (LEP) Local Industrial Strategy.
- Creating a five-year capital Investment Programme for highways.
- Working with partners to implement 'Connecting Oxfordshire', which will introduce enhancements to road capacity on strategic roads that suffer from congestion.
- Developing a council Innovation Strategy and bidding for innovation funding pots where they align with our priorities.
- Developing our approach to enhanced Digital Connectivity by establishing an Oxfordshire Digital Strategy and a broader digital programme.

How will we know we are making a difference?

Strong investment and infrastructure are secured

- ▶ Level of investment attracted
- ▶ Production of our Joint Statutory Spatial Plan
- ▶ Number of new homes
- ▶ Levels of disruption to journeys by congestion or roadworks
- ▶ Level of transport connectivity
- ▶ Level of access to online and digital services

Local businesses grow and provide employment

- ▶ Number of businesses
- ▶ Employment rates
- ▶ Numbers of apprenticeships
- ▶ Levels of workforce



appendices

appendix a: Oxfordshire key outcomes

We listen to residents so we can continuously improve our services and provide value for money

Residents feel engaged with OCC

- Number and value of opportunities for public engagement
- Rates of customer satisfaction

Our services improve and deliver value for money

- Value for money through effective use of resources
- Improvement following external inspection or audit

The use of our assets is maximised

- Progress with the One Public Estate programme

We help people live safe and healthy lives and play an active part in their community

People are helped to live safe and healthy lives

- Number of people helped to live safe and well
- Emergency response times
- Prevalence of healthy lifestyles
- Numbers of people receiving support for drug or alcohol dependency
- Proportion of people walking and cycling

People play an active part in their communities

- Rates of volunteering
- Prevalence of services provided by communities

We provide services that enhance the quality of life and protect the local environment

Our quality of life in Oxfordshire is enhanced

- Condition of highways
- Funding secured through planning obligations
- Levels of public transport use
- Rates of access to cultural services

Our local environment is protected

- Percentage of planning decisions on time
- Levels of carbon emissions
- Levels of energy use
- Air quality
- Proportion of household waste re-used, recycled or composted

appendix a: Oxfordshire key outcomes

We strive to give every child a good start in life and protect everyone from neglect

Children are given a good start in life

- Prevalence of healthy children
- Number of looked after children
- Number of children's social care assessments
- Number of children the subject of protection plans
- Number of children's cases held by permanent staff
- Sufficiency of early years places

Children are able to achieve their potential

- Percentage of children with a place at their first preference school
- Percentage of children at good schools and settings
- Numbers of children missing education
- Levels of educational attainment and progress
- The needs of young people with special educational needs and disabilities (SEND) are met

We enable older and disabled people to live independently and care for those in greatest need

Care services support independent living

- Number of home care hours purchased
- Number of appropriate safeguarding enquiries
- Numbers of people delayed leaving hospital awaiting social care
- Number of people with control over their care
- Proportion of older people supported in the community

Homes and places support independent living

- Percentage of people who report feeling safe and well
- Percentage of people living in safe and suitable housing

We support a thriving local economy by improving transport links to create jobs and homes for the future

Strong investment and infrastructure are secured

- Level of investment attracted
- Production of our Joint Statutory Spatial Plan
- Number of new homes
- Levels of disruption to journeys by congestion or roadworks
- Level of transport connectivity
- Level of access to online and digital services

Local businesses grow and provide employment

- Number of businesses
- Employment rates
- Numbers of apprenticeships
- Levels of workforce

appendix b: further information

The targets and performance measures outlined throughout this corporate plan are open to scrutiny and engagement through a number of public documents and bodies. The following links on the county council website (www.oxfordshire.gov.uk) provide further evidence and the information which sits behind this plan:

- 1.** The **Joint Strategic Needs Assessment (JSNA)** provides information about Oxfordshire's population and the factors affecting health, wellbeing, and social care needs.
- 2.** The **Equality Policy 2018-2022** sets out how the council is approaching its responsibilities for ensuring that all residents in Oxfordshire have fair access to services and equal life chances.

Information about the way the **Council spends its budget** and how Council Tax is calculated can be found on our website.
- 3.** The **Medium Term Financial Plan** provides an overview of the council's planned expenditure and funding and financial strategy.
- 4.** The **Annual Statement of Accounts** presents the financial position of the county council. It contains a Narrative Report which complements the finance data by explaining how the council was funded during the year, the services that were delivered, and the outcomes we achieved.
- 5.** The **Performance Scrutiny Committee** challenges the delivery and performance against this Plan. We also publish **quarterly performance reports** on our website which provide information on the council's performance against our Corporate Plan priorities.
- 6.** The **Growth Board** is a joint committee of the six councils of Oxfordshire together with key strategic partners. It has been set up to facilitate and enable joint working on economic development, strategic planning and growth.
- 7.** The **Oxfordshire Strategic Housing Market Assessment (SHMA)** was published in 2014, to understand how many and the types of homes needed by 2031.
- 8.** The **Oxfordshire Infrastructure Strategy (OxIS)** looks at the scale of the infrastructure challenges in Oxfordshire.
- 9.** The **Connecting Oxfordshire**, is our Local Transport Plan (LTP4) that sets out our policy and strategy for developing the transport system in Oxfordshire to 2031.
- 10.**

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Division(s): N/A

CABINET – 22 JANUARY 2019

OXFORDSHIRE MINERALS & WASTE DEVELOPMENT SCHEME (NINTH REVISION) 2019

Report by Director for Planning & Place

RECOMMENDATIONS

1. **The Cabinet is RECOMMENDED to:**
 - i. **approve the Oxfordshire Minerals and Waste Development Scheme (Ninth Revision) 2019 at Annex 1, subject to final detailed amendment and editing, to have effect from 5 February 2019;**
 - ii. **authorise the Director for Planning & Place to:**
 - (a) **carry out any final detailed amendment and editing of the Oxfordshire Minerals and Waste Development Scheme that may be necessary, in consultation with the Cabinet Member for Environment;**
 - (b) **take the necessary steps to bring the revised Scheme into effect from 5 February 2019 and publish the revised Scheme, in accordance with Sections 15 and 16 of the Planning and Compulsory Purchase Act 2004 (as amended).**

Executive Summary

2. The County Council must prepare and maintain a Minerals and Waste Development Scheme, setting out the programme for production of the Oxfordshire Minerals and Waste Local Plan. The most recent revision of the Oxfordshire Minerals and Waste Development Scheme was approved in December 2017. Part 1 of the Plan, the Core Strategy was adopted in September 2017. Part 2, the Sites Plan, was commenced in September 2017 but consultation on issues and options was delayed and consequently the timetable for the Sites Plan in the December 2017 Development Scheme is now out of date and needs to be revised. In addition, changes in legislative requirements for Statements of Community Involvement mean that the Oxfordshire Statement of Community Involvement should be revised and a timetable needs to be set for this. A further revision of the Development Scheme is therefore now required.
3. The revised programme for the Sites Plan, taking into account the engagement of consultant support on technical work, maintains the target for adoption by the end of 2020, involving the following key stages: consultation

on a draft plan in June 2019; publication in January 2020; submission for examination in March 2020; and adoption of the plan in December 2020.

Introduction

4. The Council must prepare, maintain and publish a Minerals and Waste Development Scheme (MWDS), setting out the Council's programme for preparing the Oxfordshire Minerals and Waste Local Plan. The original Oxfordshire MWDS came into effect in May 2005. Eight revisions of the MWDS have been produced since then, most recently in December 2017.

Need for Revision of Development Scheme

5. The MWDS 2017 was prepared following the adoption of the Minerals and Waste Local Plan: Part 1 – Core Strategy in September 2017. It focused on preparation of the Minerals and Waste Local Plan: Part 2 – Site Allocations (Sites Plan), which had been commenced in September 2017. It included a timetable for preparation of the Sites Plan. This set a target for adoption by November 2020. Key stages in the programme are:
 - Consultation on Issues & Options June – July 2018;
 - Consultation on Draft Plan January – February 2019;
 - Submission of Plan for Examination December 2019.
6. Consultation on Issues and Options was delayed by two to three months, mainly due to staff changes and related resource availability. Consequently, the January – February 2019 target for consultation on a Draft Plan will not now be met and the timetable for the Sites Plan needs to be revised.
7. The current Oxfordshire Statement of Community Involvement (SCI) was adopted in March 2015. The SCI sets out the Council's policy for how it will consult on the Minerals and Waste Local Plan and on the planning applications that it is responsible for determining. The Neighbourhood Planning Act 2017 made some legislative changes affecting SCIs. They must now include the Council's policies for giving advice or assistance on neighbourhood planning (even though neighbourhood planning does not deal with minerals and waste). Also, SCIs should be reviewed within 5 years of adoption. It is important that the SCI is compliant with legislation and therefore a revision of the SCI should be undertaken before the Sites Plan is submitted for examination.

Revised Minerals and Waste Development Scheme 2019

8. We have considered how the work programme and timetable for the Sites Plan could be revised whilst maintaining the target for adoption of the Plan by the end of 2020. We have concluded that by appointing consultants to assist with technical work on preparation of the plan, financed from within the existing budget for the project, the programme can be brought back on track for adoption of the Plan by the end of 2020. Procurement of suitable consultants is at an advanced stage and all bidders being considered have put

forward proposals designed to enable adoption of the Sites Plan within this timeframe.

9. A draft revised MWDS 2019 is set out in Annex 1. This includes a timetable for preparation of the Sites Plan that takes into account the engagement of consultant support and has a target for adoption by December 2020. This will complete the new Oxfordshire Minerals and Waste Local Plan. The draft revised MWDS also includes a programme for revision of the SCI.
10. The principal target dates in the programme for the Sites Plan are:
 - Commence preparation September 2017;
 - Consultation on issues and options August – October 2018;
 - Consultation on draft plan June – July 2019;
 - Publish proposed submission plan January – February 2020;
 - Submit to Secretary of State March 2020;
 - Examination hearings May 2020;
 - Publish Inspector's report October 2020;
 - Council adopts plan December 2020.
11. The principal target dates in the programme for revision of the Statement of Community Involvement are:
 - Commence preparation January 2019;
 - Consultation on draft document June – July 2019;
 - Council adopts SCI December 2019.
12. Earlier versions of the MWDS have included preparation of supplementary planning documents on a Minerals and Waste Development Code of Practice and on Restoration and After-use of Minerals and Waste Sites. These are not priority documents and therefore are not included in the revised programme; but the possible future need for them should be kept under review.
13. I consider the revised programme for the Sites Plan to be realistic taking into account experience with preparing plan documents to date; the work required to prepare the necessary documentation and evidence base for the consultation, publication, submission and examination stages of the process; the need for thorough and effective engagement and consultation with stakeholders and the public, including under the duty to co-operate; sustainability appraisal, strategic environmental assessment and other technical assessment work; and the resources available, including consultant support. I believe this to be the shortest practical timetable for the delivery of a robust plan that will be found sound at examination.
14. Approval of the revised MWDS 2019 by the Cabinet is required before it can be brought into effect. The MWDS must then be published on the Council's website.

Financial and Staff Implications

15. The Minerals & Waste Local Plan is included within the work priorities of the Communities Directorate and is in part being progressed within the existing mainstream budget for the Council's minerals and waste policy function. The budget has been increased by £50,000 this year to fund the abnormal costs of plan preparation (including engagement of consultants to provide technical support). Further increases will be required in 2019/20 and 2020/21, in particular to provide the funding required to take the Sites Plan through examination. The proposed revision of the MWDS does not raise any additional financial or staff implications.

Legal Implications

16. Under the Planning and Compulsory Purchase Act 2004 (as amended), the County Council is required to prepare a Minerals and Waste Local Plan and a Statement of Community Involvement and to prepare and maintain a MWDS. The European Waste Framework Directive, 2008 (2008/98/EC), as transposed through the Waste (England and Wales) Regulations 2011, requires waste planning authorities to put in place waste local plans. Having an up to date MWDS in place will help to enable these requirements to be met.

Risk Management

17. If a new Minerals and Waste Local Plan, including both a strategy and site allocations, is not adopted (for example, if the Sites Plan was abandoned or found to be "unsound" following examination), the County Council would not have a full, up to date and locally-determined land-use policy framework against which to determine applications for new mineral working and waste management developments in Oxfordshire. Such a diminution of local control over these operations would leave the authority with much less influence over the location of future minerals and waste operations and make it heavily reliant on the National Planning Policy Framework and National Planning Policy for Waste, which are considerably less comprehensive and detailed in their coverage of these matters and lack any local dimension. Having an up to date MWDS in place will help the Council to demonstrate that the Sites Plan is both legally compliant and "sound" when it is independently examined.

SUSAN HALLIWELL

Director for Planning & Place

Background papers: None

Contact Officer: Peter Day – Principal Minerals and Waste Policy Officer

January 2019

Oxfordshire Minerals and Waste Local Plan

DRAFT
OXFORDSHIRE MINERALS AND WASTE
DEVELOPMENT SCHEME
(Ninth Revision) 2019

January 2019



Oxfordshire Minerals and Waste Local Plan

DRAFT

**OXFORDSHIRE MINERALS AND WASTE
DEVELOPMENT SCHEME
(Ninth Revision) 2019**

January 2019

**This revision of the Oxfordshire Minerals and Waste
Development Scheme came into effect on 5 February 2019**

Minerals & Waste Planning Policy

Communities

Oxfordshire County Council

County Hall

Oxford

OX1 1ND

www.oxfordshire.gov.uk

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1. INTRODUCTION

Purpose of the Oxfordshire Minerals and Waste Development Scheme

- 1.1 The County Council is preparing a new Oxfordshire Minerals and Waste Local Plan. The Oxfordshire Minerals and Waste Development Scheme sets out the programme for the production of this plan and the planning policy documents (local development documents) that will make up the plan.
- 1.2 Under the Planning and Compulsory Purchase Act 2004 (as amended), all local planning authorities must prepare and maintain a local development scheme. Minerals and waste planning authorities (such as Oxfordshire County Council), which have responsibility to prepare plans and determine planning applications for minerals and waste development, must prepare and maintain a minerals and waste development scheme.
- 1.3 The Minerals and Waste Development Scheme must specify: the local development documents that are to be prepared and which of these are to be development plan documents (which will form part of the development plan for Oxfordshire); the subject matter and geographical area to which each development plan document is to relate; and the timetable for the preparation and revision of the development plan documents. It also includes information about minerals and waste planning policies for the county, and about the opportunities for people to be involved in the plan-making process.
- 1.4 The Oxfordshire Minerals and Waste Development Scheme, 2005 was brought into effect on 16 May 2005. Eight revisions of the Scheme have been produced by the County Council, in March 2006, March 2007, April 2009, May 2012, December 2013, December 2014, February 2016 and December 2017. The most recent of these revisions is now out of date and this (ninth) revised Minerals and Waste Development Scheme 2019 updates and replaces it.
- 1.5 The Oxfordshire Minerals and Waste Development Scheme (Ninth Revision) 2019 was approved by the County Council Cabinet on 22 January 2019 and came into effect on 5 February 2019.
- 1.6 The Development Scheme will be further reviewed, revised as necessary and rolled forward on a regular basis to take account of progress on preparation of the Local Plan and

monitoring. The most recent version of the Development Scheme will be published on the County Council website at:

<https://www.oxfordshire.gov.uk/cms/content/new-minerals-and-waste-local-plan>

or information can be obtained by contacting us at:

Minerals & Waste Planning Policy

Communities, Oxfordshire County Council

County Hall, Oxford OX1 1ND

Email: minerals.wasteplan@oxfordshire.gov.uk

2. OXFORDSHIRE MINERALS AND WASTE LOCAL PLAN

Purpose and Composition of the Minerals and Waste Local Plan

- 2.1 The first Oxfordshire Minerals and Waste Local Plan was adopted in 1996 and is now out of date. A new plan is needed that is in line with current legislation and national planning policy and provides for the future minerals and waste development needs of Oxfordshire. The new Oxfordshire Minerals and Waste Plan will replace the 1996 Minerals and Waste Local Plan and will cover the period to the end of 2031.
- 2.2 The new Minerals and Waste Local Plan will comprise of two main parts:
- Part 1 – Core Strategy; and
 - Part 2 – Site Allocations.
- 2.3 The **Minerals and Waste Local Plan: Part 1 – Core Strategy** was adopted in September 2017 and is a development plan document that covers the whole county of Oxfordshire. It sets out the Council's vision, objectives, spatial strategy, core policies and implementation framework for the supply of minerals and management of waste in Oxfordshire over the period to the end of 2031. The spatial strategies for minerals and waste includes strategic locations for development, supported by criteria based policies for the identification of specific sites and the consideration of planning applications for development. The spatial strategies are illustrated partly on a policies map (minerals) and partly on a key diagram (waste).
- 2.4 The **Minerals and Waste Local Plan: Part 2 – Site Allocations** will be a development plan document and will cover the whole county of Oxfordshire. It will make provision and identify sites for minerals and waste management development in Oxfordshire over the period to the end of 2031, in accordance with the spatial strategy and criteria based policies in the Core Strategy; and provide the detailed policy framework for minerals and/or waste management development management decisions. In particular, it will allocate the sites required to provide the additional capacity for minerals supply and waste management as set out in the Core Strategy.
- 2.5 The **Policies Map** shows proposals that are geographically defined, including mineral strategic resource areas and mineral safeguarding and consultation areas, and it will show specific minerals and waste site allocations and safeguarded minerals and waste sites and

facilities. This will replace the existing Proposals Map that forms part of the Oxfordshire Minerals and Waste Local Plan (1996). The new Policies Map will be amended and updated as required whenever new development plan documents with spatial policies are produced.

