



County Council

11 February 2020

Agenda

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

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

Whose Interests must be included?

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

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

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

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

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

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

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

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

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

List of Disclosable Pecuniary Interests:

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

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

<http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact 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.

To: **Members of the County Council**

Notice of a Meeting of the County Council

Tuesday, 11 February 2020 at 10.30 am

Council Chamber - County Hall, New Road, Oxford OX1 1ND



Yvonne Rees
Chief Executive

January 2020

Committee Officer: **Deborah Miller**
Tel: 07920 084239; E-Mail: deborah.miller@oxfordshire.gov.uk

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

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

A buffet luncheon will be provided for Members of the Council.

AGENDA

1. Minutes (Pages 1 - 44)

To approve the minutes of the meeting held on 3 November 2019 (**CC1**) and to receive information arising from them.

2. Apologies for Absence

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

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

4. **Official Communications**

5. **Appointments**

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

6. **Petitions and Public Address**

7. **Pay Policy Statement - Report of the Remuneration Committee** (Pages 45 - 76)

Report by the Director for Human Resources (**CC7**)

The Remuneration Committee is required to report annually to Council on the Pay Policy Statement. The Remuneration Committee considered this report on 30 January 2020 and now submit it for approval to Council on 11 February 2020.

The Council is RECOMMENDED to:

- (a) receive the report of the Remuneration Committee;***
- (b) approve the revised Pay Policy Statement at Annex 1 to this report;***
- (c) approve the Gender Pay Gap Data Summary at Annex 2 to this report.***

8. **Corporate Plan and Service & Resource Planning 2020/21 - 2023/24** (Pages 77 - 274)

Report by Director of Finance (**CC8**).

This report is the culmination of the Service & Resource Planning process for 2020/21 to 2023/24. It sets out the Cabinet's proposed budget for 2020/21, medium term financial plan to 2023/24 and capital programme to 2029/30, together with a number of strategies and policies that the Council is required to approve for the 2020/21 financial year.

The report is divided into four main sections which are outlined below:

Section 1 – Leader of the Council's overview (**To follow**)

Section 2 – Corporate Plan

Section 3 – Statutory Report by Director of Finance (Chief Finance Officer)

Section 4 – Budget Strategy and Capital Programme

The Council is RECOMMENDED to:

- (a) approve the Corporate Plan 2020-2024 as set out in Section 2 and delegate authority to the Corporate Director Customers and Organisational Development in consultation with the Leader and relevant portfolio holder(s) to make appropriate changes to the priorities framework.**
- (b) have regard to the statutory report of the Director of Finance (at Section 3) in approving recommendations c to e below;**
- (c) (in respect of the budget and medium term financial plan) approve:**
 - (1) the council tax and precept calculations for 2020/21 set out in Section 4.3 and in particular:**
 - (i) a precept of £391,445,480;**
 - (ii) a council tax for band D equivalent properties of £1,527.44;**
 - (2) a budget for 2020/21 as set out in Section 4.4;**
 - (3) a medium term plan for 2020/21 to 2023/24 as set out in Section 4.1 (which incorporates changes to the existing medium term financial plan as set out in Section 4.2;**
 - (4) virement arrangements to operate within the approved budget for 2020/21 as set out in Section 4.5;**
 - (5) the Financial Strategy for 2020/21 at Section 4.6;**
 - (6) the Earmarked Reserves and General Balances Policy Statement 2019/20 at Section 4.7 including**
 - (i) the Chief Finance Officer's recommended level of General Balances for 2020/21 (Section 4.7), and**
 - (ii) the planned level of Earmarked Reserves for 2019/20 to 2023/24 (Section 4.7.1)**
 - (7) the use of Dedicated Schools Grant (provisional allocation) for 2020/21 as set out in Section 4.8.**
- (d) (in respect of capital) approve:**
 - (1) the Capital & Investment Strategy for 2020/21 – 2029/30 including the Prudential Indicators and Minimum Revenue Provision Methodology Statement as set out in Section 4.9;**
 - (2) a Capital Programme for 2019/20 to 2029/30 as set out in Section 4.9.1 which includes new capital proposals set out in Section 4.9.2 and the Highways Maintenance Programme to 2024/25 set out in Section 4.9.3; and**
 - (3) the Investment Strategy for 2020/21 set out in Section 4.9.4.**
- (e) (in respect of treasury management) approve:**
 - (1) the Treasury Management Strategy Statement and Annual Investment Strategy for 2020/21 at Section 4.9.5 including the Treasury Management Prudential Indicators and the Specified Investment and Non-Specified Investment Instruments.**
 - (2) the continued delegation of authority to withdraw or advance additional funds to/from external fund managers to the Treasury Management Strategy Team;**

- (3) that any further changes required to the 2020/21 strategy be delegated to the Chief Finance Officer in consultation with the Leader of the Council and the Cabinet Member for Finance;*
- (f) 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 budget for 2020/21.*

9. Arrangements for SODC Local Plan following Holding Direction by the Secretary of State.

Report by the Corporate Director for Place & Growth (CC9) To Follow

South Oxfordshire District Council submitted its Local Plan to the Planning Inspectorate for examination in March 2019. In October 2019, following a period in which the new South Oxfordshire administration were considering either withdrawing or significantly amending their Local Plan, they were issued with a Holding Direction by the Secretary of State. This has had the effect of preventing them from withdrawing their plan. Since October discussions have been taking place between the District Council and the Ministry of Housing, Communities and Local Government to try and find a way to allow the due process of examining the Local Plan to continue. The holding direction remains in place.

In his most recent letter to South Oxfordshire District Council on the 7th January 2020, the Secretary of State reiterated that the Government is committed to ensuring every area has an up to date and suitably ambitious Local Plan in place. In addition to considering Local Plan intervention under section 21 and 27 the Planning and Compulsory Purchase Act 2004 ("the 2004 Act"), he also stated that he is considering whether it is appropriate to exercise powers under section 27A of, and paragraph 7B of Schedule A1 to, the 2004 Act and invite Oxfordshire County Council to prepare the South Oxfordshire Local Plan.

Paragraph 7B of Schedule A1 to the 2004 Act provides:

"If the Secretary of State—

- (a) thinks that a lower-tier planning authority are failing or omitting to do anything it is necessary for them to do in connection with the **preparation, revision or adoption** of a development plan document, and
- (b) invites the upper-tier county council to **prepare or revise** the document, the upper-tier county council may **prepare or revise** (as the case may be) the development plan document."

Paragraph 44 of the Explanatory Notes as set out in the Neighbourhood Planning Act 2017 (the amending legislation) states: "Where a county council accepts the invitation, they are responsible for preparing the document and having it examined. They may then approve the document (or approve it subject to modifications recommended by the inspector)".

The Secretary of State's letter of 7th January asked South Oxfordshire District Council to outline, by 31st January 2020, any exceptional circumstances as to why they do not have a plan in place that should be taken into account when a decision on next steps is made. The Secretary of State's decision is awaited as to how he

now intends to proceed, including whether to formally invite the County Council to prepare the South Oxfordshire Local Plan. Should the County Council agree to accept any such invitation then it would require satisfactory assurances that, as set out under the provisions of the 2004 Act, its costs would be fully recovered.

In the event of the receipt of an invitation by the Secretary of State to prepare or revise the South Oxfordshire Local Plan pursuant to powers under section 27A of, and paragraph 7B of Schedule A1 to, the Planning and Compulsory Purchase Act 2004, Council is RECOMMENDED to accept such an invitation subject to satisfactory assurances being received in relation to the recovery of its costs.

Pre-Meeting Briefing

There will be a pre-meeting briefing at County Hall on **Monday 10 February at 10.15 am** for the Chairman, Vice-Chairman, Group Leaders and Deputy Group Leaders

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OXFORDSHIRE COUNTY COUNCIL

MINUTES of the meeting held on Tuesday, 5 November 2019 commencing at 10.30 am and finishing at 3.45 pm.

Present:

Councillor Les Sibley – in the Chair

Councillors:

John Howson	Mike Fox-Davies	Jeannette Matelot
Sobia Afridi	Stefan Gawrysiak	Charles Mathew
Jamila Begum Azad	Mark Gray	Glynis Phillips
David Bartholomew	Carmen Griffiths	Susanna Pressel
Dr Suzanne Bartington	Pete Handley	Laura Price
Tim Bearder	Jane Hanna OBE	Eddie Reeves
Maurice Billington	Jenny Hannaby	G.A. Reynolds
Liz Brighouse OBE	Neville F. Harris	Judy Roberts
Paul Buckley	Damian Haywood	Alison Rooke
Nick Carter	Mrs Judith Heathcoat	Gill Sanders
Mark Cherry	Hilary Hibbert-Biles	John Sanders
Dr Simon Clarke	Ian Hudspeth	Roz Smith
Yvonne Constance OBE	Tony Ilott	Lawrie Stratford
Ian Corkin	Bob Johnston	Emma Turnbull
Arash Fatemian	Liz Leffman	Michael Waine
Neil Fawcett	Lorraine Lindsay-Gale	Liam Walker
Ted Fenton	Mark Lygo	Richard Webber
Nicholas Field-Johnson	D. McIlveen	
Mrs Anda Fitzgerald-O'Connor	Kieron Mallon	

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

66/19 MINUTES

(Agenda Item 1)

The Minutes of the Meeting held on 10 September 2019 were approved and signed as an accurate record of the Meeting.

Matters Arising

In relation to Question 5 of Annex 1 to the Minutes, Councillor Webber indicated that the Leader of the Council had not given a fair reflection of the truth when he had stated that HIF 1 Bid would cease if SODC did not have a

local Plan. In response the Leader stated that it had been an accurate statement at that time and that if SODC did not have a Local Plan in place by 15 October 2019 there could be doubt over the HIF 1 Funding.

67/19 APOLOGIES FOR ABSENCE

(Agenda Item 2)

Apologies for absence were received from Councillor Hannah Banfield, Councillor Kevin Bulmer, Councillor Steve Harrod, Councillor Dan Sames, Councillor Emily Smith and Councillor Alan Thompson.

68/19 DECLARATIONS OF INTEREST

(Agenda Item 3)

Councillor Alison Rooke declared a non-pecuniary interest in Agenda Item 14 (Motion by Councillor Eddie Reeves) by virtue of her position as Trustee/Director of Vale House Alzheimer's Home.

Councillor Jenny Hannaby declared non-pecuniary interest in Agenda Item 14 (Motion by Councillor Eddie Reeves) by virtue of her position as Chairman of the Trustees for Wantage Community Nursing Home.

69/19 OFFICIAL COMMUNICATIONS

(Agenda Item 4)

Council received the following announcements:

The Chairman reported that it had been decided, in consultation with the Group Leaders to cancel the December Meeting of Council on 10 December 2019 due to the proximity of the Meeting to the General Election. A provisional date of 14th January had been agreed for a meeting of Council, if required following the General Election. Members would be notified whether the meeting would be taking place on 20 December.

Council congratulated the Chairman on his successful Charity Dinner which had raised in excess of £3,000 for local charities.

Council noted that the Chairman would be hosting an 'Antiques Supper' at the Swan in Tetsworth on 19 November 2019. Tickets were available from the Chairman's PA.

70/19 PETITIONS AND PUBLIC ADDRESS

(Agenda Item 6)

Council received the following public address:

Mr Mike Tyso, Chipping Norton Town Council, spoke in support of Agenda Item 15 (Motion by Councillor Hilary Hibbert-Biles) on the basis that residents had petitioned for action for many years for action; that currently, the road was so narrow in places that a car and a HGV could not pass and that air pollution within the Town was well in excess international levels. He urged

the Council to Route HGVs away from the town Centre, warning that the Tank Farm development could increase traffic by 50%.