- 2.6 The minerals and waste matters shown on the Policies Map should also be included on the policies maps prepared by the Oxfordshire District Councils as part of their new local plans.
- 2.7 The Minerals and Waste Local Plan, together with the local plans and the joint strategic spatial plan (Oxfordshire Plan 2050) prepared by Oxfordshire's District Councils will comprise the statutory development plan for Oxfordshire. The development plan is the basis on which planning decisions are made.
- 2.8 The adopted Minerals and Waste Local Plan: Part 1 – Core Strategy and proposed Part 2 – Site Allocations will replace the saved policies of the Oxfordshire Minerals and Waste Local Plan, adopted in 1996. Chapter 4 provides further information about saved policies and their replacement by new development plan document policies.

Other Minerals and Waste Local Plan Documents

Statement of Community Involvement

- 2.9 The Statement of Community Involvement sets out the Council's policy and approach for involving communities and stakeholders in the preparation, review and alteration of local (minerals and waste) development documents; and in planning applications that the County Council determines.
- 2.10 The first Oxfordshire Statement of Community Involvement was adopted by the Council in November 2006, following consultation and examination by a government-appointed inspector. This was replaced by a revised Oxfordshire Statement of Community Involvement, which was adopted by the Council in March 2015. It relates to the whole of Oxfordshire. It is not a development plan document (i.e. it does not form part of the development plan for Oxfordshire).

- 2.11 The Revised Oxfordshire Statement of Community Involvement reflects changes since 2006 in legislation and procedures affecting the way that local development documents are prepared, including provisions and requirements for community and stakeholder engagement and consultation. It was adopted following consultation on a draft in 2014. (Statements of Community Involvement do not now have to be submitted for examination.)

Supplementary Planning Documents

- 2.12 Supplementary planning documents may be prepared as part of a plan, where they can help applicants make successful planning applications or aid infrastructure delivery. They are not development plan documents (i.e. they do not form part of the development plan for the area).
- 2.13 The County Council may prepare supplementary planning documents on Minerals and Waste Development Code of Practice; and Restoration and After-use of Minerals and Waste Sites. These, however, are not priority documents and they are not currently included in the Council's programme for the Oxfordshire Minerals and Waste Local Plan.

Annual Monitoring Reports

- 2.14 The County Council has produced Oxfordshire Minerals and Waste Annual Monitoring Reports for each year from 2005 and they are published on the County Council website. They report on the implementation of the Minerals and Waste Development Scheme and on the extent to which development plan policies are being achieved. The most recent report, for 2017 (calendar year), covers the period 1 January 2017 to 31 December 2017.
- 2.15 Monitoring reports are required to be produced and published at least annually. The County Council will monitor the effectiveness of policies and proposals in achieving the vision, spatial strategy and objectives of the Minerals and Waste Local Plan; and will assess:
- whether objectives and targets in the Plan are being met or are on track to be met and, if not, the reasons why;
 - what impact the policies of the Plan are having on other targets, at national, sub-national or local level;
 - whether any policies need to be replaced or amended to meet sustainable development objectives;

- what action should be taken if any policies need to be replaced or amended.

2.16 The Annual Monitoring Reports do not form part of the Oxfordshire Minerals and Waste Local Plan but they are essential for monitoring the preparation and implementation of the plan and for indicating when and how review and revision needs to be carried out. The Council will use the results of monitoring in considering what, if any, changes need to be made to the Oxfordshire Minerals and Waste Local Plan, when such changes need to be brought forward, and whether any other documents need to be prepared. Programmes for any such changes will be included in future reviews of the Minerals and Waste Development Scheme.

2.17 Figure 1 (page 19) shows the relationship between the different Minerals and Waste Plan Documents.

Relationship of Minerals and Waste Local Plan to other Policies, Plans and Strategies

National Planning Policy

2.18 The Government's National Planning Policy Framework (NPPF) was published and came into effect in March 2012. This single policy document replaced previous national policy documents, including planning and minerals planning policy statements and guidance documents (PPSs, PPGs, MPSs and MPGs). A revised NPPF was published in July 2018. Planning Policy Statement 10: Planning for Sustainable Waste Management (PPS10) was replaced by the separate National Planning Policy for Waste, October 2014.

2.19 The Minerals and Waste Local Plan will be prepared to have regard to and be consistent with national policy. It will also have regard to the national Planning Practice Guidance, first published in October 2014 but subsequently updated.

2.20 The Government partially revoked the South East Plan on 25 March 2013. This revocation included all the minerals and waste policies of the plan, which ceased to have effect from that date.

Oxfordshire Sustainable Community Strategy

- 2.21 In 2008 the Oxfordshire Partnership agreed 'Oxfordshire 2030', the Sustainable Community Strategy for Oxfordshire. This sets out a long-term vision for Oxfordshire's future. It identifies strategic objectives and priorities around four ambitions: to create a world class economy for Oxfordshire; to have healthy and thriving communities; to look after our environment and respond to the threat of climate change; and to reduce inequalities and break the cycle of deprivation. The Oxfordshire Minerals and Waste Local Plan will have appropriate regard to Oxfordshire 2030 and it will seek to reflect aspects of this Sustainable Community Strategy that have a land use perspective relating to minerals and waste.

Oxfordshire Joint Municipal Waste Management Strategy

- 2.22 The Oxfordshire Joint Municipal Waste Management Strategy 'No Time to Waste' was approved by the former Oxfordshire Waste Partnership (the County Council and the five District Councils in Oxfordshire) in January 2007. A review of the Strategy was carried out in 2012 and in January 2013 the County Council and five District Councils, under Recycle for Oxfordshire, agreed a revised Joint Municipal Waste Management Strategy which was adopted by all the partner councils to replace the 2007 document. The Strategy does not form part of the development plan, but it is an important material consideration for spatial planning. It provides a framework for the management of municipal waste in the county and sets local waste management targets. It identifies a need for increased recycling and composting and for new waste treatment facilities, to significantly reduce the quantity of biodegradable municipal waste sent to landfill. The Minerals and Waste Local Plan will have appropriate regard to the 2013 Strategy and to any further revision or replacement of it.

Oxfordshire Local Transport Plan

- 2.23 The Minerals and Waste Core Strategy will also have regard to the Oxfordshire Local Transport Plan. A new Plan – Connecting Oxfordshire: Local Transport Plan 2015-2031 (LTP4) was adopted by the County Council in September 2015. It has the following goals: to support jobs and housing growth and economic vitality; to reduce transport emissions; to protect and enhance Oxfordshire's environment and improve quality of life; and to improve public health, air quality, safety and individual wellbeing.

Oxfordshire Strategic Economic Plan

- 2.24 The Oxfordshire Strategic Economic Plan was published by the Oxfordshire Local Enterprise Partnership (OxLEP) in 2014. This was replaced by the revised Strategic Economic Plan for Oxfordshire in 2016. This sets out a strategic economic vision and objectives that reflect priorities for economic growth to 2030 and a related programme for growth. It is closely related to the Oxfordshire and Oxford City Deal that was agreed with the Government in January 2014, the Oxfordshire Growth Deal that was secured in January 2015 and the Oxfordshire Housing & Growth Deal that was signed in February 2018. In addition, the Creative, Cultural, Heritage and Tourism Investment Plan (2016) sits under the Strategic Economic Plan and will help deliver the ambitions for economic growth in Oxfordshire up to 2030. This has implications for mineral supply and waste management requirements in Oxfordshire over the plan period and the Minerals and Waste Local Plan will have appropriate regard to the Strategic Economic Plan.

Oxfordshire Plan 2050

- 2.25 As part of the Oxfordshire Housing & Growth Deal, February 2018, the Oxfordshire Plan 2050 is to be prepared jointly by the five Oxfordshire District Councils, with County Council involvement, to help deliver the new houses and infrastructure needed in the county in a way that aligns strategies and is more joined up. This will be a joint strategic spatial plan that is a formal development plan document. It will build on the foundations set by current and emerging District Local Plans and look beyond them, at the strategic planning issues for the period up to 2050. It will identify key areas for sustainable housing and employment growth which will give the district councils a framework for production of future Local Plans that will provide a detailed view of how housing and infrastructure will be delivered. The Minerals and Waste Local Plan will need to be consistent with and have appropriate regard to the Oxfordshire Plan 2050.
- 2.26 Figure 2 (page 20) shows the relationships between the Oxfordshire Minerals and Waste Local Plan and other plans and strategies.

3. PROGRAMME FOR PREPARATION OF MINERALS AND WASTE LOCAL PLAN

- 3.1 Table 1 (page 15) is a schedule of the local (minerals and waste) development documents that the County Council proposes should make up the Oxfordshire Minerals and Waste Local Plan, including the now adopted Core Strategy. It identifies which of the documents are to be development plan documents and the subject matter and geographic area to which each document relates; and it shows the current programme for their preparation, with the key stages towards adoption.
- 3.2 This revised Minerals and Waste Development Scheme covers the period to December 2020 and shows that the County Council will focus on preparation of the Minerals and Waste Local Plan: Part 2 – Site Allocations, now that the Minerals and Waste Local Plan: Part 1 – Core Strategy has been adopted. It includes a timetable for preparation of the Minerals and Waste Local Plan: Part 2 – Site Allocations from commencement in September 2017 to adoption in December 2020. It also includes a further revision of the Statement of Community Involvement, with a timetable for this to be completed by December 2019. The need and programme for any other documents, will be decided at a later date. This position reflects the government's changes to procedure, policy and guidance made through the Localism Act 2011, the Neighbourhood Planning Act 2017, the revised National Planning Policy Framework (July 2018) and the Planning Practice Guidance.

Statement of Community Involvement

- 3.3 In March 2005, the County Council commenced preparation of the Statement of Community Involvement, the Minerals and Waste Core Strategy and the Minerals and Waste Sites documents. The Statement of Community Involvement was prepared on a faster timetable than the other documents, over a period of 21 months, and was adopted in November 2006.
- 3.4 In the light of changes in legislation and procedures since 2006, the Statement of Community Involvement has been revised. A draft was published for public consultation in September 2014. Following changes in legislation and procedures, Statements of Community Involvement no longer have to be submitted for examination. Comments received on the consultation draft were taken into account and some amendments were made to the document. The Revised Oxfordshire Statement of Community Involvement was adopted by the County Council in March 2015.

- 3.5 The Neighbourhood Planning Act 2017 made some legislative changes affecting Statements of Community Involvement. They must now include the Council's policies for giving advice or assistance on neighbourhood planning (even though neighbourhood planning does not deal with minerals and waste). Also, they should now be reviewed within 5 years of adoption. It is important that the Statements of Community Involvement is compliant with current legislation. Therefore, the Council will undertake a further revision of the Statements of Community Involvement, in order to have a revised Statement in place for when the Sites Plan is submitted for examination.

Minerals and Waste Local Plan: Part 1 – Core Strategy

- 3.6 The County Council adopted the Minerals and Waste Local Plan: Part 1 – Core Strategy in September 2017. Therefore, it now forms part of the Development Plan and replaces the majority of the policies in the Oxfordshire Minerals & Waste Local Plan 1996.

Minerals and Waste Local Plan: Part 2 – Site Allocations

- 3.7 The Minerals and Waste Local Plan must be prepared in accordance with current government policy in the revised National Planning Policy Framework (July 2018) and the National Planning Policy for Waste (October 2014) and having due regard to national Planning Practice Guidance. Legislation and national policy allow for local plans to be prepared either as a single plan or multiple plan documents. The way in which provision for mineral working and waste management development is made in the plan is a matter for the Council to decide taking into account local circumstances and in consultation with the local community. The Council took the decision in December 2014 (Oxfordshire Minerals and Waste Development Scheme (Sixth Revision) 2014) to prepare the Minerals and Waste Local Plan in two parts: Core Strategy; and Site Allocations. There is an urgent need for a new plan to replace the out of date Minerals and Waste Local Plan (1996). With the Core Strategy having been adopted in 2017, continuation with a two-part plan approach provides the quickest and most effective way to achieve this and to put in place a complete up to date local policy framework for decision making on planning applications for minerals and waste developments.
- 3.8 The County Council published Issues and Options consultation papers for the then proposed Waste and Minerals Site Proposals and Policies Documents in February and April 2007 respectively. Work on those documents was not progressed beyond that as it was decided to focus on preparation of the Minerals and Waste Core Strategy. However, work that went into the preparation of those consultation papers, the responses to the consultations and subsequent work on mineral and waste sites was used to inform the

preparation of the Minerals and Waste Local Plan: Part 1 – Core Strategy. This included assembly of information on potential minerals and waste development sites nominated by developers and landowners for possible inclusion in the Site Allocations plan, for use in testing the delivery of strategy options for the Core Strategy.