Mr Church spoke in support of Question 7 on Notice by Councillor Suzanne Bartington in relation to the benefits of tree planting. He urged the Council to adopt a tree planting Policy and to create good quality green spaces with careful, well planned tree planting which could see Oxfordshire safe and clean by 2040 based on 3 major reports that suggested tree planting on a large scale could combat greenhouse gases.

100,000s of people were concerned about Climate Change, and whilst he acknowledged that tree planting would not resolve Climate Change, it would go a long way towards it.

Mr David Gilmour, CPRE Oxfordshire, spoke in support of Agenda Item 13 (Motion by Councillor John Sanders on the Expressway) on the basis that the Expressway would transform large parts of the County forever; there would be a huge loss of habitats and that the investment should be made in the north instead. He questioned how the Council could support a scheme of such increased car use having declared a 'Climate Emergency' and urged the Council to reject the Expressway.

71/19 QUESTIONS WITH NOTICE FROM MEMBERS OF THE COUNCIL

(Agenda Item 8)

24 Questions with notice were asked. Details of the questions and answers and the supplementary questions and answers (where asked) are set out in Annex 1 to the Minutes.

In relation to Question 1 of the report (Question from Councillor Leffman to Councillor Gray) Councillor Gray undertook to investigate what was happening around community transport in Charlbury and provide Councillor Leffman with a written response. Councillor Grey urged all members to contact the newly formed Community Transport and Concessionary Fares team for any help with providing community transport.

In relation to Question 2 of the report (Question from Councillor Cherry to Councillor Constance) Councillor Constance indicated that she was hoping to bring forward the programme for replacing street lighting with LED in the Ruscote area of Banbury.

In relation to Question 5 of the report (Question from Councillor Roberts to Councillor Constance) Councillor Constance undertook to provide Councillor Roberts with a written answer as to whether, given the seriousness of the accident on the Eynsham Road, there had been any progress on sourcing funds from Highways England that OCC were signposted to?

In relation to Question 7 of the report (Question from Councillor Bartington to Councillor Constance) Councillor Constance undertook to investigate a 'partnership initiative with the Council's partners - Parish, Town, District

Councils and other stakeholders - to introduce a replacement initiative, such that each time a tree was removed, another planted (potentially including handover of maintenance responsibilities).

In relation to Question 13 of the report (Question from Councillor Turnbull to Councillor Lindsay-Gale) Councillor Lindsay-Gale undertook to provide Councillor Turnbull with a written answer detailing whether any of the young people identified as waiting for a place in the written answer, were Looked After Children or qualified for Free School Meals or Pupil Premium, and if so, how many.

In relation to Question 14 of the report (Question from Councillor Turnbull to Councillor Lindsay-Gale) Councillor Lindsay-Gale undertook to provide Councillor Turnbull with a written answer detailing the outcomes of when Fair Access Panels met.

In relation to Question 23 of the report (Question from Councillor Phillips to Councillor Harrod) Councillor Hudspeth undertook to ask Councillor Harrod to provide a written answer detailing how many assessments were waiting to be undertaken under section 17 ZA Children's Act 1989, together with the associated waiting times.

72/19 REPORT OF THE CABINET

(Agenda Item 9)

The Council received the report of the Cabinet.

In relation to paragraph 2 of the report (HIF Marginal Viability (mv) Funding Agreements Bicester & Wantage) (Question from Councillor Hannaby to Councillor Hudspeth) Councillor Hudspeth undertook to look into when the final contracts would be signed so that work could commence; and to put as much pressure on the process as possible.

In relation to paragraph 7 of the report (The Oxfordshire Safeguarding Children's Board Annual Report/The Performance Audit & Quality Assurance Annual Report and The Case Review & Governance Annual Report - 2019) (Question from Councillor Hanna to Councillor Harrod) Councillor Hudspeth undertook to ask Councillor Harrod to provide a written answer detailing what could be done to increase the awareness of all local practitioners, especially in schools, of the trends outlined in the report and recommendations (particularly exclusion rates of children with SEND and LAC) and what was being done to tackle recruitment and retention of key personnel working with children.

In relation to paragraph 9 of the report (Implementation of a Street Works Permit Scheme for Oxfordshire) (Question from Councillor Buckley to Councillor Constance) Councillor Constance gave an assurance that conditions would be attached to the future Street Works Permits, so that issues such as delays, due to traffic light operation could be avoided.

However, Councillor Constance pointed that foresight into issues that could arise was often difficult.

In relation to paragraph 11 of the report (Oxfordshire Minerals and Waste Local Plan: Site Allocations – Consultation Draft Plan) (Question from Councillor J. Sanders to Councillor Constance) Councillor Constance undertook to make every endeavour to ensure that the new timetable for delivery of Core Strategy part 2 would be delivered on its present schedule and that officers would receive as much support as they required.

In relation to paragraph 11 of the report (Oxfordshire Minerals and Waste Local Plan: Site Allocations – Consultation Draft Plan) (Question from Councillor Johnston to Councillor Constance) Councillor Constance undertook to consider employing additional consultants (if required) to deliver the Site Allocations Plan by November 2020.

In relation to paragraph 13 of the report (Capital Finance Monitoring Report) (Question from Councillor Roz Smith to Councillor Bartholomew) Councillor Bartholomew undertook to provide Councillor Roz Smith with a written answer detailing how the urgent repairs to Windmill School were to be funded; and whether it would be from the contingency budget or capital school's maintenance budget.

73/19 COMMITTEE DATES

(Agenda Item 10)

At the Annual Council Meeting in May this year it had been suggested in error and agreed that the Annual Meeting in 2020 be held on 12 May 2020. Under the rules of the Constitution, the meeting should be held on the third Tuesday in May and it was therefore suggested that it be held on 19 May.

RESOLVED: (nem con) to agree the above change to the Annual Council Meeting to 19 May 2020.

74/19 THE LEADER'S UPDATE ON THE MOTION ON CLIMATE ACTION

(Agenda Item 11)

At its Meeting on 2 April 2019, Council approved a motion in the following terms:

The Intergovernmental Panel on Climate Change (IPCC) in their October report stated that if the planet wants to avert dangerous climate breakdown, we need to cut emissions in half by 2030, and hit zero by the middle of the century.

Oxfordshire is already doing its bit: we are committed to reducing emissions from our own estate and activities by 3% a year. Unfortunately, our current plans are not enough. The IPCC's report suggests that the world has just a dozen years left to restrict global warming to 1.5°C above pre-industrial levels. Should they increase by 2°C, humanity's capacity to prevent

catastrophic food shortages, floods, droughts, extreme heat and poverty will be severely impaired. Limiting Global Warming to 1.5°C may still be possible, but only with ambitious action from national and sub-national authorities, civil society, the private sector, indigenous peoples and local communities. Furthermore, bold climate action can deliver economic benefits in terms of new jobs, economic savings and market opportunities.

Oxfordshire County Council calls on the Leader to:

1. Acknowledge a 'Climate Emergency' and call for action
2. Pledge to make Oxfordshire County Council carbon neutral by 2030, taking into account both production and consumption emissions;
3. Call on Westminster to provide the powers and resources to make the 2030 target possible;
4. Continue to work with partners across the county and region to deliver this new goal through all relevant strategies;
5. Report to Council within six months with the actions the Council will take to address this emergency."

Council had before it a report which updated Council on the work undertaken since the adoption of the Motion (CC11).

Councillor Ian Hudspeth moved and Councillor Yvonne Constance seconded that the recommendations set out in the report and on the face of the Agenda be approved.

During debate it was suggested and agreed that the Leader's speech be copied to all parish, district and county councillors. Following debate the motion was put to the vote and it was:-

RESOLVED: (nem con) to note the update from the Leader on the action taken in pursuant to the Motion in April 2019 on Climate action and to note process for taking the further recommendations forward.

The Leaders update is attached at to the signed copy of the minutes.

75/19 MOTION BY COUNCILLOR RICHARD WEBBER

(Agenda Item 12)

Councillor Webber moved and Councillor Leffman seconded the following Motion:

"Whilst the process of Transformation will almost certainly lead to improvements and efficiencies in the way the Council operates, the primary driver for undertaking the Transformation Program was the need to save £15m in order to balance the budget.

To date, a number of costs have already been incurred (mostly additional staffing costs to make sure that Transformation happens). Given that there are areas of the Council where Officer shortages are already affecting our

ability to deliver services as efficiently and speedily as we would wish, it is important that these areas are protected from any further staff reductions.

Some savings have already been claimed. But the communication of this information to Members has been disjointed and confusing. As a result, Members have no means of measuring or judging what success the Program may be having. Given the overriding importance of Transformation in delivering the necessary financial benefits, it is vital that all Members are able to judge its success effectively and in a timely manner.

The practice (to date) of burying the costs and the savings in many different lines of the budget makes it impossible to monitor and scrutinize the process with rigour.

Therefore, this Council requests Council Finance Officers to include in the forthcoming budget papers a separate report on Transformation to include identifying and quantifying for all years of the Program 2018/19-2022/2023 the following:

1. The costs actually incurred and predicted (including staffing redundancy and pension costs)
2. The savings actually achieved and predicted.”

Following debate, the Motion was put to the vote and was lost by 44 votes to 12.

76/19 MOTION BY COUNCILLOR JOHN SANDERS

(Agenda Item 13)

Councillor John Sanders moved and Councillor Liz Brighthouse seconded the following Motion:

“Given the inadequate response from the Ministry of Housing Communities and Local Government to the concern of this Council regarding the Oxford to Cambridge Expressway, this Council asks the Leader to write to the Minister of Housing, Communities and Local Government and Highways England in the following terms:

Oxfordshire County Council will work with Highways England on the development of the vision for the English Economic Heartland and the Oxford to Cambridge Arc on the understanding that they will expedite the realisation of the East West Rail Link.

The development of the railway line will ensure the delivery of the growth and housing required, without the environmental impact of a road cutting across the centre of rural England.

Building the Expressway flies in the face of Oxfordshire’s commitment to reduce the use of the car. An action which is necessary to tackle the Climate

Change Emergency, which Local Government, including Oxfordshire, has signed up to.

Oxfordshire does not support the building of the Expressway irrespective of which route is chosen.”

Councillor Tim Bearder moved and Councillor Bob Johnston seconded the following amendment to the Motion as shown in bold italics and strikethrough below:

“Given the inadequate response from the Ministry of Housing Communities and Local Government to the concern of this Council regarding the Oxford to Cambridge Expressway this Council asks the Leader to write to MHCLG and Highways England in the following terms:

Oxfordshire County Council will work with Highways England ~~on the development of the vision~~ **to create a vision** for the England Economic Heartland and the Oxford to Cambridge Arc on the understanding that they will expedite the realisation of the East West Rail Link.

The development of the railway line will ensure the delivery of the sensible growth and housing required **to meet local need**. ~~Without the environmental impact of a road cutting across the centre of rural England.~~

Building the Expressway **and a million associated houses** flies in the face of Oxfordshire’s commitment to reduce the use of the car. An action which is necessary to tackle the Climate Change Emergency which Local Government, including Oxfordshire, has signed up to.

Oxfordshire does not support the building of the Expressway irrespective of which route is chosen **or the planned rate of house building, which would see the numbers of houses in the county double in size over the next 30 years and cause untold environmental harm.**”

Following debate, the amendment was put to the vote and was lost by 45 votes to 11.

The substantive vote was then put to the vote and was carried by 36 votes to 11, with 8 abstentions.

RESOLVED: (36 votes to 11, 8 abstentions)

Given the inadequate response from the Ministry of Housing Communities and Local Government to the concern of this Council regarding the Oxford to Cambridge Expressway, this Council asks the Leader to write to the Minister of Housing, Communities and Local Government and Highways England in the following terms:

Oxfordshire County Council will work with Highways England on the development of the vision for the English Economic Heartland and the

Oxford to Cambridge Arc on the understanding that they will expedite the realisation of the East West Rail Link.

The development of the railway line will ensure the delivery of the growth and housing required, without the environmental impact of a road cutting across the centre of rural England.

Building the Expressway flies in the face of Oxfordshire's commitment to reduce the use of the car. An action which is necessary to tackle the Climate Change Emergency, which Local Government, including Oxfordshire, has signed up to.

Oxfordshire does not support the building of the Expressway irrespective of which route is chosen.

77/19 MOTION BY COUNCILLOR EDDIE REEVES

(Agenda Item 14)

Councillor Eddie Reeves moved and Councillor Mallon seconded the following Motion:

"This Council deplores the Oxfordshire Clinical Commissioning Group's ('CCG') decision on 26 September to establish a midwife led unit for the foreseeable future at the Horton General Hospital.

The decision follows public consultation and evidence-gathering exercises in which neither the public, nor this Council, have confidence. Public trust in the CCG and in Oxfordshire University Hospitals NHS Foundation Trust ('OUHFT') was damaged when the temporary downgrade was enforced, without consultation, in August 2016 and has since been further eroded by the persistent lack of meaningful engagement, which speaks to their Oxford-centric agenda.

Council endorses the recent conclusions of the Horton Joint Health Overview & Scrutiny Committee ('Horton HOSC') in bringing OUHFT and CCG shortcomings to the fore and resolves to fully support Horton HOSC's efforts to continue to hold the CCG and OUHFT to account and pursue an appropriate course of action.

This Council recognises the vital importance of the Horton General Hospital in providing first-class care to patients across Oxfordshire, Northamptonshire and Warwickshire and welcomes the commitment from OUHFT and the CCG to invest significantly in the Horton site.

After years of talk and hollow promises, now is the time for action and that commitment needs to be tangibly demonstrated. Council also notes the pledge of OUHFT and the CCG to "regularly review" the viability of reinstating an obstetric-led maternity unit in Banbury. The real-life birthing experiences of local mothers cannot continue to be overlooked and Council will do all it can to ensure their voices are heard."

Councillor Tim Bearder moved and Councillor Jenny Hannaby seconded the following amendment as set out below in bold italics and Strikethrough:

“This Council deplores the Oxfordshire Clinical Commissioning Group’s (‘CCG’) decision on 26 September to ~~establish~~ ***to downgrade services to a midwife-only*** led unit for the foreseeable future at the Horton General Hospital

The decision follows public consultation and evidence-gathering exercises in which neither the public, nor this Council, have confidence. Public trust in the CCG and in Oxfordshire University Hospitals NHS Foundation Trust (‘OUHFT’) was damaged when the temporary downgrade was enforced, without consultation, in August 2016 and has since been further eroded by the persistent lack of meaningful engagement, which speaks to their Oxford-centric agenda.

Council endorses the recent conclusions of the Horton Joint Health Overview & Scrutiny Committee (‘Horton HOSC’) in bringing OUHFT and CCG shortcomings to the fore and resolves to fully support Horton HOSC’s efforts to continue to hold the CCG and OUHFT to account and pursue an appropriate course of action.

This Council recognises the vital importance of the Horton General Hospital in providing first-class care to patients across Oxfordshire, Northamptonshire and Warwickshire and welcomes the commitment from OUHFT and the CCG to invest significantly in the Horton site.

~~After years of talk and hollow promises, now is the time for a~~***Action*** ~~and that commitment~~***is now*** ~~needed. to be tangibly demonstrated. Council also notes the pledge of OUHFT and the CCG to “regularly review” the viability of reinstating an obstetric-led maternity unit in Banbury. The real-life birthing experiences of local mothers cannot continue to be overlooked and Council will do all it can to ensure their voices are heard.~~***calls on the Leader to write to the SoS for Health to ask him or her to provide funding to support the hospital so this decision can be reversed.***

The amendment was put to the vote and was lost by 30 votes to 21, with 2 abstentions.

During debate, Councillor Carter moved and Councillor Brighthouse seconded a procedural motion under the Council Procedure Rules (15.11) of the Constitution “that the question be now put”. The motion was put to the vote and is was:-

RESOLVED: (by 40 votes to 10) that the question be now put.

The substantive Motion was then put to the vote and was carried by 52 votes to 0, with 1 abstention.

RESOLVED: (by 52 votes to 0, with 1 abstention)

This Council deplores the Oxfordshire Clinical Commissioning Group's ('CCG') decision on 26 September to establish a midwife led unit for the foreseeable future at the Horton General Hospital.

The decision follows public consultation and evidence-gathering exercises in which neither the public, nor this Council, have confidence. Public trust in the CCG and in Oxfordshire University Hospitals NHS Foundation Trust ('OUHFT') was damaged when the temporary downgrade was enforced, without consultation, in August 2016 and has since been further eroded by the persistent lack of meaningful engagement, which speaks to their Oxford-centric agenda.

Council endorses the recent conclusions of the Horton Joint Health Overview & Scrutiny Committee ('Horton HOSC') in bringing OUHFT and CCG shortcomings to the fore and resolves to fully support Horton HOSC's efforts to continue to hold the CCG and OUHFT to account and pursue an appropriate course of action.

This Council recognises the vital importance of the Horton General Hospital in providing first-class care to patients across Oxfordshire, Northamptonshire and Warwickshire and welcomes the commitment from OUHFT and the CCG to invest significantly in the Horton site.

After years of talk and hollow promises, now is the time for action and that commitment needs to be tangibly demonstrated. Council also notes the pledge of OUHFT and the CCG to "regularly review" the viability of reinstating an obstetric-led maternity unit in Banbury. The real-life birthing experiences of local mothers cannot continue to be overlooked and Council will do all it can to ensure their voices are heard.

78/19 MOTION BY COUNCILLOR HILARY HIBBERT-BILES

(Agenda Item 15)

Councillor Hilary Hibbert-Biles moved and Councillor George Reynolds seconded the following Motion:

"This Council has recognised and accepted the serious issues facing Chipping Norton given inclusion in LTP's as far back as 2004. The biggest issue in Chipping Norton is the amount of HGV's accessing the High Street in the town.

It is now accepted by Public Health England, that Air pollution damages health and can be responsible for deaths. Chipping Norton has been an AQMA since 2006. Air Quality continues to be over EU acceptable limits and one of the highest in Oxfordshire. There is also a safety issue where two A roads merge into a narrow road unable to take an HGV and a car travelling in the other direction and narrow pavements. There have been 2 deaths and a serious accident in recent years.

HGV's affect listed buildings and residents. There has been little or no action by OCC.

The majority of land at Tank Farm is OCC owned. Given this, there will be a large receipt from development which could be used towards a weight limit and lorry route.

This Council requests the Cabinet to face up to the health and safety issues of residents of Chipping Norton and act on the previous LTP2 and LTP3 recommendations for a weight limit or indeed a lorry route."

Following debate, the Motion was put to the vote and was carried unanimously (45 votes to 0).

RESOLVED: accordingly.

79/19 MOTIONS BY COUNCILLOR NEVILLE HARRIS, JANE HANNA AND YVONNE CONSTANCE.

(Agenda Item 16)

The time being after 3.30 pm, these Motions were considered dropped in accordance with Council Procedure Rule 15.1.

..... in the Chair

Date of signing

QUESTIONS WITH NOTICE FROM MEMBERS OF THE COUNCIL

Questions	Answers
<p>1. COUNCILLOR LIZ LEFFMAN</p> <p>Two years ago, this Council unanimously supported a motion proposed by Councillor Kirsten Johnson to adopt an integrated approach to bus services across the County and called for a part-time community transport officer to oversee this. Is Councillor Gray able to provide members with an update on how this is progressing?</p>	<p>COUNCILLOR MARK GRAY, CABINET MEMBER FOR LOCAL COMMUNITIES</p> <p>I welcome the unanimous support from members for an integrated approach to bus services. To ensure this is progressed, a full-time officer started in April 2019, and joined a newly formed 'Community Transport and Concessionary Fares' team, bringing together 2 other existing officers who previously administered the council's concessionary fares team and the councils Comet bus.</p> <p>I meet with this team every 6 weeks, and an update is given at a 'Community Engagement Steering Group' attended by Cllr Constance and myself.</p> <p>A recent such update highlighted the following progress:</p> <ul style="list-style-type: none"> • Four community transport schemes being developed in Wheatley and Horspath, Freeland, Shrivenham and Ashbury area and Great Bourton in the north of the county. • Good and growing engagement with the community transport sector, and other community transport supporters such as "Community First". • A new webpage and community transport directory. • Lastly the team are working on some evidence-based mapping work aimed at identifying areas of the county that are poorly served by transport. This will help us prioritise where our efforts are most needed. <p>I will make sure that the monthly update includes the contact details of the team, so members can approach them directly should they wish.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>There has been some progress, but it is very</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I am very happy to look into what is happening in Charlbury. However, we</p>

Questions	Answers
slow progress. Bus services to Reading are not increasing. Please can you tell me what you are going to do about Bus Services in Charlbury?	now have a newly formed dedicated Community Transport and Concessionary Fares team to help you generate a community-based scheme within your division and I would encourage all members to get in touch with this team for assistance within this area.
<p>2. COUNCILLOR MARK CHERRY</p> <p>Please could the Cabinet Member for Environment (including highways) update the timescale for the future rollout of LED streetlights in Banbury Ruscote? Over the past few years, Oxfordshire County Council streetlight contractors have replaced old streetlights in Banbury Ruscote, but there is still a way to go until all of Banbury Ruscote is totally LED.</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>Currently, the street lighting team are focusing on the locations in which structural column and electrical failures have occurred. These in turn will have to be cut down immediately as they could pose a danger to all highway users. It is proposed that the street lighting in the Ruscote area of Banbury will be replaced with an LED solution in financial year 2021/22. The local members will be informed nearer the time when the assets are to be replaced.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Can this timetable for Banbury Ruscote be brought forward?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>It is our aspiration to move forward quicker with the LED replacement scheme as part of the Climate Change action, and we have in fact replaced 5 in the last week. We have 50,000 to replace. If you have a broken street light, make sure it is reported and it will be replaced with a new LED light.</p>
<p>3. COUNCILLOR JOHN SANDERS</p> <p>Imposing charges on certain types of domestic waste taken to recycling centres has been unpopular ever since they were introduced. Charging at these centres was written into the</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>Oxfordshire County Council in line with many other local authorities have been operating a chargeable system for DIY waste at our HWRC's for over 15 years as there is not a statutory requirement for local authorities to provide such a facility. The revised scheme of charging introduced in October 2017 was the</p>

Questions	Answers
<p>budget several years ago when the Rate Support Grant was drastically cut. The cost of recycling waste particularly from builders doing house renovations was escalating. However, the rate of renovations is dropping as the confidence in the economy falls and fewer people are replacing mattress and soft furnishings so income from charging is falling. Additionally, the burden of the consequential extra fly tipping falls unfairly on District Councils and this Council may wish to improve relations with Districts where it can. In the light of these issues will the Cabinet Member now consider removing these charges?</p>	<p>first increase in charges in that time. Prior to the introduction of the new charging policy the Council consulted residents in all districts on changes to the HWRCs in 2015 and 2016, responses indicated that residents would prefer to pay for the convenience to deposit non-household waste rather than lose that facility or potential closure of the site. This was a key part of the decision making in implementing this change.</p> <p>These charges are also in line with the producer pays ethos, rather than passing home improvement costs on to all residents, particularly as such improvements often increase the value of the property. The charges also encourage residents to think about waste minimisation and re-use and limit the material they throw away, an important environmental consideration.</p> <p>It is correct to say that District Council's bear the costs of the collection of fly tipping, but the county council meet the costs of its disposal and therefore is not immune to potential impacts arising to changes in charges or policy. Notwithstanding this, neither the Districts or County have observed a discernible increase in fly tipping resulting from these charges. Regrettably, much fly-tipping is trade waste which would not be allowed at most HWRC's and often includes materials that can be deposited free of charge at our sites in any case.</p> <p>The current service has now been running for over 2 years, is bedded in and working well. Complaints are minimal and it is now an accepted practice by residents. I am pleased to say that our recent Customer Satisfaction Survey carried out in March this year achieved satisfaction levels of 96% which pays testimony to this.</p> <p>The current charging system is an integral part of the current HWRC contract with W&S. Income arising from waste recycling/ reuse from the 6 sites operated by W&S is retained by the contractor and helps offset the cost that the councils pays for the operation of the sites. If the contract was varied to remove this W&S would be entitled to be compensated for their loss.</p>