- 3.9 Preparation of the Minerals and Waste Local Plan: Part 2 – Site Allocations commenced in September 2017, following adoption of the Core Strategy. A draft Site Assessment Methodology (including a renewed call for site nominations) and draft Sustainability Appraisal Scoping Report (including the requirements for Strategic Environmental Assessment) were prepared and consultation was carried out on these in January/February 2018. The comments that were received have been considered and revised versions of these two documents were published in August alongside the Issues and Options consultation document.
- 3.10 Preparation of the Issues and Options consultation document (including minerals and waste site options) was delayed, mainly due to staff changes and related resource availability, and the consultation took place from August to October 2018, two to three months later than the dates set in the Minerals and Waste Development Scheme 2016. Consequently, the January – February 2019 target date for consultation on a Draft Plan will not now be met.
- 3.11 A revised timetable for preparation of the Site Allocations plan is set out in Table 1 (page 15) and shown in more detail in Annex 1 (page 27). This shows the commencement of plan preparation in September 2017, with evidence gathering, initial stakeholder and community engagement, and identification of site options, followed by the issues and options consultation undertaken in August to October 2018. It then shows the following subsequent stages: preparation of and consultation on draft plan document (Preferred Options, Regulation 18) in June – July 2019; consideration of consultation responses, further evidence gathering and assessment, and preparation of a revised plan document, and publication of the proposed submission plan for representations (Regulation 19) in January – February 2020; submission of the Site Allocations plan for examination in March 2020, with an expectation that hearings will be held in May 2020 and the Inspector's report received in October 2020; and expected adoption of the plan in December 2020.
- 3.12 This revised timetable has a target date for adoption only one month later than in the Minerals and Waste Development Scheme 2016, with adoption still being achieved by the end of 2020. This takes into account a planned increase in resources for technical work. The County Council considers this to be the fastest practicable timetable taking into account requirements for assessment of site options; preparation of evidence base documents; engagement under the duty to co-operate; consultation with stakeholders; sustainability appraisal, strategic environmental assessment, habitats regulations

assessment and strategic flood risk assessment; drafting of the plan; consideration of representations; the independent examination process; preparation of the Inspector's report and recommendations; consideration of the Inspector's report and the adoption process; committee reporting procedures and timetables; and the resources available for the project.

Other Documents

- 3.19 Earlier versions of the Development Scheme included preparation of supplementary planning documents on a Minerals and Waste Development Code of Practice and on Restoration and After-use of Minerals and Waste Sites. These are not priority documents and therefore are not included in this revision of the Development Scheme; but the possible future need for them will be kept under review.
- 3.20 Annex 1 (page 21) sets out profiles of the minerals and waste development documents that are to be prepared. For each document it gives an overview, briefly describing the role and subject of the document, its coverage and status, together with a timetable for the key stages in preparation and a summary of the arrangements for production.

Policies Map

- 3.21 The Minerals and Waste Local Plan: Part 1 – Core Strategy includes a key diagram to illustrate the spatial strategy for waste development but the minerals strategy and proposals are shown on a Policies Map. This shows the mineral strategic resource areas and the mineral safeguarding and consultation areas. The Policies Map will in due course also show proposals in Site Allocations plan that are geographically defined, including specific minerals and waste site allocations and any safeguarded minerals and waste sites and facilities. When the Site Allocations plan has been adopted, the Policies Map will completely replace the existing Minerals and Waste Proposals Map (including inset maps) in the Oxfordshire Minerals and Waste Local Plan (1996). The content of the Policies Map should be shown on the policies maps of the District Local Plans covering Oxfordshire. The Policies Map will subsequently be revised whenever a new development plan document or a revision of a development plan document that includes site specific proposals is adopted, to ensure it shows the up to date adopted policy position.

Monitoring and Review

- 3.22 The Minerals and Waste Local Plan will require a robust approach to future monitoring and review of the plan and particularly of minerals supply and demand in Oxfordshire and of waste management needs. This will be done through Annual Monitoring Reports linked to an annual review of the Local Aggregate Assessment and periodic review of the Waste Needs Assessment.

Plan Appraisal and Assessment

- 3.23 The policies and proposals in the Minerals and Waste Plan will be assessed for their contribution to the aims of sustainable development. Sustainability appraisal of plans is required under the Planning and Compulsory Purchase Act 2004 and strategic environmental assessment of plans is required under the European Directive on Strategic Environmental Assessment. The County Council is combining these in a single appraisal and assessment process, which will be carried out as an integral part of plan preparation. A sustainability appraisal report has been produced for the Minerals and Waste Local Plan: Part 1 – Core Strategy.
- 3.24 Minerals and waste development documents must also be subject to Habitats Regulations Assessment, under the European Habitats Directive, to assess the likely effects of plans, either alone or in combination with other plans and projects, on sites which have been designated as being of European importance for the habitat or species they support. A Habitats Regulations Assessment of the Minerals and Waste Local Plan: Part 1 – Core Strategy has been undertaken.

Resources

- 3.25 The programme for preparation of the Minerals and Waste Local Plan: Part 2 – Site Allocations takes into account the availability of staff and financial resources relative to the work expected to be required. Whilst there are uncertainties with the plan preparation process, the County Council considers the programme in this scheme to be realistic, subject to no significant unforeseen circumstances arising.
- 3.26 The plan will be prepared in-house by the Council's Minerals and Waste Policy Team of three officers (Principal, Senior and Planning Policy Officers), under the direction of the Development Management Team Leader, the Assistant Director Strategic Infrastructure and Planning and the Director for Planning & Place. The team will, as required, draw on: administrative and technical support from within the wider Service; specialist input,

particularly on transport, ecology and archaeology, from elsewhere within the Council; and input on communications from within the Council.

- 3.27 External consultants and temporary staff will be used where necessary, in particular if required to provide additional capacity at times of peak workload and specialist input that is not available within the Council. This may include support on: Local Aggregate Assessment; Waste Needs Assessment; Sustainability Appraisal; Habitats Regulations Assessment; Strategic Flood Risk Assessment; and facilitation of stakeholder meetings. External consultant support will in particular be used for technical work required to prepare the draft plan for Regulation 18 consultation in June – July 2019.

Council Procedures and Reporting Protocols

- 3.28 The Council has set up a Minerals and Waste Cabinet Advisory Group comprising nine County Council members, chaired by the Cabinet Member for Environment (who has responsibility for the Minerals and Waste Local Plan), supported by key officers. This Group will enable elected members to be engaged in and provide guidance to officers on preparation of the plan, prior to formal decision making by Cabinet and full County Council.
- 3.29 Decisions at key stages in the preparation of the Minerals and Waste Local Plan will be made by the Cabinet Member for Environment, Cabinet or full County Council, according to the requirements of legislation and Council procedure. The proposed submission document, submission and adoption stages of plan documents will require full County Council resolution.

Potential Risks to the Programme

- 3.30 The plan preparation process has a number of risk elements, including:
- Staff Resources;
 - Funding;
 - Performance of supporting consultants;
 - The democratic decision making process;
 - Capacity of other organisations to input to documents;
 - Capacity of the Planning Inspectorate;

- Changes in legislation or national policy;
- 'Soundness' of plan documents;
- Legal challenge to plan preparation process.

The County Council has procedures in place to mitigate these risks.

DRAFT

Table 1

Oxfordshire Minerals and Waste Local Plan

Schedule and Programme of Proposed Local (Minerals and Waste) Development Documents

Document Title, Status and Geographic Area	Summary of Subject Matter	Chain of Conformity	Commence Preparation	Community Engagement & Consultation (Reg. 18)	Publish Proposed Submission Document (Reg. 19)	Submit to Secretary of State (Reg. 22)	Independent Examination (Reg. 24)	Inspector's Report (Reg 25)	Adoption (Reg. 26)
Statement of Community Involvement Non - Development Plan Document Covers the whole of Oxfordshire	To set out the Council's policy on community involvement in local (minerals and waste) development documents and planning applications	Must be in conformity with legislative requirements	<i>Commenced March 2005</i>	<i>Issues & options consultation Sept 2005; Preferred options consultation Oct 2005</i>	<i>n/a</i>	<i>Submitted Feb 2006</i>	<i>Hearing held July 2006</i>	<i>Inspector's Report received July 2006</i>	<i>Adopted Nov 2006</i>
Review of Statement of Community	As above	As above	<i>Commenced May 2014</i>	<i>Public consultation on draft revised SCI Sept –</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>March 2015</i>

Involvement				<i>Oct 2014</i>					
As above									
Second Review of Statement of Community Involvement	As above	As above	Commence January 2019	Public consultation on draft revised SCI June – July 2019	n/a	n/a	n/a	n/a	December 2019
Minerals and Waste Local Plan: Part 1 – Core Strategy Development Plan Document Covers the whole of Oxfordshire	To set out the Council's vision, objectives, spatial strategy and core policies for the supply of minerals and management of waste in Oxfordshire over the period to 2031	Must conform with legislative requirements and national planning policy *	<i>Commenced March 2005</i>	<i>Initial issues & options consultation June 2006;</i> <i>Initial preferred options consultation Feb 2007;</i> <i>Further consultation on issues and options and preferred options Feb 2010 – Jan 2011;</i> <i>Consultation on draft (preferred) strategies Sept – Oct 2011</i> <i>Consultation on revised draft plan Feb – March 2014</i>	<i>Published for representations to be made Aug 2015</i>	<i>Submitted for examination Dec 2015</i>	<i>Examination Hearings were held in September 2016</i>	<i>Inspector's report received and published June 2017</i>	<i>Adopted September 2017</i>

Minerals and Waste Local Plan: Part 2 – Site Allocations	To make provision and identify sites for minerals and waste development for Oxfordshire, in accordance with the Core Strategy; and provide the detailed policy framework for development management decisions	Must be in conformity with the Core Strategy	<i>Commenced September 2017 (after Core Strategy adoption)</i>	<i>Community and stakeholder engagement and consultation on site options (Issues and Options, Reg. 18)</i> <i>August – September 2018</i> Consultation on draft Site Allocations plan (Preferred Options, Reg. 18) June – July 2019.	Publish for representations to be made (Reg. 19) January – February 2020.	Submit for examination March 2020	Examination hearings May 2020	Receive and publish Inspector's report October 2020	Adopt Part 2 Plan - Site Allocations December 2020
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Regulation (Reg.) numbers refer to The Town and Country Planning (Local Planning) (England) Regulations 2012.

Stages in italics have already been completed.

* National planning policy is contained in the National Planning Policy Framework, July 2018 and National Planning Policy for Waste, October 2014.

The need for any supplementary planning documents (e.g. minerals and waste development code of practice; and restoration and after-use of minerals and waste sites) will be kept under review; these documents are not included in this Development Scheme.

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4. EXISTING (SAVED) MINERALS AND WASTE PLANNING POLICIES

- 4.1 The Oxfordshire Structure Plan 2016, setting out the strategic policy framework for development in Oxfordshire, was adopted on 21 October 2005. All the policies in it were automatically 'saved' for three years from that date, i.e. until 20 October 2008. In September 2008 the Secretary of State issued a Direction listing those policies of the Structure Plan which were saved beyond that date. On 6 May 2009 the South East Plan (the regional spatial strategy) was approved by the Secretary of State. This replaced the saved policies of the Oxfordshire Structure Plan 2016, except for three saved policies which were not replaced. These included policy M2 on locations for sharp sand and gravel working. (The other two policies are not directly relevant to minerals or waste.) All other Structure Plan policies expired on 6 May 2009.
- 4.2 The South East Plan was partially revoked on 25 March 2013, including revocation of all minerals and waste policies. The revocation order also revoked the September 2008 Direction relating to the Oxfordshire Structure Plan except in respect of policy H2(a), which does not concern minerals or waste. All of the minerals and waste policies in the Oxfordshire Structure Plan 2016 have now expired.
- 4.3 The policies in the Oxfordshire Minerals and Waste Local Plan, adopted in 1996, were automatically 'saved' for three years from 28 September 2004, i.e. until 27 September 2007. In September 2007 the Secretary of State issued a Direction listing 46 policies of the Minerals and Waste Local Plan which were saved beyond that date. Policies not listed in the Direction expired on 27 September 2007. 30 of the saved policies have now been replaced by policies in the adopted Minerals and Waste Local Plan: Part 1 – Core Strategy. The remaining 16 saved policies are listed in Table 2 (page 18). These will continue in force until replaced by new policies in the Minerals and Waste Local Plan: Part 2 – Site Allocations, when this plan is adopted. Until then they will form part of the development plan for Oxfordshire.
- 4.4 A schedule of all saved minerals and waste policies in the Minerals and Waste Local Plan 1996 stating when they were or are proposed to be replaced, and by which new development plan document, is set out in Annex 2 (page 30). The relationships between the saved plans and the new development plan documents proposed in this Development Scheme are illustrated in Figure 1 (page 19).

Table 2

Saved Policies that form part of the Oxfordshire Minerals and Waste Local Plan

Plan	Policy	Period Saved
Oxfordshire Minerals and Waste Local Plan	SC3 – Sutton Courtenay: traffic routeing	All saved from 27.09.08 until replaced by new policies in development plan documents when adopted.
	SW1 – Sutton Wick: area for working	
	SW2 – Sutton Wick: access restriction	
	SW3 – Sutton Wick: access requirement	
	SW4 – Sutton Wick: rate of production	
	SW5 – Sutton Wick: after-uses	
	SH1 – Stanton Harcourt: areas for working	
	SH2 – Stanton Harcourt: Sutton bypass	
	SH3 – Stanton Harcourt: traffic routeing	
	SH4 – Stanton Harcourt: traffic routeing requirements	
	SH5 – Stanton Harcourt: after-uses	
	SH6 – Stanton Harcourt: after-use management	
	CY1 – Cassington – Yarnton: area for working	
	CY2 – Cassington – Yarnton: conveyors and haul routes	
	CY3 – Cassington – Yarnton: after-uses	
	CY4 – Cassington – Yarnton: pedestrian and cycle routes	

Figure 1

Oxfordshire Minerals and Waste Local Plan – How the Separate Documents Fit Together