Questions	Answers
	We therefore have no plans to change the existing policy and charging system.
SUPPLEMENTARY QUESTION Will you not reconsider your response and stop charging at the Waste Recycling Centres?	SUPPLEMENTARY ANSWER No.
4. COUNCILLOR JUDY ROBERTS I understand that the Council does not have a policy on the planting of wild flowers in the verges instead of cutting them. Is the Council hoping to implement one soon as part of our response to improving biodiversity, the climate emergency and the pursuit of financial savings?	COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT We do not currently have a policy to plant flowers in road verges, however we are developing one as part of a review of all our Highway Policies and procedures. This policy, to be approved by the Transport Portfolio holder, will seek to increase the diversity of natural habitats across the county within our road verges. However, there are initiatives in place now which are benefitting biodiversity, such as the 32 road verge nature reserves. Furthermore, the reduction in the mowing of road verges, whilst primarily done to realise savings, has benefited biodiversity through the natural regeneration of scrub and additional tree cover. Whilst some members of the public are opposed to the reduced maintenance regime, others have praised us for enabling the growth of flora and fauna that has not been seen before. Grasslands are a very important habitat in Oxfordshire however, they do need active management. Officers are committed to ensuring that we record and develop new habitats as and when we become aware of them. Officers are also considering how trees can be better utilised to help combat the climate change emergency. When tree planting is undertaken considerations are made to ensure that the chosen species are good at storing carbon, helping to absorb water or and capturing pollution particulates.

Questions	Answers
SUPPLEMENTARY QUESTION	SUPPLEMENTARY ANSWER
Is there any support or funding available to us, as this is not cheap?	There is no funding available for this scheme. However, there are schemes available to encourage parish and district councils to plant.
5. COUNCILLOR JUDY ROBERTS The Bike Safe path alongside the B4044 gained significant publicity by being part of the Eynsham Garden Village HIF bid. Since the removal of only this part of the bid at the second stage of that HIF bid process, has there been any progress on finding funding for this project as the Leader informed my residents that he would ask the Minister of MHCLG to fund this as a separate project?	COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT Oxfordshire County Council officers are currently working together with Bike Safe to continue with progressing the feasibility and optioneering design work of the B4044 cycle improvement scheme. At present funding is available for the completion of the feasibility phase of works, which is programmed to be completed by the end of this financial year. Both organisations are also paying attention to any government funding rounds that may help fulfil the successive phases of the scheme. Having the scheme thoroughly presented through the current optioneering and feasibility stage will put it in a stronger position when relevant bid opportunities arise. This scheme is important to deliver, and we want to see it come to fruition.
SUPPLEMENTARY QUESTION	SUPPLEMENTARY ANSWER
A resident of Farmoor was knocked down and killed on this road. Following the HIF bid for the A40 being announced as successful and given the seriousness of the accident, Could the Cabinet Member tell us whether there has been any progress on sourcing funds from Highways	I have great sympathy for the local resident who was killed. It was an absolute tragedy and the police have now arrested the driver of the van. The County Council is very aware of the importance of the B4044 cycle route. I will look into whether there has been any progress on sourcing funds from Highways England and provide you with a written answer.

Questions	Answers
England that OCC can be signposted to?	
<p>6. COUNCILLOR SUZANNE BARTINGTON</p> <p>Low Traffic Neighbourhoods, such as those introduced in the London Borough of Waltham Forest have been proven to deliver multiple benefits - including reduced air pollution, lower road traffic collision rates and increased levels of physical activity among residents. These benefits have been estimated by researchers at Kings College London to translate into an estimated extra 6 weeks of life expectancy among children growing up in the area. Given the evidence base for this multi-faceted intervention measure, please could the Cabinet Member outline what efforts have been made to research the applicability of LTNs for Oxfordshire and how these can proceed to implementation?</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>Low Traffic Neighbourhoods (LTNs) are residential areas where through traffic (“rat runs”) are prevented by targeted road closures to motorised traffic, whilst still allowing access for walking and cycling and where appropriate also for buses (a concept called “filtered permeability”). These measures are combined with other measures to improve the local public realm. Council officers and members have made several guided visits to Waltham Forest to experience and assess their benefits. There have also been requests from several local neighbourhoods in Oxford to implement this approach. On this basis, the Council is persuaded that LTNs could be a positive policy in future plans for Oxfordshire.</p> <p>LTN policy is to be included as one of the main policy proposals in the forthcoming LCWIP (Local Cycling and Walking Infrastructure Plan) for Oxford and potentially also for Bicester and Didcot LCWIPs. LTNs are seen as an important contribution to improving the liveability of neighbourhoods and thereby as a way of increasing participation in walking and cycling. The LCWIP will become part of the future LTCP (Local Transport and Connectivity Plan) which the Council is preparing. As part of preparing the LTCP, a topic paper on LTNs has been included for consultation in early 2020. Additionally, in the interim, where there is clear neighbourhood support for an LTN, the Council may consider funding a pilot LTN to demonstrate and assess its benefits.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Low Traffic Neighbourhoods have a strong evidence base and are cost-effective. I am pleased many grassroots community groups are</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I was deeply impressed with the low traffic neighbourhoods and the Waltham Forest schemes. I was introduced to the cycleways which ran alongside pavements to keep cycles off roads all together, and to the permeability of traffic</p>

Questions	Answers
<p>coming forwards with proposals - notably Florence Park who held a successful Crowdfunder in just a few weeks to support engagement and costed plans. Delighted our Cabinet member visited Waltham Forest itself in September along with officers and I wanted to know what was her impression and how did this influence her commitment to LTNs moving forwards?</p>	<p>gateways. There must be areas of Oxford City that are suitable for LTNs and we will bear this in mind as we moved forward.</p>
<p>7. COUNCILLOR SUZANNE BARTINGTON</p> <p>Earlier this year Oxfordshire County Council declared a Climate Emergency, with a target to achieve carbon neutrality by 2030. Trees are recognised to have a critical role in climate change mitigation and also help purify water, provide cleaner air and enhance biodiversity. Please could the Cabinet member advise if there currently any minimum requirements for tree replacement when stock is removed, and could consideration be given to support for a tree planting initiative, working in conjunction with relevant District, Town and Parish Council partners, civic sector stakeholders and the wider public to achieve ongoing maintenance requirements?</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>There are currently no requirements for the replacement of trees when they have to be removed, and consequently the county council has no budget allocated for this purpose.</p> <p>The county council does however recognise the benefits of planting trees and will endeavour to do this in other ways. For example, we work with developers in relation to Section 278 agreements to increase tree numbers within the streetscape of new developments that will become adopted Highway.</p> <p>In addition, the county council's Tree Policy supports appropriate and suitable tree planting initiatives by working with communities, other councils and partners through the Oxfordshire Together programme. As an example of this, we are meeting shortly with our partners at Cherwell District Council to discuss how we can most effectively combine our efforts to secure more tree planting where it is appropriate to do so.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Mr Church from Oxford Friends of the Earth has eloquently outlined the multiple benefits of trees</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I think this is an excellent idea and I would like to progress the idea with our partners and other councils.</p>

Questions	Answers
<p>and I hope there will be support among members for the ambition to double tree cover in Oxfordshire by 2045. My question is could the Cabinet member consider investigating a partnership initiative with our partners - Parish, Town, District Councils and other stakeholders - to introduce a replacement initiative, such that each time a tree is removed by ourselves there is another planted, potentially including handover of maintenance responsibilities?</p>	
<p>8. COUNCILLOR PAUL BUCKLEY</p> <p>A year ago, this Council passed a motion stating that it accepted the recommendations in the NIC report authored by Andrew Gilligan: 'Running out of Road: Investing in cycling in Cambridge, Milton Keynes and Oxford'. It is disappointing, therefore, to see that even some of the newest cycling provision in Oxfordshire, such as in parts of Access to Headington, fails to follow key design principles recommended by Gilligan e.g. rigorously ensuring: continuous separation of pedestrians and cyclists, continuity of cycleways, clear signage and lack of ambiguity about priority. Will Cllr Constance commit the Council to updating urgently the Oxfordshire Cycling Design Standards to fully incorporate Gilligan's recommendations?</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>The large proportion of the design work for the A2H scheme predates the 2017 OCC cycle design standards, however all involved in the scheme design have worked hard to rigorously ensure there is continuous separation of pedestrians and cyclists away from traffic where feasible, continuity of cycle routes and clear signage.</p> <p>It must be borne in mind that the existing street scene in Oxford including utilities and other spatial constraints have a significant influence on the physical build. As Highway authority we are also bound to balance the needs of all road users.</p> <p>It is our intention to update Oxfordshire cycling standards by Quarter two 2020 on the basis of new designs and new guidance and the evidence from the Oxfordshire Cycle Survey 2019, which sought cyclists' views on the infrastructure they liked and disliked. However, that has little relation to Gilligan report, which was mostly general sweeping principles.</p>

Questions	Answers
<p>SUPPLEMENTARY QUESTION</p> <p>I thank Councillor Constance for her answer. I would encourage her to have a cycle round Headington. She will see what I was referring to. Does she agree with me that we have to really up our game in providing safe, secure, continuous cycleways and footways, if we are serious about getting people out of their cars and engaging in healthy modes of transport?”</p>	<p>SUPPLEMENTARY ANSWER</p> <p>Yes, I do agree and the access to Headington scheme was designed to achieve a modal shift to cycle and bus. The Access to Headington Scheme was designed as a scheme to improve cycling and bus transport and has grown from a small scheme to affecting the whole neighbourhood.</p>
<p>9. COUNCILLOR PAUL BUCKLEY</p> <p>In the Budget this Council, no doubt inspired by suggestions made previously in 2017 and 2018 by Liberal Democrat councillors, found about £10m from prudential borrowing, to essentially double expenditure on road maintenance in the County this year. However, I have heard that none of this is to be spent in Oxford City, where some road surfaces remain in a disgraceful state. Can Cllr Constance please explain why?</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>We have an agreement with Oxford City to undertake essential day to day repairs and minor surfacing schemes across the City Boundaries. As part of the agreement, Oxfordshire County Council work with the City to identify more significant works that may be necessary. For the current financial year, we have undertaken a number of schemes including Walton Street and Cowley Road</p> <p>Worcester Street and Hythe Bridge Street were also included in the programme for this year but due to additional investigations needed following the presence of sink holes on Walton Street these have been delayed but will be funded by the County.</p> <p>The combined cost of Walton Street and Cowley Road is in the region of £1.5m. The combined costs for Hythe Bridge Street and Worcester Street are estimated to be in the region of £429k bring the anticipated spend in the city to around £2m.</p>