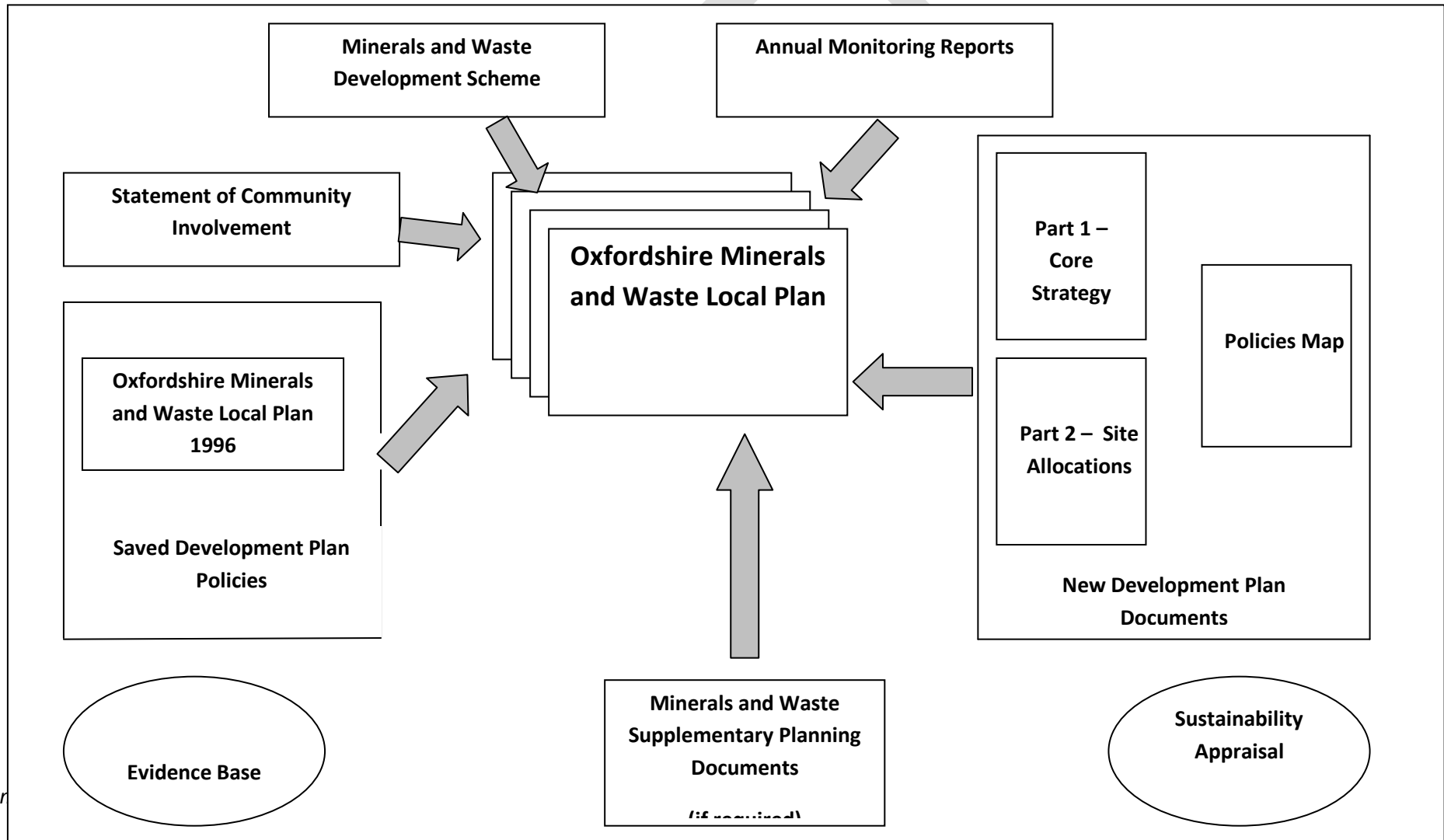
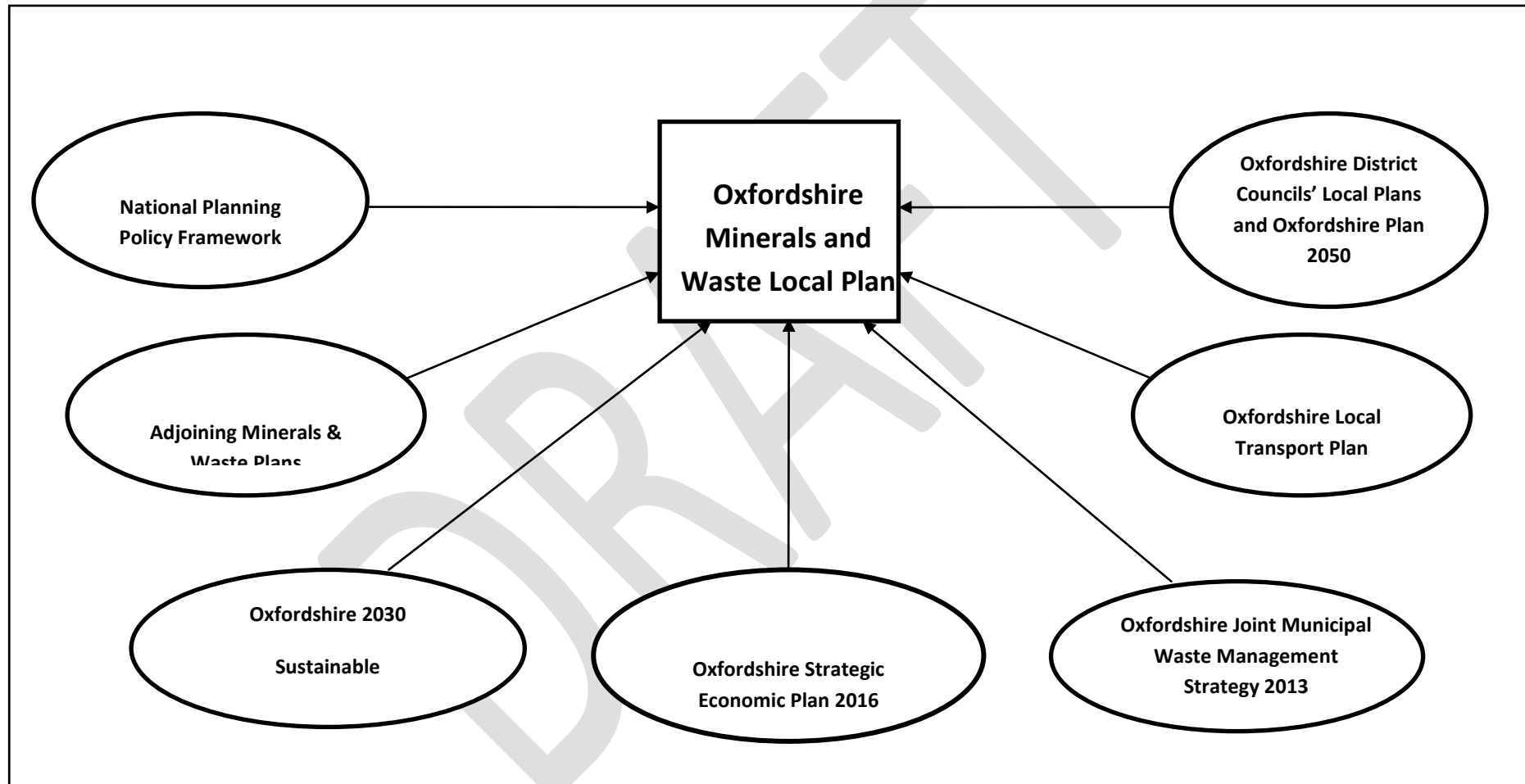


Figure 2

Relationships between Oxfordshire Minerals and Waste Local Plan and Other Strategies and Plans

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ANNEX 1

PROFILES OF MINERALS AND WASTE DEVELOPMENT DOCUMENTS

Statement of Community Involvement

This has been replaced by the Revised Statement of Community Involvement.

Overview

Role and Subject

Oxfordshire County Council's service level agreement with stakeholders and the community covering engagement in the plan-making process and in planning applications.

Coverage The administrative area of Oxfordshire.

Status Non – Development Plan Document.

It must at least meet minimum requirements in the regulations and should have regard to the Council's corporate communications policy and the Oxfordshire Sustainable Community Strategy.

Timetable

Stage	Dates
Commence preparation of document	Commenced March 2005

Stakeholder & community engagement	Completed May – Sept 2005
Consultation on draft document	Completed Sept – Oct 2005
Submission to Secretary of State	Submitted February 2006
Commence Independent Examination	Hearing held July 2006
Receipt of Inspector's Report	Received July 2006
Adoption of Statement of Community Involvement	Adopted November 2006

Revised Statement of Community Involvement

This replaces the Statement of Community Involvement adopted in 2006.

Overview

Role and Subject

Oxfordshire County Council's policy and standards for consultation, engagement and involvement of consultees, stakeholders and other interested members of the community in the plan-making process and planning applications.

Coverage The administrative area of Oxfordshire.

Status Non – Development Plan Document.

It must at least meet minimum requirements in the regulations and should have regard to the Council's corporate communications policy and the Oxfordshire Sustainable Community Strategy.

Timetable

Stage	Dates
Commence preparation of document	Commenced May 2014
Stakeholder & community engagement – Consultation on draft document	Completed Sept – Oct 2014

Adoption of Revised Statement of Community Involvement	Adopted March 2015
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Second Revised Statement of Community Involvement

This will replace the revised Statement of Community Involvement adopted in 2015.

Overview

Role and Subject

Oxfordshire County Council's policy and standards for consultation, engagement and involvement of consultees, stakeholders and other interested members of the community in the plan-making process and planning applications.

Coverage

The administrative area of Oxfordshire.

Status

Non – Development Plan Document.

It must at least meet minimum requirements in the regulations and should have regard to the Council's corporate communications policy and the Oxfordshire Sustainable Community Strategy.

Timetable

Stage	Dates
Commence preparation of document	January 2019
Stakeholder & community engagement – Consultation on draft document	June – July 2019
Adoption of Revised Statement of Community Involvement	December 2019

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Minerals and Waste Local Plan: Part 1 – Core Strategy

Overview

Role and Subject

Strategic document setting out the vision, objectives, spatial strategies, core policies and implementation framework for meeting known and anticipated requirements for the supply of minerals and management of waste in Oxfordshire over the period to the end of 2031. It includes minerals, waste and common core policies and spatial strategies for minerals and waste, including strategic locations for minerals and waste developments supported by criteria based policies for the identification of specific sites and the consideration of planning applications for development. The spatial strategies will be shown on a policies map (minerals) and key diagram (waste). The Core Strategy identifies significant relationships with other relevant strategies and plans and with other local authority areas. It includes policies covering all types of minerals and waste development and general development control policies.

Coverage The administrative area of Oxfordshire.

Status Development Plan Document.

It must be consistent with relevant national planning policy (particularly the NPPF and National Planning Policy for Waste), and have regard to the National Planning Practice Guidance and the Oxfordshire Sustainable Community Strategy.

Timetable

Stage	Dates
Commence preparation of document – Evidence gathering + Stakeholder & community engagement	Commenced March 2005

Consultation on Issues & Options	Consulted June – August 2006
Consultation on Initial Preferred Options	Consulted Feb – March 2007
Further evidence gathering and assessment	November 2008 – December 2009
Consultation on scope of Sustainability Appraisal	May 2009
Stakeholder and community engagement on Revised Options and Preferred Options	February 2010 – January 2011
Consultation on draft (preferred) Minerals and Waste Strategies	September – October 2011
Consultation on revised Minerals and Waste Core Strategy	February/March 2014
Published Proposed Submission Document for Representations	August 2015
Submitted document to Secretary of State	December 2015
Independent Examination Hearings	Held September 2016
Received and Published Inspector's Report	June 2017

Adoption of Core Strategy	Adopted September 2017

Arrangements for production

Organisational Lead	Director for Planning & Place.
Political Management	Cabinet Member for Environment; other County Council members involved through the Minerals & Waste Cabinet Advisory Group, Cabinet and full County Council at appropriate stages.
Internal Resources	MWLP Project Team (3 Officers) plus administrative and technical support; specialist input as required, particularly on transport, ecology and archaeology; and input from Corporate Communications Team as required.
External Resources	<p>Consultant to facilitate stakeholder group meetings;</p> <p>Consultant to prepare Local Aggregate Assessment;</p> <p>Consultant to advise on Waste Needs Assessment;</p> <p>Consultants to advise on and undertake Sustainability Appraisal and Habitats Regulations Assessment;</p> <p>Consultant to undertake Strategic Flood Risk Assessments (partly in conjunction with district councils);</p> <p>Consultants or temporary staff to give additional capacity for workload peaks.</p>
External Stakeholder Resources	<p>Oxfordshire Partnership;</p> <p>Oxfordshire Growth Board;</p>

Minerals and Waste Forum (Stakeholder Group);
Oxfordshire Minerals and Biodiversity Stakeholder Group;
South East England Aggregate Working Party;
South East Waste Planning Advisory Group;
Nuclear Legacy Advisory Forum;
Duty to Co-operate bodies.

External Community &
Stakeholder Involvement

Consultation bodies and other stakeholders canvassed for their views on issues and options and, as appropriate, advice sought on reasonable options.

Minerals and Waste Local Plan: Part 2 – Site Allocations

Overview

Role and Subject

Document making provision for and allocating specific sites for minerals and waste developments in Oxfordshire over the period to 2031 and setting out policies for control of development of those sites. It will in particular allocate sites within the minerals strategy areas and in accordance with the waste strategy in the Core Strategy, in order to deliver these strategies. This document will also identify safeguarded minerals and waste sites and facilities. In addition, it may include more detailed policies for making decisions on planning applications for minerals and waste and related development within allocated sites and elsewhere, building on general policies in the Core Strategy.

Coverage The administrative area of Oxfordshire.

Status Development Plan Document.

It will be consistent with the Core Strategy and consistent with national planning policy (particularly the NPPF and National Planning Policy for Waste), and will have regard to national Planning Practice Guidance and the Oxfordshire Sustainable Community Strategy.

Timetable

Stage	Dates
Evidence gathering, initial stakeholder and community engagement, identification of site options and initial assessment	September 2017 – April 2018
Preparation of issues and options consultation document	May – July 2018

Consultation on site options (Issues and Options, Regulation 18)	August – October 2018
Consider consultation responses; further evidence gathering and assessment; preparation of consultation draft document	October 2018 – May 2019
Consultation on draft document (Preferred Options, Regulation 18)	June – July 2019
Consider consultation responses; further evidence gathering and assessment; preparation of revised document for publication	August – December 2019
Publish proposed submission plan for representations (Regulation 19)	January – February 2020
Submit plan to Secretary of State	March 2020
Independent examination hearings	May 2020
Receive and publish Inspector's Report	October 2020
Adoption of Part 2 Plan – Site Allocations	December 2020

Arrangements for production

Organisational Lead

Director for Planning & Place.

Political Management

Cabinet Member for Environment; other County Council members involved through the Minerals & Waste Cabinet Advisory Group, Cabinet and full County Council at

appropriate stages.

Internal Resources	MWLP Project Team (3 Officers) plus administrative and technical support; specialist input as required, particularly on transport, ecology and archaeology; and input from Corporate Communications Team as required.
External Resources	<p>Consultant to provide technical support on site assessment and preparation of draft plan;</p> <p>Consultants to advise on and undertake Sustainability Appraisal and Habitats Regulations Assessment;</p> <p>Consultant to undertake Strategic Flood Risk Assessments;</p> <p>Consultants or temporary staff to carry out other specialist work or give additional capacity for workload peaks if required.</p>
External Stakeholder Resources	<p>Oxfordshire Partnership;</p> <p>Oxfordshire Growth Board;</p> <p>Oxfordshire District Councils;</p> <p>South East England Aggregate Working Party;</p> <p>South East Waste Planning Advisory Group;</p> <p>Nuclear Legacy Advisory Forum;</p> <p>Duty to Co-operate bodies.</p>
External Community & Stakeholder Involvement	Consultation bodies and other stakeholders canvassed for their views on issues and options and, as appropriate, advice sought on reasonable options.

Policies Map

Overview

Role and Subject

Map showing graphic expression on an Ordnance Survey base of locationally specific policies and proposals in adopted development plan documents, in particular in the Minerals and Waste Local Plan: Part 1 – Core Strategy and Part 2 – Site Allocations, and any relevant saved policies and proposals for minerals and waste. It will include spatial representation of policies and proposals for minerals and waste management development and of any other relevant policies such as environmental designations, constraints and safeguarded areas and sites.

Coverage The administrative area of Oxfordshire.

Status Integral part of Development Plan Documents.

Timetable

The Policies Map will be prepared in parallel with preparation of the Minerals and Waste Local Plan, Part 1 – Core Strategy and Part 2 – Site Allocations (see document profiles above), and will be revised as and when any other development plan document that is prepared or revised is adopted, to illustrate geographically the application of the policies in the document or revision.

Arrangements for production

The Policies Map has been produced and will be updated when the Minerals and Waste Local Plan: Part 2 – Site Allocations is prepared and adopted. The arrangements for producing it will be as for that document (see document profiles above). The contents of the Policies Map will be shown on the Policies Maps of the District Local Plans covering Oxfordshire.

ANNEX 2

SCHEDULE OF SAVED MINERALS AND WASTE POLICIES AND THEIR PROPOSED REPLACEMENT

Oxfordshire Minerals and Waste Local Plan

Policy No.	Subject of Policy	To be replaced / deleted	When (estimate for those marked December 2020)	Replaced in which DPD
SD1	Sand and gravel landbanks	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
SD2	Small sand and gravel extensions	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
SD3	Limestone and chalk quarries	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
SD4	Ironstone extraction	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
SD5	Clay extraction	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy

SD7	Rail head sites	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
SD9	Rail head safeguarding	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
SD10	Mineral safeguarding	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
SD11	Prior extraction	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
W2	Waste from elsewhere	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
W3	Recycling proposals	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
W4	Recycling in the countryside	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
W5	Screening waste plant etc	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
W6	Langford Lane site	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
W7	Landfill	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE2	Mineral working outside identified areas	Replaced	Replaced	Minerals and Waste Local Plan: Part 1 – Core Strategy

			September 2017	
PE3	Buffer zones	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE4	Groundwater	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE5	River Thames etc	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE7	Floodplain	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE8	Archaeological assessment	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE9	Archaeological remains	Replaced	Replaced September r 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE10	Woodland and forestry	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE11	Rights of way	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE12	Public access	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE13	Restoration and after-use	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy

PE14	Nature conservation	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE18	Determining applications	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
PB1	Processing plant etc	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
PB2	Removal of plant etc	Replaced	Replaced September 2017	Minerals and Waste Local Plan: Part 1 – Core Strategy
SC3	Sutton Courtenay: traffic routeing	Replaced	December 2020	Minerals and Waste Local Plan: Part 2 – Site Allocations
SW1	Sutton Wick: area for working	Replaced	December 2020	Minerals and Waste Local Plan: Part 2 – Site Allocations
SW2	Sutton Wick: access restriction	Replaced	December 2020	Minerals and Waste Local Plan: Part 2 – Site Allocations
SW3	Sutton Wick: access requirement	Replaced	December 2020	Minerals and Waste Local Plan: Part 2 – Site Allocations
SW4	Sutton Wick: rate of production	Replaced	December 2020	Minerals and Waste Local Plan: Part 2 – Site Allocations
SW5	Sutton Wick: after-uses	Replaced	December 2020	Minerals and Waste Local Plan: Part 2 – Site Allocations
SH1	Stanton Harcourt: areas for working	Replaced	December 2020	Minerals and Waste Local Plan: Part 2 – Site Allocations
SH2	Stanton Harcourt: Sutton bypass	Replaced	December 2020	Minerals and Waste Local Plan: Part 2 – Site Allocations
SH3	Stanton Harcourt: traffic routeing	Replaced	December 2020	Minerals and Waste Local Plan: Part 2 – Site Allocations
SH4	Stanton Harcourt: traffic routeing requirements	Replaced	December 2020	Minerals and Waste Local Plan: Part 2 – Site Allocations

SH5	Stanton Harcourt: after-uses	Replaced	December 2020	Minerals and Waste Local Plan: Part 2 – Site Allocations
SH6	Stanton Harcourt: after-use management	Replaced	December 2020	Minerals and Waste Local Plan: Part 2 – Site Allocations
CY1	Cassington – Yarnton: area for working	Replaced	December 2020	Minerals and Waste Local Plan: Part 2 – Site Allocations
CY2	Cassington – Yarnton: conveyors and haul routes	Replaced	December 2020	Minerals and Waste Local Plan: Part 2 – Site Allocations
CY3	Cassington – Yarnton: after-uses	Replaced	December 2020	Minerals and Waste Local Plan: Part 2 – Site Allocations
CY4	Cassington – Yarnton: pedestrian and cycle routes	Replaced	December 2020	Minerals and Waste Local Plan: Part 2 – Site Allocations

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Alternative Formats of this publication can be made available on request. These include other languages, large print, Braille, audio cassette, computer disk or e-mail

Minerals & Waste Planning Policy Team

Communities

Oxfordshire County Council

January 2019

County Hall

Oxford

OX1 1ND

www.oxfordshire.gov.uk

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Division(s): N/A

CABINET – 22 JANUARY 2019

GOVERNANCE REVIEW

Report by Strategic Director for Resources

RECOMMENDATIONS

1. The Cabinet is **RECOMMENDED** to:
 - (a) endorse the proposal to move to a ‘hybrid’ system of governance;
 - (b) request the Governance Review Task Group to draw up a specific proposal for Cabinet’s consideration based on the following design features:
 - (i) Cabinet Committees –The membership of the Committees should be politically proportional;
 - (ii) Cabinet Members should attend Cabinet Committee meetings when issues in their portfolio are on the agenda. The Cabinet and Cabinet Members would still need to make the final decisions;
 - (iii) The Chairman and Deputy Chairman of each Cabinet Committee will be elected by the members of the Committee as usual but political group leaders should try to ensure that the Chairman and Deputy Chairman come from different political groups;
 - (iv) The proposal should address any improvements required in the Forward Plan process to ensure that sufficient lead time is allowed for Cabinet Committees to discuss issues at an early stage;
 - (v) The proposal should take into account the partnership arrangement with Cherwell District Council and the County Council’s relationships with all local authorities and partners in Oxfordshire;
 - (vi) The proposal should include an estimate of any changes in the overall number of Committee meetings in the new system as well as any changes to the costs in supporting meetings.
 - (c) request the Task Group to draw up a timetable to implement the changes within six months of a Cabinet decision on the final proposals. The change programme should include training for Members and Officers and specific training for Chairmen to ensure that the new committees encourage inclusive debate;

- (d) **request the Task Group to include a review mechanism 12 months after the introduction of the new system. The review should include asking Members to complete the same questionnaire that they were given at the start of this process in order to measure any improvements;**
- (e) **request the Task Group to explore further the idea of establishing Area Committees with budgets addressing how they would relate to City and District Councils;**
- (f) **request the Chairmen of Scrutiny Committees to ensure that time is allowed in their work programmes to discuss policy matters;**
- (g) **request Facilities Management to draw up plans to reformat the rooms on the Members' corridor to provide more shared Members' facilities in the place of political group rooms.**

Executive Summary

2. Following a Council motion to consider changing to a committee structure of governance, Cabinet set up a Governance Review Task Group to examine this as well as considering potential improvements to the current system.
3. Having examined questionnaires completed by Council Members, the Task Group agreed at the outset that the new structure should be
 - efficient
 - effective
 - transparent and
 - inclusive.
4. After conducting a series of visits to councils with committee systems as well as a workshop with Members, the Task Group considered three main options:
 - A list of potential improvements to the current system in order to be more inclusive and improve communications;
 - A 'hybrid' system including many features of a committee system but without requiring a formal change of model;
 - A formal change to a committee model which would have to be introduced at an AGM of the Council.
5. The Task Group decided to recommend exploring further how a 'hybrid' system might look. It was agreed that this would allow greater involvement by "backbenchers" – councillors who are not Cabinet Members – at an earlier stage of decision-making where they would have a real possibility of influencing the outcome. In this way all councillors could better represent their local residents.
6. The Task Group also recommended exploring the establishment of Area Committees as well as how Scrutiny Committees could become more involved in policy discussions.

Background

7. Council motion (11 July 2018)

“This Council, wishing to ensure that governance arrangements for the County are transparent, inclusive and reflect the political situation which exists, asks the Cabinet to work with Political Group Leaders to come forward with a plan to replace the Cabinet with a committee structure or alternative governance and committee models which could further strengthen the work of the Council.

These Committees would have delegated decision making powers from the Council and would be politically balanced. Locality Committees would be consulted on policy and budget matters by the Committees. Robust Scrutiny Structures would be put in place. The Plan to be worked on with a view to the change in the structure being put in place as soon as practicable.”

8. Cabinet decision (17 October 2018)

Resolved to:

- a) agree that the governance review should also include a review of potential improvements to the existing arrangements, in the interests of completeness;
- b) note the headline themes arising from the councillor survey;
- c) agree in principle to the setting up of a Governance Review Task Group;
- d) note that Group Leaders will be asked to make appointments to a Task Group (once Cabinet has agreed to its constitution and terms of reference);
- e) agree that the Task Group report back to Political Group Leaders and to Cabinet with recommended options for change.

Task Group Report

9. At its meeting on 19 September 2018, the Task Group agreed in principle to recommend the “hybrid” system. The report was completed with the formulation of specific recommendations for Cabinet to consider.
10. In accordance with the Cabinet decision, the Task Group Report was presented to Political Group Leaders and they accepted the report at their meeting on 27 November 2018. The full report is attached along with its six annexes.

NICK GRAHAM

Strategic Director for Resources

Background papers:

[Changing to a committee system in a new era](#) – Local Government Information Unit

[Rethinking governance](#) - practical steps for councils considering changes to their governance arrangements – Local Government Association and Centre for Public Scrutiny

Contact Officer: Colm Ó Caomhánaigh, Committee Officer

January 2019

In summary: Q.1 How effective are the current arrangements...

Current model benefits from speed of decision-making, which is appropriate to a major public organisation. Scrutiny has a pivotal role to play but perhaps not achieving full enough impact.

Downside is the perceived exclusion of the majority of councillors from decision making; and the perceived non-accessibility and non-listening, with insufficiently robust scrutiny. Leading to keen sense of lack of influence.

Q. How effective is the current model?	
<i>Effective</i>	<i>Not effective</i>
Scrutiny function is key to well-functioning council	Backbenchers don't scrutinize properly
Better than cumbersome committee system	Ineffective open discussion of proposals
Effective, efficient and fast	Favours two party model – other opposition parties no right to speak at Cabinet
Prompt decisions	Doesn't benefit from the views and experience of non-executive councillors
Scrutiny offers valuable review of decision making and implementation	Implements what officers are suggesting on the basis of instructions of the governing councillors
It's the most effective form of decision making	Most councillors excluded from decision making
Allows for faster decision making	No evidence that representations to Cabinet have effect
Scrutiny benefits from Opposition chairmanship	Unsure scrutiny really changes things

It's a business – not community – based model concerned with the most efficient outcomes	Most decisions made by Cabinet informed by senior officers
Probably most effective model, given the need to run multi-million £ business	Sometimes decisions taken outside the framework (e.g. LEP) and told about it afterwards
Allows those with time and commitment to take priorities from all members	Too much closeness between Cabinet and council officers
Celerity	Little input to scrutiny agendas
Good at delivering progress	Only effective in pushing through what the ruling party want – very inadequate in scrutinising decisions
Performance Scrutiny Committee's wide remit means it can hold Cabinet to account across all areas	Decision-making takes little account of non-cabinet views
Cabinet system gives best method of delivering joined up and corporate decision making	Decisions rubber-stamped without involving other parties in consultation
	Checks and balances are weak
	Bullfinch, Carillion contract, Highway lighting contract – all high level concerns but limited political debate
	Especially poor for parties who are not the executive or official Opposition
	Many councillors have full-time employment and only have limited time for committees etc.

	Current scrutiny relies on foresight and experience of committees' chairmen.
	Less democratic/representative than other models
	Less good at engaging backbenchers
	Not enough opportunities to influence decision making
	Disproportionate amount of power in hands of small group of councillors who it's hard to access and influence
	In practice decisions taken in private pre-meeting of Cabinet
	Addresses from public and opposition have no bearing on the outcome of the meeting
	Quality of decision making dependent on the calibre of Cabinet members

In summary: Q.2 what are the most effective elements

Speed and accountability of Cabinet decision-making, with consequential lower cost and alignment to Council policies and big picture.

Most effective elements	But...
Speed of decision making and less cost in support by officers	Delegated decisions (Cabinet) not effective as they are huge decisions which lone person shouldn't take
Scrutiny – if done well.	Fewer Locality Meetings
Small number of decision makers leads to speedier decision making	
Cabinet members can develop deeper understanding than a committee could	
Flexible – whole Cabinet <i>or</i> Delegated	
Scrutiny particularly useful in budget planning	
Full Council – where public can see/hear issues; and councillors can question cabinet	
Clear who is responsible for what (Cabinet)	
Decision making through Cabinet clearly aligns to Policies of Council	
Ability for all members to attend and speak to Cabinet	
Cabinet model enables focus on big picture	

In summary: Q.3 how could the current arrangements be improved

Enhanced communication and consultation from the Cabinet so that decisions can be informed by the views of all councillors.

Strengthened scrutiny arrangements. Potential adoption of a committee system.

Improved...
Include some ad hoc committees
More focused scrutiny and more training for councillors on scrutiny and call-in
Earlier discussion involving all political groups and greater involvement in decision making
Opposition councillors should concentrate on making scrutiny more effective
More chance for Opposition councillors to have an input – currently too remote from governance and decision making
Cabinet to take views of all councillors into account <i>before</i> decisions are made
More opportunities for all members to influence policy/budget decisions before approved by Full Council
Adopt a committee system (14)
Scrutiny chairmen/deputies from non-ruling group
Separate social care scrutiny committee
Councillors to take own responsibility for obtaining info, attending training and ensuring they're briefed

Cabinet members to involve backbenchers earlier – answering their questions and emails

Cabinet members to maximise communication: to update and to talk to backbenchers about their Cabinet roles– e.g. through potentially at Locality Meetings

Greater use of Locality Meetings

In summary: Q.4 To what extent do you feel engaged by the current arrangements

Perceived disconnect between Cabinet and backbenchers: ineffective opportunities for influencing decision making.

Insufficient use of online media to deliver training, access to meetings and webcasting.

Limited
Officers can plough ahead without notifying members what they're doing
Only where involved in committee, scrutiny or working group
Level of engagement is down to each councillor
Induction should be done online – too much emphasis on coming in to offices
Should be webcasting
Slightly engaged through opportunity to speak at Council and Cabinet
No attempt by governing group to engage seriously with backbenchers
It's not about me – people who elected me have no representative voice in most council decisions
Not at all – Cabinet system is a 'them and us' with little trust
Personally I'm informed but have no say in decision making
As scrutiny member, feel very involved – and find Cabinet members usually happy to explain aspects of their portfolio
As relatively new councillor, meetings I've experienced haven't involved proper debating and deciding on issues. They feel decided already. My time not well used.

Recent reminder to officers to inform members of actions has improved communications and response to questions.
As a local member I work on my own without any help from the county
Little involvement in strategic decision making but expecting loyalty to see it safely through the Chamber
Council too large and unwieldy. Local knowledge that should inform policy is hardly ever used
Not well. I have spent the past 4 months trying to find my way around
Cabinet unhelpful – I can advise and critique but effectively this process is meaningless as decisions are rarely changed

In summary: Q.5 How might the arrangements better engage you?

Better communication and listening from Cabinet members.

Greater breadth of decision making at locality level; and on a cross-party basis. Potential return to committee system.