Questions	Answers
<p>10. COUNCILLOR SUSANNA PRESSEL</p> <p>I'd like to congratulate Cllr Constance and the administration for their bold and radical proposals for reducing traffic in Oxford and for making our air cleaner. I realise that it will take time to analyse the consultation responses fully, but I wondered if she could release some preliminary results?</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>Over 3,000 responses were received from residents, employers, businesses and other organisations to the Connecting Oxford proposals.</p> <p>Officers are now carefully analysing the very detailed feedback received, with results of this to be made public once all the analyses has been completed and when both county and city councils are asked to make a decision about whether and how to proceed.</p> <p>Given the number of responses, and depth of feedback, we will now be reporting to both county and city Cabinet's in January 2020.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>The website says that a decision will be made in December on whether to go ahead with developing these ideas, with formal consultation on detailed proposals in May or June. Has this timetable slipped already?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>No, the timetable has not slipped. We had 3,000 responses which are being analysed and we will form a detailed policy for costing in response to what we have learned from the feedback. It is intended that there will be a formal consultation on the costed details in May/June next year.</p>
<p>11. COUNCILLOR SUSANNA PRESSEL</p> <p>My division includes the Botley Road area of the City. Residents in that area are having a really bad time because of the work that Southern Gas is doing to the gas mains. If they have to drive, they are constantly stuck in traffic jams, the air quality is terrible, it is often difficult to</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>We are acutely aware of the issues local residents and the travelling public have faced with these Southern Gas Networks (SGN) works,</p> <p>The SGN works are to replace aging apparatus in the highway to ensure a continuous gas supply to the local area and beyond. The pipes here have been leaking for some time, causing intermittent traffic disruption. SGN have</p>

Questions	Answers
<p>walk across the road, cycling has become more hazardous and some of their bus stops have been suspended for months. Officers have tried hard to be helpful in dealing with the dozens of complaints I have been getting. They have provided explanations such as this:</p> <p>“SGN have been instructed to work 7 days a week between 0700 and 1730 hours, whenever possible, depending on the operations undertaken and any curing time for the backfill foam concrete. SGN are programming their works so that the backfill material goes in in the afternoon so that it cures overnight. When this is happening (and with the exception of the manual control of the traffic lights) staff can then leave the site.”</p> <p>However, many of us have noticed that the workers very often seem to finish work around lunchtime and they very rarely work at weekends. We are far from being satisfied that they are working as fast as they could. Please can the Leader and our CEO arrange a meeting with their CEO and the chair of their Board to pass on our dissatisfaction – and of course, the dissatisfaction of hundreds of commuters and businesses?</p>	<p>programmed the work to be completed prior to our own remodelling scheme, which is provisionally scheduled for March 2020</p> <p>There is no doubt that the work has been disruptive to residents and the travelling public and both the county council and SGN have worked hard to mitigate these problems at every opportunity and respond to the needs of the community when issues have been identified. The work has required permanent traffic lights to be turned off when they are in conflict with the temporary lights and lanes have had to be coned off to allow the pipes to be replaced. We are also aware of the impacts on particular road user groups, and so cyclists have been catered for with additional signage to protect them through the road works, and pedestrians have been provided with alternative crossing points controlled by the manual operation of the lights. The County Council’s Urban Traffic Management Team are in constant contact with the operators of the temporary lights to ease congestion by extending green times when necessary.</p> <p>The alternative to the existing method of working was to allow for a complete closure of parts of Botley Road during each phase of the works. This would stop all types of traffic using Botley Road (except pedestrians) and in our view would cause more congestion and difficulties to those needing access to the Botley Road area of Oxford.</p> <p>As correctly pointed out, SGN were asked to extend their working day to help complete the scheme early. Under the legislation governing utility works (New Roads and Street Works Act 1991) a working day is defined as 0830 hours to 1630 hours. Working beyond these times is by negotiation, and dependent on-site conditions. SGN did undertake to work outside the normal working hours where operational activity allowed this to happen. This is not always possible as the curing of the concrete infill needs to take place, usually overnight, and mains testing does not allow for work on site during the testing phase. We did make it clear to SGN that we required the work to be completed and for them to be off site by 4 December 2019 in time for the Christmas Embargo, and they</p>

Questions	Answers
	<p>have undertaken to do so. We continue to closely monitor their work to ensure that this target is achieved. SGN remain committed to completing the work in advance of this target date.</p> <p>The relationship between OCC and SGN remains positive, and whilst there have been difficulties, we generally feel they have been responsive to the needs of residents and the travelling public. Senior managers in both organisations are aware of the issues here and are working hard to ensure that the work is completed on time, and we are also arranging a 'lessons learnt' meeting with them once the scheme is complete. However, please be assured that we will not hesitate to escalate issues within SGN if we feel that that they are not responding effectively.</p> <p>The OCC project team working on the enhancement works (provisionally scheduled for March next year) are currently developing design options for the scheme, and considering how it can best be implemented, including maintaining a single traffic lane in each direction whenever possible.</p> <p>Please be assured that these considerations include discussions with our Network Management colleagues, and we will endeavour to use the lessons learned from the current gas works to inform decisions on our scheme. One of the key learning points from the SGN works is to ensure that there is a clear communications channel between the works promoter and those affected by the scheme. Our own project will include a web page, updated weekly, letting stakeholders know where we are with the scheme, what will be happening next and provide a clear owner within the County to respond to any issues received.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Cllr Constance says “we will not hesitate to escalate issues within SGN.....” so will she please do so? As I say in my question, everyone in the area has observed that the</p>	<p>SUPPLEMENTARY ANSWER</p> <p>The only response is contained in my formal written answer. This is a matter for management by the Contractors and the County's Traffic Management Team maintain close contact with them. SGN Management has been made fully aware from the County Council of the severe impact of traffic on the</p>

Questions	Answers
<p>workers very often seem to finish work around lunch-time and they very rarely work at weekends. They are not honouring their agreement. This is not good enough! Please will she now arrange a top-level meeting to pass on our dissatisfaction?</p>	<p>Botley Road (<i>please note: the SGN Contractor completed works 2 weeks early in response to pressure from the County Council</i>).</p>
<p>12. COUNCILLOR SUSANNA PRESSEL</p> <p>On behalf of many pedestrians and cyclists I have complained a number of times about the junction of Hythe Bridge Street, Worcester Street and George Street. Early next year this dangerous junction will at last be rebuilt. It will be returned to more or less the same configuration as it was about 8 years ago. Please can you tell me what lessons have been learnt from this expensive and disastrous experiment?</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>This junction was changed in 2014 to facilitate traffic diversions during the construction of the improvements in Frideswide Square and to allow - in the finished scheme - some traffic to avoid Frideswide Square, which traffic modelling at the time indicated was necessary to the overall functioning of the network in the area.</p> <p>Since the changes were made the new layout of Frideswide Square has performed better than expected in terms of traffic flows, however the George Street/Hythe Bridge Street/Worcester Street junction seems to have been less successful. Its layout has also proved to be unpopular with pedestrians and cyclists with concerns in particular having been consistently raised about the comfort and safety of cyclists making the “straight on” movement from Hythe Bridge Street to George Street. The amount of time that pedestrians have had to wait before a green man crossing phase is shown has also been a concern.</p> <p>The re-designed of the junction, in response to the concerns noted above, will be an improvement to both now and compared to the how it was prior to the Frideswide Square improvements.</p>

Questions	Answers
<p>SUPPLEMENTARY QUESTION</p> <p>The two major problems Cllr Constance has identified were completely predictable. This 2014 scheme is widely acknowledged to have been a disastrous waste of money and it should not have been allowed to go ahead. I repeat my original question: what lessons have been learnt?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>The Frideswide Square has been a greater success than even was predicted. In 2014, transport planners judged it necessary to alter the traffic flow at the junction of Hythe Bridge Street, Worcester Street and George Street. The performance of Frideswide Square has exceeded all expectations and the transport planners now consider it best to reform to the original traffic flows at this junction.</p>
<p>13. COUNCILLOR EMMA TURNBULL</p> <p>How many children (primary and secondary) who have applied for a school place are yet to be allocated a place? How many appeals (primary and secondary) are still to be heard?</p>	<p>COUNCILLOR LORRAINE LINDSAY-GALE, CABINET MEMBER FOR EDUCATION & CULTURAL SERVICES</p> <p>How many children (primary and secondary) who have applied for a school place are yet to be allocated a place?</p> <p>If a place cannot be found for a student, the case is passed to the Fair Access Panel for the relevant area so that a school can be identified. If no school is identified the Admission and Transport Services Manager identifies a suitable school and requests a place. If the school concerned refuses to offer a place the issue is referred to the ESFA with a request for a direction to admit. The ESFA then investigates and decides whether to direct admission. If the school concerned is a maintained school the LA is able to direct admission.</p> <p>As at 31st October 2019 there are nine students in Year 11 who have been refused a school place in the Oxford City area and one student in Year 10. These children are therefore without a school place. The Fair Access Panel will be asked to identify school places for all these students at its next meeting which is on 19th November 2019.</p> <p>There are 5 students in the North Area who are without a school place. Both cases were referred to the Fair Access Panel, but places had to be identified</p>

Questions	Answers
	<p>by the Admissions and Transport Services Manager. One case is now with the ESFA and one school response is pending. The next meeting of the North Fair Access Panel is on 5th November 2019.</p> <p>The data for the South Panel and the West Panel is not yet available. The next meeting of the West Panel is on 12th November and the next meeting of the South Panel is on 29th November 2019.</p> <p>Two of the cases in the North Area are part of a group of seven students identified by the council's Children Missing Education Officer (set out under question 3 answer below) as having an active application who have not yet been offered a school place. This group of children are largely referrals from other local authorities for youngsters moving into this area which are being specifically tracked.</p> <p>There are no remaining applications pending from the summer break period and the regular flow of applications within this academic year continues. Pupils are being placed. The number of live applications and placements varies on a day to day basis. Parents have the right of appeal if they are not happy with the offer received but the duty to ensure their child is in school. The council aims to ensure pupils are offered places so that no more than 15 school days are missed by applicants. This aim is being generally met except for the cases mentioned above which immediately become subject to that Fair Access Process.</p> <p>Officers have just completed a full audit of September allocations to assure themselves pupils did take up places allocated or, if not and if they have moved out of the state funded sector in Oxfordshire, that the available supply of places is accurate to ensure efficient placements as further applications are received. This has been a new process added to our regular academic year checks this year to ensure we do not rely solely on information being supplied from schools and that we are reassured that we have identified any children that should be classified as missing education.</p>

Questions	Answers
	<p>How many appeals (primary and secondary) are still to be heard?</p> <p>For entry into Reception in September 2019 All those who applied on time and appealed by 21 May are required to have their appeals heard by 23 July.</p> <p>Those who appealed after 21 May but before 10 July are required to have their appeals heard by 14 October. Twelve such appeals were lodged and have been scheduled to be heard in September.</p> <p>For entry into Year 7 in September 2019 All those who applied on time and appealed by 29 March are required to have their appeals heard by 18 June.</p> <p>Those who appealed after 29 March but before 12 June are required to have their appeals heard by 16 September. 45 such appeals were lodged. Of those that were not heard before the summer holidays began, all will be heard by 16 September.</p> <p>For other year groups Those who appeal during July or August or September (or, indeed, at any other time of year) are required to have their appeals heard within 30 school days (i.e., not including holidays or INSET). So far, 65 have been lodged. Some of those have been allocated places subsequently. Of those that have not, they will all be heard by the statutory deadline.</p> <p>To note Deadlines are prescribed by the Department for Education's School Admissions Appeals Code.</p> <p>No appeals were lodged for maintained secondary schools.</p>