Whatever is in place members will still need to do some work for themselves
Already multiple opportunities to get involved
Better communication and listening from Cabinet members, taking account of other opinions expressed – making it a constitutional requirement for consultation with non-exec members
Great breadth of agendas and decision making at locality level <ul style="list-style-type: none">- Including power to make recommendations to Cabinet- And to track outcomes of such recommendations if accepted
How can we be said to represent communities if barely a mechanism for Cabinet to listen to us (and appear to have made up their minds)
Developed version of CAGs
Return to committee system utilising councillors' areas of expertise
More delegated decisions made by area locality committees (and including public access to them in some form)
Officers need to be more available to answer questions and advise councillors of proposed activities in their decisions [sic]
Cross party work on all areas – current arrangements can't better involve me while they remain so highly politicised (detrimentally to Oxfordshire)
Time to discuss Cabinet agenda within political groups
Realise that backbenchers have something to offer and develop the structures positively to engage with them
Review current scrutiny arrangements - e.g. Performance Scrutiny remit too wide
Return to committee system (13)

In summary: Q.6 What aspects of being a councillor are most important to you

Ranked responses. Topmost being “empowering communities to make their own decisions”.

Which is consistent with calls for enhanced locality decision making and greater listening by Cabinet to the local voice of councillors.

1. Empowering communities to make their own decisions
2. Taking part even more closely in the Council’s decision making
3. Receiving the info I need to serve the people in my division
4. Casework and achieving things for people
5. Meeting, listening and staying in touch with people
6. Representing community views

In summary: Q.7 what principles should underpin any new arrangements

Ranked responses. Topmost one (“cost efficiency”) will relate to the question the Group will need to consider about the cost of any proposed model(s).

The second ranked (“speed of decision making”) links back to one of the perceived benefits of the existing arrangements; and which would need to be equally true in any alternative arrangements, or otherwise be compensated for by other advantages, such as perceptions of greater councillor inclusion.

1. Cost efficiency
2. Speed of decision making
3. Community engagement
4. Transparency
5. Better service delivery
6. Councillor involvement

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Terms of Reference: Governance Review Task Group

Purpose

As a cross-party Task and Finish Group, to provide worked-up recommendations to Political Group Leaders, and to Cabinet, on potential changes to the Council's decision making arrangements.

The review should consider the Council's current and other available models of governance with a view to recommending arrangements that are *transparent, inclusive and reflect the political dynamics* of the Council.

The review should consider such evidence as the Group believes relevant, including:

- the views of current County Councillors e.g. as expressed in the Councillor Survey
- the views of senior officers on the impact on their services.
- the strengths and weaknesses of the various options
- benchmarked information e.g. from other authorities which may already operate any aspects of the model, for instance through visits and/or other methods
- the costs associated with each option

Membership and voting

Membership will be seven members of the Council appointed by Group Leaders on the basis of political proportionality:

- 4 Conservative-Independent Alliance members
- 2 Labour members
- 1 Lib Dem member

It is expected that the Task Group will reach its recommendations through consensus. However, if a vote is needed on the final recommendations to present to Political Group Leaders and to Cabinet, then each member of the Group (present and voting) shall have a vote each. The Chairman will have a second or casting vote.

If the appointed members from each Political Group cannot be in attendance, each Group Leader will be able to appoint a substitute. However, the nature of the Task Group's work would benefit from a consistency of membership.

Quorum

The quorum of each meeting shall be 3 members.

Chairmanship

The Task Group shall appoint a chairman and a deputy chairman at its first meeting, from among its membership, whose terms shall last for the duration of the review.

The Chairman will chair the subsequent meetings; if absent, the Deputy Chairman will chair the meeting. If both are absent, then (if quorate) the meeting will appoint a chairman from those present for the duration of that meeting.

Frequency of meetings

It is expected that Task Group will need to meet several times during October and November. Political Group leaders should be mindful of this when seeking members to serve on the Task Group.

It will be for the Group to determine the length of each meeting – it is expected that these will be between 90 minutes and 2 hours.

Visits to other authorities

In addition to meetings of the Group, it is also expected that the Task Group may wish to undertake visits to other authorities, or to conduct conversations with members and officers of other councils.

It is envisaged that the Group may wish to allocate visits between its members, to maximise coverage. It is suggested that a visit should comprise at least two members of the Task Group.

Publicity

The Task Group will necessarily be exploring options, including potentially radical options. As such, and to allow the Task Group the greatest possible freedom, in the public interest, the meetings of the Group will take place in private session. The final recommendations will of course be made public at Cabinet in any case.

Support

The Task Group will be supported by officers from Law and Governance; and the Council's Policy team as appropriate.

Nick Graham
Director of Law and Governance.

Participants in meetings with other Councils

18 January 2018

Cambridgeshire County Council	Oxfordshire County Council
Cllr Steve Count – Con Group Leader	Cllr Judith Heathcoat
Cllr Lucy Nethsingha – LD Group Leader	Cllr Ian Corkin
Cllr Joan Whitehead – Lab Group Leader	Cllr Charles Mathew
	Cllr Richard Webber
Officers	
Gillian Beasley, Chief Executive	Glenn Watson
Quentin Baker, Monitoring Officer	
Michelle Rowe, Democratic Services Manager	

Cllr Liz Brighouse planned to go but was ill on the morning of the visit.

16 April 2018

Nottinghamshire County Council	Oxfordshire County Council
Cllr Kay Cutts – Con Council Leader	Cllr Judith Heathcoat
Cllr Reg Adair – Con Deputy Leader	Cllr Liz Brighouse
Cllr Richard Jackson – Con Committee Chair	Cllr Ian Corkin
	Cllr Charles Mathew
	Cllr Laura Price
	Cllr Richard Webber
Officers	
Anthony May, Chief Executive	Glenn Watson
Jayne Francis-Ward, Monitoring Officer	

Cllr Nick Carter planned to go but was unable to travel on the day.

19 April 2018

London Borough of Barnet	Oxfordshire County Council
Cllr Richard Cornelius – Con Council Leader	Cllr Judith Heathcoat
Cllr Barry Rawlings – Lab Group Leader	Cllr Liz Brighouse
Cllr Jack Cohen – Lib Dem	Cllr Charles Mathew
	Cllr Richard Webber
Officers	
Paul Frost, Governance Service Team Leader	Colm Ó Caomhánaigh

16 May 2018

Buckinghamshire County Council	Oxfordshire County Council
Cllr Mark Shaw – Con Deputy Leader	Cllr Nick Carter
Cllr Steven Lambert – LD Opposition Leader	Cllr Ian Corkin
	Cllr Charles Mathew
Officers	
Sara Turnbull, Head of Member Services	Glenn Watson

Cllr Judith Heathcote planned to go but was ill on the morning of the visit.

Governance Review Task Group
All Councillor Workshop – 5 September 2018
Summary Note

Purpose:

1. The workshop had been commissioned by the Task Group to complement and explore further the all councillor survey previously undertaken.
2. The Centre for Public Scrutiny and the Local Government Association worked with the Council to devise a session to arrive at a set of 'design principles' and member views which the Task Group could then consider in arriving at its final recommendations over the Autumn of 2018.

Attendees:

3. The session was attended by 25 councillors (40% of our membership). The session was introduced by Nick Graham, the Monitoring Officer and led by:
 - Ed Hammond, Director of Research at the Centre for Public Scrutiny; and
 - Cllr Philip Atkins, Conservative Leader of Staffordshire County Council and a Local Government peer councillor.

The session:

4. An outline of the session's approach and methodology had been emailed to all councillors in advance and copies were available in the meeting.
5. Ed Hammond gave a presentation which summarised:
 - A methodology that councils had found useful in assessing potential governance change
 - The core design principles for any such change
 - Questions for members to consider in assessing their own expectations of engagement with any form of decision making
 - Experiences from other authorities* (in addition to those the Task Group had already visited)
 - Pointers for next steps

*Fylde, Cornwall, Guildford, Canterbury, Fenland, South Gloucestershire

6. Cllr Atkins contributed his experiences of opening up engagement to councillors within Staffordshire County Council.
7. Members in attendance asked questions at key points and then considered certain issues together in tables before feeding back to the main session.

Key themes

8. Certain key themes and questions for further consideration by the Task Group emerged from the presentation and discussions.

- Culture is more important than structure: the presentation, evidence from Staffordshire and from other authorities cited by Ed Hammond indicated that the success or otherwise of *any* form of decision making depended above all on the **culture** operated with each authority. It followed therefore that focusing only on structure (e.g. Leader/Cabinet versus Committee) was a false trail: emphasis and attention should first and foremost be to understanding the present inter-councillor culture and how this might need to change
- Structures were not binary but a spectrum: when considering a structure it is also a false trail to consider it as a choice between fixed forms of governance e.g. Cabinet versus Committee. Slide 5 of the presentation (**see appendix 1 below**) visually depicted the spectrum of opportunities that exist and which relate in large measure to the cultural imperatives at work e.g. the extent to which there is consensus or not consensus in decision making
- Culture involves 'behaviour' and 'values': how do current behaviours and values contribute to the prevailing culture underpinning Oxon CC's decision making? Has sufficient attention been given to this?
 - for instance, what is:
 - the quality of engagement?
 - How many people are involved in decision making?
 - What levels of involvement do councillors themselves demonstrate?
 - Is consensus sought and if so achieved?
 - How far do behaviours and values across the board contribute to such things?
- Transparency of decision making is important: is it easy or hard for councillors to find out and to *understand* what is going on and how to be involved? To what extent is this related to culture – e.g. less consensus; councillors themselves needing to be proactive; communication and ICT clear and helpful?
- Are councillors able to exercise 'power': not simply decision-making power but *influential power* i.e. to what extent do members feel able to *influence change*? Is there sufficient support to councillors generally to help them be more influential – e.g. access to research and information?
- Inclusiveness: had been seen through the responses to the earlier survey as involving dissatisfactions around involvement/influence in *policy development* and *decision making*
- Local people: other than the Task Groups engagement with their elected representatives, is the Council going to be considering what *local people* require from a decision-making arrangement? That said, Ed Hammond advised against 'co-design' activities with local people in the sense that authorities that had tried it had not found it altogether successful.

Design principles

9. It was noted that the answers to these questions would assist the Task Group in achieving a set of 'Design Principles', bespoke for Oxfordshire CC, around which to shape its future governance.

Four principles were suggested:

- Inclusiveness
- Efficiency and speed
- Joined up
- Involvement

10. The Task Group's unpacking of these involves identifying:

- How people will need to *change how they work* – to live up to the principles
- What *barriers* might exist to making any needful changes?
- What are our *opportunities* now for changing existing structures as a result?

Next steps

11. For the Task Group to agree and reflect upon the Design Principles around which any Oxfordshire CC decision making arrangement should be based.

12. In doing so, to have regard to the all the evidence that it had thus far gathered, in addition to the themes and questions above, and in particular the issues of culture, behaviour and values.

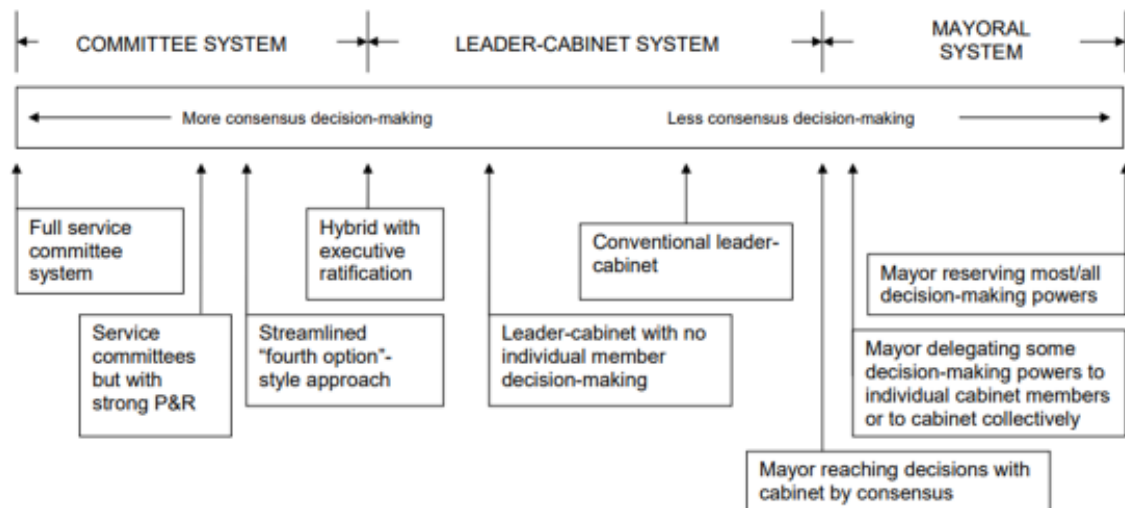
September 2018.

Glenn Watson

Principal Governance Officer

Appendix 1 – Spectrum of decision making culture:

The spectrum



Annex 5

Direct Costs of the Current Governance Model – 2017/18

Staffing :	Committee support: 3.0 fte	
Staffing Costs	Committee support	£138.6k
	Scrutiny (inc clerking)	£124,446
	CAGs	£18,700
	Localities	£24,000
	Total staffing cost	£231.9k
Other costs	Printing	£14k
	Meetings refreshments	£9k
	IT (modern.gov site	
	licence and maintenance)	£7k
	Training & Development	£3k
	Other (prepaid labels,	
	courier delivery	
	and stationery	£1k
	Total Other Costs	£34k

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Cabinet and Delegated Decisions

Directorate/Service	Meetings ²	Briefings	Staff Cost (£)	
Resources	11	11	13,506	
Communities	20	12	14,561	Includes Minerals & Waste CAG
Adult Services ¹			15,856	
Children's Services	16	30	11,710	Includes individual Group Briefings
Public Health			720	
Total			55,564	

Scrutiny

	Meetings	Briefings	Staff Cost (£)	
Resources		11	2,827	
Communities	6		4,486	
Adult Services ¹			2,272	
Children's Services	8	12	5,765	
Public Health	5	2	3,410	
Total			25,755	

Regulatory

	Meetings	Briefings	Staff Cost (£)	
Resources	6	0	4,335	
Communities			2,996	
Adult Services ¹			1,132	
Children's Services	2		435	
Public Health			0	
Total			8,898	

Notes

1. Figures provided for 3 months and multiplied to give 12 months
2. County Council meetings not included. Insufficient information received on directorate costs of locality meetings.

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Division(s): All

CABINET – 22 JANUARY 2019

BUSINESS MANAGEMENT AND MONITORING REPORT, QUARTER 2 2018-19

Report by Policy & Performance Service Manager

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to note the performance reported.**

Executive Summary

2. The report at Annex 1 demonstrates the state of Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities at the end of Quarter 2 2018-19.

Introduction

3. At the end of Quarter 2 (30 September) 5 of the 13 outcomes were assessed as Green, and 8 as Amber. None of the outcomes assessed as Amber are considered to be at risk of becoming Red as things stand.
4. Beneath the outcomes, the majority of indicators remained at the same RAG rating (Red, Amber, Green) and outlook as in Quarter 1 – 34 Green and 14 Amber.
5. Performance improved for 3 indicators between Q1 and Q2:
 - i. Numbers of children the subject of protection plans (from Amber to Green);
 - ii. Levels of energy use (from Amber to Green);
 - iii. Funding secured through planning obligations (from Amber to Green).
6. Performance declined for 2 indicators between Quarters 1 and 2:
 - i. Numbers of looked-after children (from Amber to Red, with a stable outlook for the next quarter);
 - ii. Value for money through effective use of resources (from Green to Amber, stable outlook for the next quarter).
7. Further details can be found in Annex 1 and the dashboards in Annex 2, which together provide an account of the outcomes and indicators being used to measure progress towards the OCC Vision this year.

8. The outlook as presented in the dashboards is positive, continuing the position shown in Q1. No indicators in Q2 have a negative/deteriorating outlook.
9. Key achievements are set out in section A of Annex 1, arranged under the 6 priorities of the OCC Vision. Constraints on our performance are set out in section B. There are no Red-rated outcomes being reported for attention by County Leadership Team in section C of the report.