Questions	Answers
	Of the 65 appeals lodged for 'other year groups', only 17 are for maintained schools. No academy is required to use the Council's appeals service and the Council has no formal oversight of their appeals provision.
<p>SUPPLEMENTARY QUESTION</p> <p>Could the Cabinet Member tell me whether any of the young people identified as waiting for a place were Looked After Children or qualified for Free School Meals or Pupil Premium, and if so, how many?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I do not have that level of detail to hand but will provide you with a written answer with those details.</p>
<p>14. COUNCILLOR EMMA TURNBULL</p> <p>How many children and young people are currently not in receipt of education, in spite of having made an application to attend a local school?</p>	<p>COUNCILLOR LORRAINE LINDSAY-GALE, CABINET MEMBER FOR EDUCATION & CULTURAL SERVICES</p> <p>This relates to the applicants referred to in the first answer regarding In Year Fair Access Panels and to referrals from other local authorities usually of pupils moving into Oxfordshire. Of these there are only seven referrals open for children who have applied for a school place but haven't yet been allocated one. Other referrals relate to children who have not yet applied for a place or have been allocated a place pending a start on roll which will take place shortly and is being tracked.</p> <p>Again, the answer at question makes it clear that the number of applications being processed at any one-time changes on a daily basis.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>I would like to ask the Cabinet Member for Education & Cultural Services whether she finds it acceptable that many of the fair Access Panels have yet to meet this year?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I will provide you with an update from the panels when they meet.</p>

Questions	Answers
<p>15. COUNCILLOR GEORGE REYNOLDS</p> <p>As we reach the first anniversary of partnership working with CDC, could the Cabinet member summarise the projects effected, savings realised and overall benefits of the s. 113 agreement to date?</p>	<p>COUNCILLOR IAN CORKIN, CABINET MEMBER FOR CHERWELL PARTNERSHIP</p> <p>Since the inception of the joint working partnership in October 2018 between the County Council and Cherwell District Council, we have begun to develop a strong collaborative approach to seeking efficiencies by sharing of senior posts and service redesign. These efficiencies are important as they help us reduce our running costs and overheads, delivering best value for money. However, the partnership is also focused on effectiveness. And whilst reducing our running costs is clearly important, improving the effectiveness of our service delivery offers a real prize as residents will experience the benefit in terms of the services they receive. We are also seeking to improve the permeability of the interface that inevitably exists in two tier authorities.</p> <p>We anticipated our initial savings would result from sharing the costs of employment and at the outset of the partnership no savings targets were set beyond the recognition that a shared Chief Executive post would save a relatively small amount. In our six-month review, however, of the section 113 agreement we set out an expected annual saving of £314k, based on the following anticipated shared officer structure:</p> <ul style="list-style-type: none"> • Chief Executive • Director of Law and Governance (Monitoring Officer) • Corporate Director: Customers and Organisational Development • Deputy Director: HR • Assistant Director: Social Care, Commissioning and Housing • Assistant Director for Regulatory Services and Community Safety <p>Savings to date for 2019/20 are £346k against an expected figure of £314k (as set out in the partnership review document published in March 2019). This reflects the impact of posts coming on-line throughout the course of the year. We are well on track to deliver in excess of this projection during the course of the next financial year and further posts are planned to become shared.</p>

Questions	Answers
	<p>Since the review in March 2019, we have added to that list:</p> <ul style="list-style-type: none"> • Head of Procurement and Contract Management <p>In addition, the following shared posts are providing additional support and backfill on an interim basis in services such as communities and culture to ensure there is effective capacity and support to deliver in priority areas such as growth:</p> <ul style="list-style-type: none"> • Corporate Director: Communities • Director of Cultural Services (CDC Chief Operating Officer) <p>We have also recently agreed to add three further senior joint posts to the leadership of both organisations:</p> <ul style="list-style-type: none"> • Corporate Director: Commercial Development, Property and Assets • Director for Strategy and Communications • Director for Customers and Digital. <p>As each of these are joint senior roles, the county council will see the costs of senior management reduce. More importantly these roles will lead alignment and join up in the key areas of IT and customer services, property, estates, commercial development, culture and leisure services, and organisational strategy more widely.</p> <p>Additional savings will also be realised through activities such as joint procurement and the implementation of full shared services (i.e. beyond senior management roles).</p> <p>There is, of course, also overlap with OCC's organisational transformation, and partnership working can be an important enabler of that. For example:</p>

Questions	Answers
	<ul style="list-style-type: none"> • Work is well advanced in terms of the development of shared services with proposals to establish a joint communications, policy and performance function. These proposals are currently under consultation but if implemented could save in the order of £630k. • Likewise, work is currently underway to jointly procure and replace a key IT system for regulatory services that should see contract costs reduce for both partners. • There are long term plans to work together more closely to deliver the finance functions <p>At this stage savings targets have not yet been finalised and there is a conversation to be had about how they will be recognised, but that will be resolved by the end of this financial year.</p> <p>We have come a long way in 12 months and both Councils have strong ambitions for the future of the partnership. The sharing of appropriate senior posts is realising financial savings and is the critical prerequisite to improved service design & delivery. We should be optimistic about the ability of this unique collaboration to deliver essential non-structural reform, reduce costs and improve services for the residents we serve, whatever the future holds for local government.</p>
<p>16. COUNCILLOR GEORGE REYNOLDS</p> <p>What was the facilities management costs for accommodating a meeting held in the Court Room on Saturday 16th February 2019?</p>	<p>COUNCILLOR DAVID BARTHOLOMEW, CABINET MEMBER FOR FINANCE</p> <p>The cost to facilities management to accommodate the meeting on 16 February was £80.00.</p>
<p>17. COUNCILLOR ROZ SMITH</p> <p>I am receiving a high number of complaints from</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>I agree that enforcement of parking restrictions in place is important for</p>

Questions	Answers
<p>Headington and Quarry residents about the lack of civil enforcement on double yellow lines and in the Controlled Parking Zones (CPZs). I had understood a new contract was to be arranged with more operatives able to cover the increasing number of CPZs. Could the cabinet member explain why there has been a delay in tendering and agreeing a new contract for civil enforcement of parking?</p>	<p>residents and to help manage Oxfordshire's traffic. Both the existing and proposed new contract allows us to vary the number of operatives enforcing the restrictions should we wish. Over the last couple of years numbers had dropped for a variety of reasons, but I can confirm that these are now being increased to improve the level of enforcement being undertaken in Oxford. I will ask officers to ensure this is achieved and that the number of operatives also reflect the new CPZs being implemented.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Could the Cabinet Member explain what the delay on this is please?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>Yes, I can. The delay is due to civil action being taken against the Council in the form of a challenge regarding the awarding of the Contract.</p>
<p>18. COUNCILLOR ROZ SMITH</p> <p>The Quarry conservation area is suffering with poorer air quality and dangerous driving on footways with a large volume of vehicles (around 500 per hour in peak times through the narrow roads, some without a pavement). Would the cabinet member support a trial traffic filtering scheme for the Quarry area?</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>Your concerns are noted regarding the effects of vehicle traffic in the Quarry area and request for a trial of a traffic filtering scheme for the area. As it stands, the principle of traffic filtering within local neighbourhoods (Low Traffic Neighbourhood's) does not form part of adopted county council transport policy. There is also currently no identified funding associated with delivery of LTN's. That said, the principle of LTNs will be progressed through development of the upcoming LTCP (Local Transport and Connectivity Plan). A topic paper on Low Traffic Neighbourhoods is intended to be made available for consultation in early 2020.</p> <p>I welcome suggestions and requests from local neighbourhoods which wish to be put forward for consideration as an LTN. I would be happy to suggest that the Quarry area is considered as an LTN area as part of this strategy development.</p>

Questions	Answers
<p>SUPPLEMENTARY QUESTION</p> <p>Would the Cabinet Member agree with the cost of the trial being taken from the Community Budget?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>Yes, I expect it to be funded from highways in the Community Budget.</p>
<p>19. COUNCILLOR ARASH FATEMIAN</p> <p>Despite appreciable progress to date, does the Cabinet member think that a 'Plan B' is necessary in case the Transformation programme proves unsuccessful in realising its savings targets?</p>	<p>COUNCILLOR EDDIE REEVES, CABINET MEMBER FOR TRANSFORMATION</p> <p>I thank Cllr Fatemian for this question. I assume that tongue and cheek were in close proximity at the time of thinking it up. As well he knows – and as the Liberal Democrat Group seems incapable of understanding – the Council's Transformation programme is not a single project. Rather, it is a series of carefully planned projects taking place over multiple financial years with a resolute focus on improving services. It is iterative in nature and no 'Plan B' is therefore necessary.</p> <p>These projects include activities like business process improvement, service redesign, upgrading IT, looking for new ways of generating income, reducing our external spend and harnessing our assets.</p> <p>Transformation is really an umbrella term that the Council has decided to use for these projects and activities and is about putting our residents and businesses at the heart of our thinking all the time and, in so doing, improving services, harnessing technology and driving out unnecessary duplication to allow our staff to focus on what really matters. Not doing this is not an option, and it is improvement led, not finance led.</p> <p>At the recent Joint Audit & Governance and Performance Scrutiny (Transformation) Sub-Committee on 17th October, significant progress was reported being made across the programme, including:</p>

Questions	Answers
	<ul style="list-style-type: none"> ○ completing the formal staff consultation and now implementing the restructure of the corporate Finance teams to deliver our redesigned and improved finance functions; ○ completing the review of the council's Strategic Capability function, which proposes improvements in how we manage strategy, policy development, programme management, quality assurance, communications, consultation and engagement and performance management; ○ completing the review of the way in which the council commissions, procures and manages contracts with our supply chain; ○ work underway to improve how we provide business administration and support; and ○ reviewing our Customer Services Centre to see how it can improve current performance, as a precursor to how we can improve the way in which all our services interact with our residents and businesses when they first approach us for information, advice and support (which is the next phase of planned work). <p>As I have already mentioned, the resolute focus of the Transformation programme is to ensure that services are modernised and improvements are made, and that by redesigning our services and processes, we can reduce the Council's overheads in a sensible way, and address the requirements of the authority's most recent Medium Term Financial Plan – rather than one several years' old as the Liberal Democrats seem determined to reference in their motion.</p> <p>To be absolutely clear, particularly for the Liberal Democrats' benefit, Transformation is not a cover for cuts, nor is the process of Transformation designed to be any more complex than it need be. It is inevitable a complicated process, as one would expect from an organisation of this size and scale.</p>

Questions	Answers
<p>20. COUNCILLOR DAMIAN HAYWOOD</p> <p>The recent resurfacing of the Cowley Road in Oxford has been welcomed by many residents as it was long overdue. However there has been some consternation by many active travellers that the security provided by the clear surface demarcations of cycle lanes has been removed. The evidence indicates that these surfaces significantly protect cyclists from accident and removal is a retrograde step. How can the cabinet member justify this action in light of the Council's commitment of enhancing the cycling offer to residents?</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>I can confirm that the lines were put back as they were seen when the maintenance scheme was undertaken. It has subsequently transpired that some of the original lines and colourings that were implemented as a trial some years ago could not be seen at this point and as such, they were not re-instated.</p> <p>A site meeting has been arranged to discuss with Cllr Haywood and the Group Manager, he will have assessed the original 'as built' drawings prior to this meeting to establish the feasibility of replacing the trial lines (if they are still deemed to improve the safety of cyclists at this location). It should be noted that the authorities approved policy and stance on coloured surfacing is to reduce the volume across the county as it is expensive and hard to maintain if and when defects are identified.</p> <p>The Highway teams are working with local cycle groups to see where areas can be improved across the county for cyclists. Cycling is a desirable form of sustainable transport that offers many benefits to our residents and the surrounding environment.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>The evidence suggests that the demarcation of cycling lanes and shared space protects cyclists. Would the cabinet member like to go against this evidence and not provide such clear demarcation?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I am aware that the Department for Transport has provided various advice and guidance regarding cycle lanes and shared space, and indeed recently changed their advice on shared space. I am also conscious there are varying views and competing challenges officers have to manage when designing for cyclists, other users of the network, and future maintenance. I have to trust their advice and judgement but will remind them of the importance of making evidence- based decisions using the latest information and advice available.</p>

Questions	Answers
<p>21. COUNCILLOR EMMA TURNBULL</p> <p>What eligibility criteria will be used to assess applications for the Youth Opportunities Fund; how will you make sure that the funding is distributed to the areas, and the young people, in most need; and how will the impact of the activities be monitored?</p>	<p>COUNCILLOR MARK GRAY, CABINET MEMBER FOR LOCAL COMMUNITIES</p> <p>The Grant Guidance and Criteria document that was agreed by the cross-party panel and published on the dedicated webpage, www.oxfordshire.gov.uk/youthopportunity , states the eligibility criteria as below:</p> <p><i>“We will assess applications according to:</i></p> <ul style="list-style-type: none"> <i>• Whether the proposal is providing new opportunities or extending the existing.</i> <i>• ones for young people to additional sessions, areas or groups of young people.</i> <i>• How the proposed provision will meet the needs identified.</i> <i>• How it will support young people to live a full and varied life.</i> <i>• How it will add value to the local community.</i> <i>• How the funding will be used.</i> <p><i>We believe supporting young people should become an indispensable part of their community and young people who have benefitted from support should continue to do so after the funding period. Applications therefore are encouraged to present their plans as to how they are going to make the provision sustainable.”</i></p> <p>The Cabinet had agreed that the Fund will be used across Oxfordshire and the Panel will keep track of applications from all areas to ensure this.</p> <p>The evaluation criteria states that the applicants need to present the need and how their application help to meet the need. We, therefore, expect the applicant to define ‘the young people’ that their activities will support.</p>

Questions	Answers
	<p>Monitoring will be carried out as stated in the 'monitoring' section of the evaluation criteria published.</p> <p><i>“Successful applicants are expected to comply fully with any monitoring requests from the Council and must agree to this when signing the funding request form. This may include a review of their project during the period of funding, checking how the money was spent, reports on the activity funded, feedback from young people and any other record of the activity funded (e.g. promotional flyers and posters).</i></p> <p><i>Successful applicants will need to complete a monitoring report towards the end of the funding agreement. A copy of the monitoring report will be sent out with the signed grant agreement, at the beginning of the funding period. Any unspent grant funding will be recovered by the county council.”</i></p>
<p>SUPPLEMENTARY QUESTION</p> <p>Whilst I welcome the fact that the applicants for funds are required to measure the needs of young people, surely this is primarily the job of this Council and we should not be opening up bids for funds without having done a clear needs assessment, that takes into account geography, demography, existing provision, location and type?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>There is a huge amount of help and support offered through the officers.</p>
<p>22. COUNCILLOR DAMIAN HAYWOOD</p> <p>It has been reported that many teachers are experiencing significant stress and confrontation with parents over Brexit. Furthermore, many are</p>	<p>COUNCILLOR LORRAINE LINDSAY-GALE, CABINET MEMBER FOR EDUCATION & CULTURAL SERVICES</p> <p>The Council has provided schools with information supplied by Central Government. It is for Governing Boards and Trustees and Headteachers to provide additional support for staff at this time of uncertainty.</p>

Questions	Answers
<p>having to deal with scared and confused children who are worried about the outcomes of Brexit. This comes at a time when schools within the county are suffering a recruitment crisis associated with many factors including the high cost of living. The further burden on our teaching staff will only exacerbate this crisis. Can the cabinet member detail how the council will support teachers at this challenging time?</p>	<p>Officers within the education service have not been made aware that teachers or support staff are ‘...experiencing significant stress and confrontation with parents over Brexit’. Officers also meet with the Teachers’ Joint Committee and support staff have access to their unions and in addition the Council’s HR service provides EAP PROGRAMME and PAM ASSIT. (details below).</p> <p>http://schools.oxfordshire.gov.uk/cms/content/employee-assistance-programme-formerly-staff-care</p> <p>About the Employee Assistance Programme</p> <p>The Employee Assistance Programme, previously known as the Staff Care Service, is now delivered by a company called People Asset Management (PAM). It is a free, confidential personal support service provided by the Council that schools (including Academies) can subscribe to for employees. It offers expert advice and information along with specialist counselling and support on matters such as:</p> <ul style="list-style-type: none"> · Family and personal crisis · Illness · Debt · Bereavement · Benefits and tax credits · Relationships <p>The employee should access the services themselves either online by clicking on PAM Assist EAP and entering the council’s unique Username “Education” and Password “Oxfordshire” or phone the 24 HOUR 365 day confidential help-line - 0800 882 4102 giving Username “Education” and Password “Oxfordshire”.</p> <p>Calls will be answered by an adviser who will offer help and support in a professional, friendly and non-judgmental manner.</p>

Questions	Answers
<p>23. COUNCILLOR GLYNIS PHILLIPS</p> <p>How many young carers are waiting assessment and what is the current waiting time for an assessment? What support services are the Council able to offer young carers after assessment?</p>	<p>COUNCILLOR STEVE HARROD, CABINET MEMBER FOR CHILDREN & FAMILY SERVICES</p> <p>How many young carers are waiting assessment and what is the current waiting time for an assessment?</p> <p>I thought it may be useful to provide information about the ways in which a young carers needs are assessed and by whom.</p> <p>There are two assessments that should respond to a young carers support needs:</p> <p><u>Early help assessment:</u> These can be authored by a community professional with the support of LCSS, or in some cases LCSS complete the assessment themselves.</p> <p>Some early help assessments are completed by the young carers team. This normally occurs in the following circumstances:</p> <ol style="list-style-type: none"> 1) When there is no suitable professional already known to the family who is either able or available to complete the assessment (e.g. during the summer holiday). 2) When the presenting need clearly evidences a need for support from the family solutions service (this saves going back and forth between community professionals and LCSS). 3) When the need for an assessment is identified by adult social care 4) When the need for further assessment is identified by the children's disability team. <p>The young carers team responds to these requests in a timely way, and currently there are no early help assessments that are awaiting to be authored by the young carers team.</p> <p><u>Child and Family assessment:</u></p>

Questions	Answers
	<p>If a parent requests an assessment because of the child being a young carer, these requests can be made to the MASH. If the presenting need does not indicate that the child may be a child in need – MASH pass to LCSS to progress an early help assessment. If the presenting need does indicate that the child may be a child in need, for example due to the level of risk posed to a child by the care they are delivering, then this would progress to a child and family assessment team, who would complete an assessment under S.17 Children Act 1989. This assessment should apply the young carers needs assessment regulations as set out in S.17ZA Children Act 1989. These regulations will also apply to an assessment which is being carried out for any other reason, for example an assessment due to concerns about domestic abuse, where during the process of that assessment it becomes apparent that the child is a young carer and has support needs related to this activity.</p> <p>Statutory timeframes for assessment apply which is 45 days. This timeframe applies from the date of the decision to complete an assessment.</p> <p>What support services are the Council able to offer young carers after assessment?</p> <p>The family solutions service provides targeted casework and interventions to children and families whose level of vulnerability requires specialist services. The family solutions service includes family support Social Work and an early help service made up from: Early help teams, the Young Carers team, EET service, and Aquarius.</p> <p>Not all young carers supported within the service are supported by the young carers team. The team that works with a child or family depends on the specific needs identified within an assessment.</p> <p>Examples of support provided by young carers specialist workers:</p> <ul style="list-style-type: none"> • Ensuring that services planned for the cared for person set out

Questions	Answers
	<p>measurable outcomes the young carer will achieve as a result. For example health, CIN plans for children with disabilities, EHCP's, or adult social care plans.</p> <ul style="list-style-type: none"> • Initiating support from other services. • Direct work with children: developing age appropriate understanding of illness/disability/addiction, interventions aimed at developing emotional literacy and awareness, supporting the development of advice given by other professionals (this could be in relation to their own resilience for example advice from CAMHS around self-harm; or could be about implementing safe care routines as advised by an occupational therapist), providing Advocacy for the child or family member involved in other services, raising self-esteem, building social networks and opportunity. • Family work: developing parental awareness of their child's needs as a child of a parent with a mental illness, disability, or addiction; developing and supporting effective parenting strategies, planning and support around terminal illness, ensuring access to bereavement support services. • Working with other professionals: whether the young carers team are leading a plan of support or contributing to a plan that is led by another professional within the family solutions service, our work often involves helping school staff to understand the specific needs of a child and the barriers they may have to accessing education. Workers will help schools to adopt understanding and flexible approaches that promote the inclusion of the child.
<p>SUPPLEMENTARY QUESTION</p> <p>Please could the Cabinet Member tell me how many assessments are waiting to be undertaken under section 17 ZA Children's Act 1989, together with the associated waiting times.</p>	<p>SUPPLEMENTARY ANSWER</p> <p>Thank you for your Question (Councillor Hudspeth). I will ask Councillor Harrod to provide you with a written answer to this question.</p>

Questions	Answers
<p>24. COUNCILLOR GLYNIS PHILLIPS</p> <p>The capital for the feasibility study for the safe pedestrian crossing at the bottom of Collinwood Road in Risinghurst was in last year's budget. Over a year and half later and the residents of Barton and Risinghurst are still waiting despite numerous requests from me for progress updates. Can the Cabinet member advise when this report will be made available?</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>OCC officers have received a final draft report and designs from our appointed consultant team. Officers have reviewed this content and are in the process of feeding back final comments to the consultant team. It is envisaged that the process of finalising the report should therefore be completed over the coming few weeks. I appreciate the members frustration that it has taken longer to produce the report and design outputs than originally envisaged, however it is important that officers are first satisfied with the output before a final version is published. I am aware of the members interest in this piece of work and would like to reassure that as soon as a final report has been produced, officers will be in touch with the local member to discuss and present its findings.</p> <p>I would also like to take this opportunity to reiterate that funding has only been allocated for feasibility design work only of the proposed Toucan crossing. Further design work and/or costs associated with the delivery of any crossing would rely upon an allocation of further funding</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Please can you give me a definitive date when the report will be made available?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>No.</p>

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COUNTY COUNCIL – 11 FEBRUARY 2020

ANNUAL REPORT OF THE REMUNERATION COMMITTEE TO OXFORDSHIRE COUNTY COUNCIL ON THE COUNCIL'S PAY POLICY STATEMENT AND GENDER PAY GAP DATA SUMMARY

Report by Director of Human Resources

RECOMMENDATIONS

The Council is **RECOMMENDED** to:

- (a) receive the report of the Remuneration Committee;
- (b) approve the revised Pay Policy Statement at Annex 1 to this report;
- (c) approve the Gender Pay Gap Data Summary at Annex 2 to this report.

Executive Summary

1. In 2012 a stand-alone Remuneration Committee was set up to report each year directly to Full Council and to make recommendations regarding the Council's Pay Policy Statement. This is the updated report for the Remuneration Committee for 2020-21.
2. The Localism Act required all councils to agree and publish a Pay Policy Statement every financial year. The Act lays down requirements on the content of the statement. This requirement is supplemented by detailed guidance from the Department for Communities and Local Government entitled 'Openness and Accountability in Local Pay: Guidance under Section 40 of the Localism Act'.
3. In addition, the code of Recommended Practice for Local Authorities on Data Transparency (updated in 2014) requires that Councils publish prescribed information on senior pay, jobs and organisational structures.
4. Full details, as required by the Act and Code of Practice, will be published on the Council's website and will be available on request.

Background

5. The Council has for many years managed its pay by adopting balanced terms and conditions of employment and by exercising a range of effective managerial rules and processes which have allowed services to operate efficiently within the budgetary constraints which apply. The Council welcomes this opportunity to be open and accountable about the management of pay and seeks to publish a Pay Policy Statement which embraces the spirit and the letter of the legislation and guidance.
6. In summary the pay policy statement at Annex 1 must as a minimum include details of how the Council sets its pay including the appropriate policies and parameters. It must also identify the relationship between the remuneration of its chief officers and its lowest paid officers.