BEN THREADGOLD

Policy & Performance Service Manager

Contact Officer: Steven Fairhurst Jones
Corporate Performance and Risk Manager
07392 318 890

January 2019

ANNEX 1 – PERFORMANCE REPORT – QUARTER 2 2018-19

Section A: Key achievements against Corporate Plan priorities in this quarter

Our new Outcomes Framework enables our performance to be reported against the six priorities in our Vision and Corporate Plan. Focusing on the outcomes of OCC's activities more effectively connects performance in different parts of the council and supports a more strategic view of progress towards our priorities.

Overall OCC ambition: "Thriving communities for Oxfordshire"

- Collectively, the performance dashboards at the end of this report indicate that we are making good progress towards the council's overarching ambition. The good work reported in Quarter 1 has largely been continued into the new business year. Particular highlights this quarter are included in the following narrative.

Priority: we listen to our residents so we can continuously improve our services and provide value for money

- Co-production – working with service users and their families to develop social care services tailored to their needs – continues to make good progress. Many projects have emerged during Quarter 2 which will be co-produced, or have elements of co-production in them, including key pieces of work such as our Older People's Strategy and Ageing Well Campaign. Our Older People's Strategy – which involved 600 people from a mix of areas and backgrounds and strong partnership working with a range of health bodies – was the first engagement of its kind between OCC, the NHS Clinical Commissioning Group and residents on this large scale.
- Another example of successful co-production work, our Moving into Adulthood project involved 108 Oxfordshire people from a mix of areas and backgrounds, who worked with us to develop a clear set of recommendations for changes in Adult Social Care. Time was allowed for the group to work together meaningfully, building trust and strong relationships, and the opportunity to get input from a range of stakeholders, including researching other areas out of county. The group's methods are now being taken forward to act as a business model for other co-production activities.
- As in Quarter 1, 72.4% of our adult social care service users in Q2 were extremely or very satisfied with our services – above the national average of 64.7%.
- The development of partnership working between OCC and Cherwell District Council, which will offer long-term opportunities to join up services for residents and reduce the costs of providing services, was strengthened in September. Councillor Ian Corkin took up a joint position on the Cabinet of the county council and Executive of Cherwell District Council, and will chair a joint partnership committee of both councils to look at joint working. For example, Cherwell and OCC spatial and transport planners already work closely together on schemes related to housing and infrastructure, which will make day-to-day working simple.

Over time other services are expected to join up where there are benefits to residents, including improving efficiency and customer service.

Priority: we help people live safe and healthy lives and play an active part in their community

- Safe and Well visits were slightly behind target at the end of September, but remain in line with the annual target as the delivery of fire prevention campaigns are planned for the second part of the year.
- We are at or above target for emergency call responses, although we are below target for our co-responding calls (with South Central Ambulance Service) for the quarter due to national industrial negotiations.
- Our support for people to lead healthy lifestyles remains strong. In the first appointment of its kind in the county, Oxfordshire now has a Winter Director to reduce seasonal pressures across health and care services. Appointed jointly by OCC, Oxford University Hospitals NHS Foundation Trust, Oxfordshire Clinical Commissioning Group and Oxford Health Foundation Trust, The Winter Team will ensure all health and care professionals in the county – including social services, GPs, hospitals, ambulance services, mental health services and charities – work together to deliver better, responsive and more joined-up services.
- Our services to support people exiting treatment for drug or alcohol use are again exceeding 3 of our 4 key targets. The county is slightly behind target on smoking cessation, as noted in section B below.
- The council has appointed an “active and healthy travel” officer, using central government funding, to assess existing walking and cycling routes in the county. Our successful bid for £84,500 of Bikeability funding means that almost every primary school child in the county – around 5000 children per year for the next 2 years – will have access to free cycle safety training.
- Rates of volunteering are an indicator of Oxfordshire residents playing an active part in their community. Volunteer rates rose in Q2 in library and history services. In libraries, the number of volunteer hours rose to 8,412 during Q2 (up from 8,111 the previous quarter), with 285.5 volunteer hours in our History Centre (not reported in Q1).
- Environmental volunteering opportunities are supported directly and indirectly by OCC. We report environmental volunteering contributions on an annual basis. OCC’s direct support (to the end of 2017) for the Lower Windrush Valley Project totalled 51 days. Partial support from OCC included the Wychwood Project and TVERC (Thames Valley Environmental Records Centre) which totalled 50 days in 2016-17. Other part-supported volunteering not currently quantified at county level includes the Cotswolds and Chilterns AONBs and the Thames Path and Ridgeway National Trails.
- The levels of services provided by communities continued to increase in Q2. Under the Oxfordshire Together programme 129 parish or town councils have

devolved highways services, predominantly grass cutting at present. Councillors have continued to allocate their portion of OCC's £945,000 (2018-19) Councillor Priority Fund as part of our commitment to supporting local communities across Oxfordshire. The amount allocated by 30 September was £261,050 – 28% of the £945k budget – of which:

- 63% was allocated to community groups (£163,948)
 - 11% was allocated to direct services (£28,578)
 - 26% was allocated to Town/Parish councils (£68,524)
- The Live Well website (supported jointly by OCC, Age UK and Affinity Works) continues to grow, signposting a range of support services across Oxfordshire for adults, families and carers to meet their own needs for support and care. In Q2, 1,640 services were listed on Live Well, up from 1,588 in Q1, and above our target of improving on the baseline of 1,500 services during the year.

Priority: we provide services that enhance the quality of life and protect the local environment

- In Q2 our performance in maintaining the condition of the county's highways continued to improve from Red levels reported in the latter half of 2017-18. We remain on target for overall condition of the A and B classified road network (32.48% where maintenance should be considered, against a target of 33%) and for repair of defects posing immediate risk of injury (99.6% within 24 hours). We also remain on target for the total length of highway resurfaced and the percentage of highway maintenance, construction, demolition and excavation waste diverted from landfill. As reflected by the Amber rating for this indicator, further improvement is necessary, but the trajectory is positive.
- The indicator "funding secured through planning obligations" has improved from Amber in Q1 to Green in Q2. This is because performance against one of the two underlying measures – targeting at least 70% of s.106 agreements involving contributions to county council infrastructure being completed within 6 months of District Council resolutions – has improved from 57% in Q1 to 73% in Q2.
- Levels of access to cultural services (libraries, archives and museums) remain high. In Q2 the county's libraries welcomed 605,582 visitors (Q1: 565,279; also up on last year, but noting that an increase at County Library in Oxford is masking drops at many branches). New library joiners in Q2 numbered 9,018 (Q1: 5,816), reflecting a seasonal increase due in part to the Summer Reading Challenge. Oxfordshire Museum's visitor numbers were also up in Q2: 35,739 compared with 29,595 in Q1, comparable with figures for the same period last year. Our History Centre in Q2 served 966 visitors and 969 remote enquiries, produced 2,920 documents and enjoyed 161,517 website hits and 2,510 social media engagements.
- Household waste is another area of performance which was reported as declining in the latter part of 2017-18 (from a very strong position, historically) and which continues to perform well in Q2. The percentage of household waste recycled, composted or re-used in the county is on target (60%) and we are similarly on target for the percentage of household waste sent to landfill (4.1% vs. under 5%

targeted) and percentage of household waste recycled, composted or re-used at Household Waste Recycling Centres (61% vs. 59% targeted). Residents' satisfaction with our Household Waste Recycling Centres remains high (95.17% vs. 95% targeted). Further commentary on the outlook for household waste performance is included in section B below.

- Our performance on reduction of carbon emissions and efficient energy use is improving. We achieved a 12% emission reduction across OCC's corporate estate and activities in 2016/17: activities contributing to the 2017/18 annual target this quarter include street lighting upgrades and ongoing monitoring to manage energy use across our buildings. The replacement of old streetlighting columns with modern and more energy-efficient LED lighting saw 16.37% of lighting columns replaced by the end of September, in line with our target of 18% by March.

Priority: We strive to give every child a good start in life and protect everyone from neglect

- Indicators relating to children's health remain predominantly good and our performance in Q2 is at or above targeted levels for 4 of the 6 measures relating to new-born children and their mothers. Two constraints on our performance in this area are noted in section B below.
- The target to reduce unnecessary demand in children's social care is beginning to bear fruit. Last year the number of social care referrals in Oxfordshire fell by 4%; whereas nationally they rose by 1% and amongst similar authorities rose by 3%. Similarly, the rate of social care assessments fell by 14%, whereas nationally it rose by 3% and by 10% amongst similar authorities. This year the rate of assessments is ahead of target. This has been supported by a growth over the last 18 months of early help assessments. This reducing of demand has helped to support a reduction of 50 children on child protection plans in the year and we are on target to reduce the numbers to that of similar authorities. We have remained at or very near target for the numbers of staff with caseloads at or below the agreed target level, and for the percentage of cases held by permanent staff.

Priority: We enable older and disabled people to live independently and care for those in greatest need

- All indicators under the outcome "care services support independent living" are either Green, or at Amber but very close to target.
- Performance is above target (the national average) for numbers of people with personal budgets (92% vs. 89% targeted) and direct payments (35% vs. 28.8%).
- In Q2 we continued to make progress in reducing the number of people delayed in hospital awaiting social care. At the end of September, 11 people per day were delayed in this way (the target is to reduce from 15 recorded in March 2018 to 13 by March 2019). Similarly, we reduced the number of people delayed in hospital awaiting both health and social care from an average of 50 per day in March 2018 to 47 in Q2 (making progress towards our target of 42 by March 2019). This

ongoing trend of improved performance was praised by Healthwatch Oxfordshire in July.

- We have ensured that 90% of working age (18-64) service users with a learning disability are living on their own or with their family: this is above the national average (76%) as targeted.
- Consultation was undertaken on a new Older People's Strategy by OCC and Oxfordshire Clinical Commissioning Group. The strategy will outline how all care and health organisations across the county work together over the next 5 years and work together to meet people's changing needs as they age.

Priority: We support a thriving local economy by improving transport links to create jobs and homes for the future

- The indicator "level of investment attracted" benefits from a new measure in Q2: "Funding secured as a percentage of the yearly investment required to bring the condition of all assets into a good condition (as identified within the Highway Investment Business Case)". Under this measure, an additional £10m has been committed in year through future year borrowing, bringing the total allocated highway maintenance capital budget to £31.09m – equalling 87.5% of the identified investment required.
- Under the same indicator, the OxLEP Inward Investment Team have supported 28 inward investment successes to date (15 of which are Foreign Direct Investments), supporting at least 326 jobs.
- Last quarter we interviewed for the largest collaborative project we have been part of under the Smarter Oxford banner: a £40m Energy Systems bid led by Scottish & Southern Energy. This collaborative project, the first of its kind, uses Oxfordshire as a living lab to develop a new approach to energy markets for the UK. We also interviewed for two Meridian CAV (Connected and Autonomous Vehicle) projects: one relating to further simulation development for virtual CAV testing, and the other delivering a link between Culham and Milbrook to enable testing in the real world and between the two sites. This was in partnership with Buckinghamshire County Council and led by industry.
- Additionally, two previous approved projects have both started looking at the role Autonomous Vehicles (AV) can play in a multimodal transport system. One is focused on research and a business model, while another lead by GWR is a 3-year project that will eventually lead to an AV link from Didcot Parkway to Milton Park under trial conditions. We also submitted bids for funding in collaboration with University of Oxford to access small proof of concept funding, with potential applications in Social care, health and transport.
- Following discussion by Cabinet in September, the Joint Statutory Spatial Plan Programme is being revised, with a performance update due in Q3.

Section B: key issues currently affecting our ability to deliver our priorities
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Priority: our services improve and deliver value for money

- The indicator “value for money through effective use of resources” has moved from Green to Amber this quarter. Commentary on the underlying measures is:
 - At 91% at the end of October we were slightly behind our target of delivering 95% of our planned savings by March 2019.
 - Our General Balances are expected to be £25.3m at the end of March 2019, which is £9m above the risk assessed level (155% against a target of 100%).
 - We forecast that £27.2m of reserves will be used during 2018/19 compared to £14.2m assumed in the 2018/19 budget agreed by Council in Feb 2018. This mainly relates to the use of the DSG reserve to offset the High Needs Block overspend and a higher contribution from Parking Account Reserve.
 - Forecast to the end of October 2018 is an underspend of £0.7m or 0.1%. This represents a directorate overspend of £7.2m off set by unallocated contingency budget of £6.9m, additional interest of £0.5m and additional business rates of £0.5m.
 - Our Capital programme has increased in value compared to the programme agreed in February 2018

Priority: we help people live safe and healthy lives and play an active part in their community

- Trading Standards’ risk reduction activities usually include a fireworks poster competition for schools. This is not happening this year, and is expected to have a negative impact on our overall performance against the “number of people helped to live safe and well” indicator.
- The indicator “people receiving support for drug and alcohol dependency” includes a measure with a target of over 2,338 people stopping smoking, which is reported a quarter in arrears. We exceeded this target in Q1 (2,440 quitters) but in Q2 saw a fall to 2,122 quitters. A more cost-effective service model was introduced in April: besides the obvious effects of the new model ‘bedding in’ the dip in performance also reflects a seasonal trend both locally and nationally in Q1 and Q2 quit rates. The outlook remains positive/improving.

Priority: we provide services that enhance the quality of life and protect the local environment

- Our performance repairing and maintaining highway condition in the county is still showing the effects of a hard winter in 2017-18. As noted in Q1, levels of road defects in April and May increased by 60% compared to last financial year. Under the indicator “condition of highways”, the target most affected is that “90% of defects creating potential risk of injury are repaired within 28 calendar days”. In the period April-August our performance level was 70.3%: while this rate is continuously being improved, this figure reflects the winter backlog from Q1.

- While our performance against all household waste measures in Q2 remains strong, the outlook is not wholly positive. This reflects a national trend towards plateauing recycling rates, and seasonal trends such as a reduction in green waste. We currently project a year-end position of 58% of household waste being recycled, composted or re-used (target: 60%). Oxfordshire is still predicted to be amongst the best performers in England, and we are working hard with the District and City authorities to increase recycling and reduce residual waste.

Priority: We strive to give every child a good start in life and protect everyone from neglect

- Under the indicator “prevalence of healthy children” two measures fell behind target in Q2. As in Q1, the number of expectant mothers who received a universal face-to-face contact at 28 weeks was 64.3% vs. 80% targeted. There are issues with the notifications of pregnancies from midwifery to health visitors. This is being addressed with the commissioned services concerned and the Oxfordshire Clinical Commissioning Group who hold the contract for midwifery. An improved performance against this indicator is anticipated by year end. Secondly, the percentage of children who received a 2-2½ year review fell slightly to 90% in Q2, against a target of 93%. There have been a number of review appointments not being taken up/declined or contact has been unable to be made with the family concerned. Commissioners will continue to monitor and address with the provider. For both measures the outlook is positive/improving.
- As in Q1, the number of looked after children (LAC) in Oxfordshire rose again in Q2: from 728 in Q1 to 764 in Q2, against a target of 672 by March 2019. This needs to be seen in the context of growing numbers of looked after children both nationally and amongst similar authorities, albeit that the growth in Oxfordshire has been more. The increase is despite the reduction in demand at the front door and may reflect more complex cases coming into the looked after system. There are a number of programmes of work to support children to leave the looked after system either via adoption, special guardianship orders or returning home.

Section C: key performance issues requiring intervention / decision.

In this section we would explain any outcomes which Directors have rated “Red”. A Red rating would indicate that the outcome in question might not be achieved by year end as things stand. Directors’ ratings may be based on a number of factors including levels of performance and degree of risk. In quarter 2 none of the 13 outcomes in the Outcomes Framework have been assessed as Red.

OXFORDSHIRE COUNTY COUNCIL OUTCOMES FRAMEWORK: PRIORITIES, OUTCOMES AND INDICATORS

<p>We listen to residents so we can continuously improve our services and provide value for money</p> <p>Residents feel engaged with the county council</p> <ul style="list-style-type: none"> • Prevalence of services developed through co-production • Number and value of opportunities for public engagement • Rates of customer satisfaction <p>Our services improve and deliver value for money</p> <ul style="list-style-type: none"> • Value for money through effective use of resources • Improvement following external inspection or audit <p>The use of our assets is maximised</p> <p>Progress with the One Public Estate Programme</p>	<p>We help people live safe and healthy lives and play an active part in their community</p> <p>People are helped to live safe and healthy lives</p> <ul style="list-style-type: none"> • Number of people helped to live safe & well • Emergency response times • Prevalence of healthy lifestyles • Number of people receiving support for drug or alcohol dependency • Proportion of people walking & cycling <p>People play an active part in their communities</p> <ul style="list-style-type: none"> • Rates of volunteering • Prevalence of services provided by communities 	<p>We provide services that enhance the quality of life and protect the local environment</p> <p>Our quality of life in Oxfordshire is enhanced</p> <ul style="list-style-type: none"> • Condition of highways • Funding secured through planning obligations • Levels of public transport use • Rates of access to cultural services <p>Our local environment is protected</p> <ul style="list-style-type: none"> • Percentage of planning decisions on time • Levels of carbon emissions • Levels of energy use • Air quality • Proportion of household waste re-used, recycled or composted
<p>We strive to give every child a good start in life and protect everyone from neglect</p> <p>Children are given a good start in life</p> <ul style="list-style-type: none"> • Prevalence of healthy children • Number of looked after children • Number of children's social care assessments • Number of children the subject of protection plans • Number of children's cases held by permanent staff <p>Children are able to achieve their potential</p> <ul style="list-style-type: none"> • Percentage of children with a place at their first preference school • Percentage of children at a good quality school • Rates of school attendance • Levels of educational attainment 	<p>We enable older and disabled people to live independently and care for those in greatest need</p> <p>Care services support independent living</p> <ul style="list-style-type: none"> • Number of home care hours purchased • Number of appropriate safeguarding enquiries • Number of people delayed leaving hospital awaiting social care • Number of people with control over their care • Proportion of older people supported in the community <p>Homes and places support independent living</p> <ul style="list-style-type: none"> • Percentage of people who report feeling safe and well • Percentage of people living in safe and suitable housing 	<p>We support a thriving local economy by improving transport links to create jobs and homes for the future</p> <p>Strong investment and infrastructure are secured</p> <ul style="list-style-type: none"> • Level of investment attracted • Production of our Joint Statutory Spatial Plan • Number of new homes • Levels of disruption to journeys by congestion or roadworks • Level of transport connectivity • Level of access to online and digital services <p>Local businesses grow and provide employment</p> <ul style="list-style-type: none"> • Employment rates • Number of businesses • Number of apprenticeships • Levels of workforce

PRIORITY: WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY				
OUTCOME	INDICATOR	Q1 RAG	Outlook	Note
Residents feel engaged with the county council	Prevalence of services developed through co-production	G	↑	4 co-production products are in development (target 5 by March 2019). To date 20 co-production champions have been trained (vs. target of 20 champions by end of July 2018). We are also co-producing an approach to voluntary sector infrastructure support / provision.
	Number and value of opportunities for public engagement	A	↑	Data not yet available. Q2 RAG rating is based on the Q1 position.
	Rates of customer satisfaction	G	↔	72.4% of users of Adult Social Care services are extremely or very satisfied, which remains above the target of the national average (64.7%)
Our services improve and deliver value for money	Value for money through effective use of resources	G	↔	Commentary is provided in section B of the report.
	Improvement following external inspection/audit	G	↔	CSS are currently working on an action plan that came out of their Operational Assurance Peer inspection in 2017. February's CQC report on Oxfordshire's healthcare and adult social care services will be revisited in September by the CQC.
The use of our assets is maximised	Progress with One Public Estate Programme	G	↔	Scoping of projects is proceeding according to schedule and moving into the options appraisal phase. Potential projects to apply for new phase of OPE funding are being considered. Deadline for applications is the end of November.

PRIORITY: WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY				
OUTCOME	INDICATOR	Q1 RAG	Outlook	Note
People are helped to live safe and healthy lives	Number of people helped to live “safe and well”	G	↔	This is slightly below target, but no concerns that annual target will not be met.
	Emergency response times	G	↔	We have had no fire deaths this quarter and there has been a slight increase in RTC fatalities in this quarter. We are on target for our emergency response times, achieving 89.4% and 96.6% (attendance within 11 and 14 minutes respectively).
	Prevalence of healthy lifestyles	G	↑	Invitations to NHS are proceeding well (89.4% of the eligible population has been invited vs. target of 97% by year end), as is take-up – 44.3% vs. 49% year-end target.
	Numbers of people receiving support for drug and alcohol dependency	G	↔	3 of the 4 measures supporting this indicator are significantly exceeding targets at the end of Q2 – on numbers of people exiting treatment for drugs or alcohol (opiates: 9.7% vs. target of 6.6%, non-opiates 41.2% vs. 36.6%, alcohol 46.1% vs. 38.6%)
	Proportion of people walking & cycling	G	↔	Baseline and targets being worked on as part of an overall approach using Oxfordshire’s 9 growth corridors The RAG rating is supported by data readily available at the end of Q1.
People play an active part in their communities	Rates of volunteering	G	↔	Commentary on this indicator is included in section A of the report.
	Prevalence of services provided by communities	G	↑	Over 28% of the Councillors’ Priority Fund for the year has been allocated to date. The £261,050 has been allocated as follows: 63% to Community Groups (£163,948), 26% to Town/Parish councils (£68,524) and 11% to direct services (£28,578)

PRIORITY: WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT				
OUTCOME	INDICATOR	Q1 RAG	Outlook	Note
Our quality of life in Oxfordshire is enhanced	Condition of highways	A	↑	Commentary is provided in sections A and B of the main report.
	Funding secured through planning obligations	A	↑	Commentary is provided in section A of the main report
	Levels of public transport use	G	↔	Baseline and targets for work trips are being worked on as part of an overall approach using Oxfordshire's 9 growth corridors. Baseline for % satisfaction with bus use = 90% from 2017 Annual Passenger Focus Data (either very [50%] or fairly [40%] satisfied). Next measure due March 2019.
	Rates of access to cultural services	G	↔	Commentary on this indicator is included in section A of the report.
Our local environment is protected	Percentage of planning decisions on time	A	↑	We determined 7 of 8 applications within target during Q2. The running total for Q1 & Q2 is 13 out of 16; 81% within 13 weeks or extended deadlines (vs. target of 50%)
	Levels of carbon emissions	G	↔	12% emission reduction was achieved across the corporate estate and activities in 2016/17. Activities contributing positively to our 2017/18 annual target include street lighting upgrades and monitoring to manage energy use across our buildings.
	Levels of energy use	A	↑	16.37% of streetlights had been fitted with LED lanterns by the end of quarter 2, in line with this year's target of 18% by March 2019.
	Air quality	G	↔	Activities due include the establishment of an Air Quality Action Group with the District and City Councils, which will set the forward programme of work including reporting metrics.

	Proportion of household waste re-used, recycled or composted	G	↔	Commentary on performance is included in section A of the main report.
PRIORITY: WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT				
OUTCOME	INDICATOR	Q1 RAG	Outlook	Note
Children are given a good start in life	Prevalence of healthy children	A	↑	Commentary on this indicator is included in sections A and B of the main report.
	Number of looked after children	A	↔	764 children were looked after at the end of quarter 2, against a target range of 660-710. This is up from 728 at the end of quarter 1.
	Numbers of children's social care assessments	A	↔	-
	Number of children the subject of protection plans	A	↑	The number of children the subject of protection plans at the end of quarter 2 was 685. This is in line with progress towards our target of 629 by March 2019.
	Number of children's cases held by permanent staff	G	↔	The rate of staff with caseloads at or below the agreed level is near target (76% vs. target of 80% by March 2019). 85% of cases are held by permanent staff (vs. target of 80% by March 2019)
Children are able to reach their potential	Percentage of children with a place at their first preference school	G	↔	Annual reporting is due in Q3
	Percentage of children at a good/outstanding school	A	↔	Annual reporting is due in Q3. Q1 figures indicate that 84.2% of Primary children are at Good/Outstanding schools (target 94%) and 87.7% of Secondary school children (target 90%)

	Rates of school attendance	A	↔	Annual reporting is due in Q3. In quarter 1 indications were that the two relevant measures (on persistent absence and permanent exclusions) were Amber and Green.
	Levels of educational attainment	G	↔	Annual reporting is due in Q3

PRIORITY: WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY AND CARE FOR THOSE IN GREATEST NEED				
OUTCOME	INDICATOR	Q1 RAG	Outlook	Note
Care services support independent living	Number of home care hours purchased	A	↑	Q2 performance is slightly off target: 21,543 hours per week vs. target of 21,779 hours per week
	Number of appropriate safeguarding enquiries	A	↑	Q1 performance is slightly off target: 23% of safeguarding concerns result in a safeguarding enquiry (vs. target of >25%). This is an improvement on Q1's 21%.
	Number of people with control over their care	G	↔	95% of people with safeguarding concerns can define the outcomes they want (target: national average i.e. 90%). Rates of adults with personal budgets or direct payments are 2-5% above national averages.
	Number of people delayed leaving hospital awaiting social care	G	↔	This indicator is discussed in section A of the main report
	Proportion of older people supported in the community	A	↑	This indicator is discussed in section A of the main report
Homes and places support independent living	Percentage of people who report feeling safe	G	↔	This indicator is discussed in section A of the main report

	Percentage of people living in safe and suitable housing	G	↔	This indicator is discussed in section A of the main report
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PRIORITY: WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE				
OUTCOME	INDICATOR	Q1 RAG	Outlook	Note
Strong investment and infrastructure are secured	Level of investment attracted	A	↑	The RAG rating of Amber reflects minor shortfalls against some of the underlying measures, in line with expectations.
	Production of our Joint Statutory Spatial Plan	G	↔	The programme is being updated in light of Cabinet discussion in September.
	Number of new homes	G	↔	This indicator is discussed in section A of the main report
	Levels of disruption to journeys by congestion/ roadworks	G	↔	190 days cumulatively during Q1-Q2
	Level of transport connectivity	G	↔	Measures in support of this new indicator are being developed for use in Q3.
	Level of access to online and digital services	A	↑	On target for the absolute number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contract with BT (76,028 vs. target of 75,945) but 0.2% off target for the % of premises in Oxfordshire with access to superfast/ultrafast/full fibre broadband (96.68% vs. 96.8%).
Local businesses grow and provide employment	Employment rates	G	↔	Reporting only. 81.6% of Oxfordshire residents aged 16-64 in employment, vs. Apr 2017-Mar 2018 GB rate of 75% (source: ONS, retrieved from Nomis, 9 August 2018)
	Business numbers	G	↔	Reporting only. Oxfordshire business births: 3585 in 2016 (down 1% on 2015); business deaths: 3210 in 2016 (up 10% from 2015). Business survivals: 49.3% of businesses born in Oxfordshire in 2011 were still surviving 5 years later (South East 46%, National 44.1%)
	Numbers of apprenticeships	G	↔	79 apprenticeships are currently being undertaken with OCC as at 30 th September 2018
	Levels of workforce	G	↔	Reporting only. <ul style="list-style-type: none"> OCC full-time equivalent employees, excl. schools: 3647.2 at 30 Sept (+3 from June) Total OCC spend on agency staff in Q2 as proportion of our annual salary budget: 2%

Division(s): N/A

CABINET – 22 JANUARY 2019

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision

Portfolio/Ref

Cabinet, 26 February 2019

- | | |
|---|---|
| <ul style="list-style-type: none"> ▪ Staffing Report - Quarter 3 - 2018
Quarterly staffing report providing details of key people numbers and analysis of main changes since the previous report. ▪ Oxfordshire Museum Service
To seek approval of the future provision of County Council Museum Service in Oxfordshire. ▪ Performance Scrutiny Highways Deep Dive Recommendations
To consider and respond to the recommendations from the Performance Scrutiny Committee deep dive exploring what could be done to improve residents' perception and experience of Oxfordshire's highways. ▪ Tank Farm, Chipping Norton - Development Site
To seek final approval of purchase of land and associated contract terms. | <ul style="list-style-type: none"> Cabinet, Deputy Leader
2018/152 Cabinet, Education & Cultural Services
2017/145 Cabinet, Environment
2018/202 Cabinet, Transformation
2019/001 |
|---|---|

Cabinet Member for Education & Cultural Services, 13 February 2019

- | | |
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| <ul style="list-style-type: none"> ▪ Early Years Funding Formula 2019-20 - February 2019
To formally agree the Early Years funding formula including the hourly rate payable to providers. | <ul style="list-style-type: none"> Cabinet Member for Education & Cultural Services,
2018/139 |
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Cabinet Member for Environment, 14 February 2019

- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ Oxford: South Oxford CPZ - Proposed Amendment to Permit Eligibility of 84 Marlborough Road
To seek approval of the proposals. | Cabinet Member
for Environment,
2018/182 |
| <ul style="list-style-type: none"> ▪ Cherwell and West Oxfordshire: Proposed New and Amended Disabled Persons Parking Places
To seek approval of the proposals. | Cabinet Member
for Environment,
2018/145 |
| <ul style="list-style-type: none"> ▪ Oxford: Barracks Lane - Proposed Waiting Restrictions
To seek approval of the proposals. | Cabinet Member
for Environment,
2018/183 |
| <ul style="list-style-type: none"> ▪ Abingdon: Bath Street - Proposed Waiting Restrictions
To seek approval of the proposals. | Cabinet Member
for Environment,
2018/184 |
| <ul style="list-style-type: none"> ▪ Cumnor: Cumnor Hill - Proposed Extension of 30mph Speed Limit
To seek approval of the proposals. | Cabinet Member
for Environment,
2018/148 |
| <ul style="list-style-type: none"> ▪ Chesterton: The Hale, Proposed 30mph Speed Limit
To seek approval of the proposals. | Cabinet Member
for Environment,
2017/022 |
| <ul style="list-style-type: none"> ▪ Checkendon: Village and Exlade Street - Proposed 20mph and 30mph Speed Limits
To seek approval of the proposals. | Cabinet Member
for Environment,
2018/162 |
| <ul style="list-style-type: none"> ▪ Banbury: Castle Quay Area (Spiceball Park Road) - Amendment to Waiting Restriction, Traffic Calming and Bus Stops
To seek approval of the proposals. | Cabinet Member
for Environment,
2018/161 |
| <ul style="list-style-type: none"> ▪ Oxford: Iffley Area - Proposed Waiting Restrictions
To seek approval of the proposals. | Cabinet Member
for Environment,
2018/188 |