7. The Pay Policy Statement at Annex 1 contains the remuneration information as of 1 January 2020.
8. At the meeting of the Remuneration Committee on the 30 January 2020, the Committee approved the Pay Policy Statement as set out in Annex 1.
9. At Annex 2 is the Data Summary which will form the basis of the annual Gender Pay Gap Report which is required to be published by 30 March.
10. At the meeting of the Remuneration Committee on the 30 January 2020, the Committee approved the Gender Pay Data Summary as set out in Annex 2.

Pay Policy Statement

11. The Pay Policy Statement at Annex 1 fulfils the requirements set down by the relevant legislation, codes etc. This Pay Policy Statement will be reviewed by the Council annually. All general changes to pay will be subject to agreement by Remuneration Committee. Changes to grades of senior officers are approved by Remuneration Committee.
12. Local Government (Green Book) employees and Senior Managers received a 2 per cent increase in 2019, with additional increases to scale points within Grades 1-6.
13. The implementation of the new pay spine in 2019 has introduced an even increment of 2% between the new scale points 1 to 22. The new pay spine will also be able to withstand annual changes to the National Living Wage rate without the need for regular and fundamental reviews of pay structures.
14. Oxfordshire continues to have a low rate of unemployment, as such, it is important that the Council remains competitive in the levels of pay and terms and conditions it offers in order to recruit and retain good quality staff.
15. As per 2019-20, the Pay Policy Statement has no Annexes, includes our position to the Living Wage, includes greater detail on the Pay Supplements that are in use and details of the different pay schemes that are in operation.

The relationship between the remuneration of Chief Officers and other Officers

16. Bearing in mind the above mentioned shared pay arrangements for senior management, the following tables show the pay multiples and medians of all salaries paid by the council firstly in Table 1 **excluding** and secondly in Table 2 **including** the jointly funded posts.

Table 1: Data based on salaries paid **only** by the County Council. With effect from 1 October 2018, the council entered into partnership working arrangements with Cherwell District Council. The salary detailed for 2019 and 2020 relates to the highest salary paid by the council to a Strategic or Corporate Director.

	2018	2019	2020
Highest Paid	£183,585	£144,228	£147,113
Lowest Paid	£15,014	£16,394	£17,364
Pay Multiple between the lowest paid and the highest paid	1 : 12.3	1 : 8.8	1 : 8.47
Median Salary	£29,638	£29,055	£29,636
Pay Multiple between median and highest paid	1 : 6.1	1 : 4.96	1 : 4.94

Table 2: The highest paid salary detailed in 2020 **includes** the Chief Executive. The role of Chief Executive is a joint role which is jointly shared with 69% of the salary paid by the council and the remaining 31% paid by Cherwell District Council. The lowest paid and median salary data refers to county council staff only.

	2018	2019	2020
Highest Paid	£183,585	£183,585	£194,560 (of which £134,246 is paid by the county council with the remaining £60,314 paid by Cherwell District Council)
Lowest Paid	£15,014	£16,394	£17,364
Pay Multiple between the lowest paid and the highest paid	1 : 12.3	1 : 8.8	1 : 11.2
Median Salary	£29,638	£29,055	£29,636
Pay Multiple between median and highest paid	1 : 6.1	1 : 6.31	1 : 6.56

17. The Pay Policy Statement has been revised slightly to focus on how pay is set within the Council. Details of salaries and individuals posts remuneration can be found on the Council's website.

18. Furthermore, the 2019 Pay Policy Statement required Full Council approval of salary packages relating to new posts where remuneration was over and above £100k. This has been amended. It is still a requirement of salary packages to be approved but it is considered that this should ordinarily be approved by the Remuneration Committee. This accords with arrangements within Cherwell District Council and it is considered appropriate to align the arrangements given that many of the new posts relate to joint positions within the Council.

GENDER PAY GAP REPORT

19. The gender pay gap shows the difference between the average (mean and median) earnings of *all* male employees and *all* female employees. This is expressed as a percentage of *all* male employee's earnings.
20. The aim of Gender Pay Gap reporting legislation is to help employers to identify the gaps in their organisations and to take action to close their gender pay gap. Since 1970, employers must give men and women equal treatment in the terms and conditions of their employment contract (including pay) if they are employed to do:
- 'like work' - work that is the same or broadly similar
 - work rated as equivalent under a job evaluation study
 - work found to be of equal value in terms of effort, skill or decision making.
21. Employees can compare any terms in the contract of employment with the equivalent terms in the contract of an employee of the opposite sex, doing like work of equal value (the comparator). However, an employer may defend a claim if they show the reason for the difference is due to a genuine factor and not based on the sex of the employee.

Equal Pay and Job Evaluation

22. Oxfordshire County Council does not have any Equal Pay Concerns. This is because the Job Evaluation scheme that we have in place (which is nationally recognised) allows us to fairly assess the value/worth of council jobs, in relation to others in the organisation and set the grade and pay. We can therefore establish a fair and rational pay structure for the role – regardless of the incumbent - and meet our commitment to equal pay.

Gender Pay Gap vs Equal Pay

23. "The gender pay gap differs from equal pay as it is concerned with the differences in the average pay between men and women over a period of time no matter what their role is. Equal pay deals with the pay differences between men and women who carry out the same or similar jobs¹."

Requirements

¹ <http://www.acas.org.uk/index.aspx?articleid=1811>

24. There are six calculations that must be made to meet our Gender Pay Gap reporting obligations. These are calculated based on data from the snapshot date of 31 March 2018. These calculations are:

1. **Mean gender pay gap:** the mean average involves adding up all the numbers and dividing the result by how many numbers were in the list. To calculate the mean gender pay gap, the mean hourly rate of pay for all female full-pay relevant employees is deducted from the mean hourly rate of pay for all male full-pay relevant employees, divided by the mean hourly rate of pay for all male full-pay relevant employees and multiplied by 100.
2. **Median gender pay gap:** the median average involves listing all the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers. To calculate the median gender pay gap, the median hourly rate of pay for all female full-pay relevant employees is deducted from the median hourly rate of pay for all male full-pay relevant employees, divided by the median hourly rate of pay for all male full-pay relevant employees and multiplied by 100.
3. **Mean bonus gender pay gap:** the mean average involves adding up all the numbers and dividing the result by how many numbers were in the list. To calculate the mean bonus gender pay gap, the same steps are taken as the calculation for the mean gender pay gap, but with the mean hourly rate changed to the mean bonus pay of the relevant employees who were paid bonus pay during the 12 month period ending with the snapshot date.
4. **Median bonus gender pay gap:** the median average involves listing all the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers. To calculate the median bonus gender pay gap, the same steps are taken as the calculation for the median gender pay gap, but with the median hourly rate changed to the median bonus pay of the relevant employees who were paid bonus pay during the 12 month period ending with the snapshot date.
5. For the results of the first four calculations, a positive percentage figure reveals that typically, or overall, female employees have lower pay or bonuses than male employees. A negative percentage figure reveals that typically or overall, male employees have lower pay or bonuses than female employees.
6. **The proportion of males receiving a bonus payment and the proportion of females receiving a bonus payment** are calculated by the number of male/female relevant employees who were paid bonus pay during the 12 month period ending with the snapshot date, divided by the number of male/female relevant employees and multiplied by 100.
7. **Proportion of males and females in each quartile pay band:** This is calculated by ranking all the male and female full-pay relevant employees from the lowest hourly rate of pay to the highest hourly rate of pay. This list is then divided into four sections (quartiles) and the proportion of male and females in

each quartile is recorded. This is calculated by dividing the number of male full-pay relevant employees in the quartile by the total number of employees in the quartile multiplied by 100 and the number of female full-pay relevant employees in the quartile by the total number of employees in the quartile multiplied by 100.

KAREN EDWARDS

Deputy Director – Human Resources

January 2020

Oxfordshire County Council Pay Policy Statement

This policy statement was reviewed by the Remuneration Committee and has been approved by the Council. It will be subject to review annually and in accordance with new or proposed legislation to ensure that it remains relevant and effective. It is effective from 1st March 2020.

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Overview

1. Oxfordshire County Council aims to develop and implement reward systems and structures which meet the following requirements:
 - Allow the Council to recruit and retain high calibre employees to provide high quality services
 - Maintain levels of pay which are in line with the Council's financial policies and provide value for money
 - Are open, transparent and accountable
 - Are fair and consistent
2. The purpose of this statement is to support the transparency of the Council's approach to setting pay by detailing:
 - The methods by which salaries of all roles are determined
 - The methods by which employees progress their individual pay within their role

Application

3. This Pay Policy Statement applies to all employees except for those employed by Schools.

Definitions

4. To support the transparency of this Pay Policy Statement, below are definitions for common words / phrases that are used throughout.
 - "Chief Officers"
 The definition of chief officers is defined as the officer designated as the head of the authority's paid service; a statutory chief officer - which under the Local Government and Housing Act 1989 means Director of children's services, Director of adult social services, Director of public health, Section 151 Officer and Monitoring Officer; and a non-statutory chief officer - which under section 2(7) of the 1989 Act means direct reports of the head of paid service (HOPS), a person for whom the HOPS is directly responsible, a person who as respects all or most of their duties is required to report directly or is directly accountable to the HOPS, or a person who as respects all or most of their duties is required to report directly or is directly accountable to Full Council or a committee or sub-committee.

For the purposes of Oxfordshire County Council these posts are:

- Chief Executive (Head of Paid Service)
- Statutory chief officers
 - Corporate Director Children's Service
 - Corporate Director Adult Services
 - Corporate Director Public Health and Wellbeing
 - Director of Finance (Section 151 Officer)
 - Director of Law and Governance(Monitoring Officer)
- Non- statutory chief officer
 - Corporate Director Communities
- Corporate Director Place and Growth (Fixed Term)
 - Corporate Director Customers and Organisational Development
 - Corporate Director Commercial Development, Assets and Investment
- “Lowest Paid Employees”

The lowest paid employees are those who are paid in Grade 1, Spinal Point 1 which is the lowest normal pay point. It is currently payable to some cleaning staff and lunchtime supervisors. Lowest paid employees excludes apprentices due to their trainee status and excludes staff who have transferred in to the Council under TUPE protected rates
- “Pay Multiple”

The pay multiple is the relationship between two different pay amounts, showing the number of times one value contains or is contained within the other. The relationships will be shown between:

 - the highest paid taxable earnings (including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind) and the lowest paid taxable earnings
 - the highest paid taxable earnings (including base salary, variable pay, bonuses, allowances and the cash value of any benefits-in-kind) and the median earnings figure of the whole workforce

Legislation

5. This Pay Policy Statement fulfils Oxfordshire County Council's legal obligations under The Localism Act 2011.
6. The Council will also publish details of its senior pay, salary and organisational structure information as required by the Local Government Transparency Code 2015.
7. This Statement will be published on the Council's public website and will be available in other formats upon request.
8. Procedural and approval requirements set down in the Council's Constitution will be applied as required.

Pay Strategy

9. We undertake a comprehensive review of the remuneration of all staff each year, taking into consideration hourly pay rates and other significant benefits such as annual leave above the statutory requirements, employer pension contributions and training and development. We believe that taking a holistic view to remuneration ensures that our staff are rewarded fairly and encourages us all to think of total reward packages rather than a single component such as base pay.
10. When annual leave above the statutory minimum requirements and employer pensions contributions are added to our lowest pay rates, the hourly rate equates to £10.34. This is currently 10.75 per cent above the UK Living Wage of £9.30 (2019/20).

Pay Design

11. There are 9 pay schemes in operation (in agreement with trade unions). These are:
 - Joint Negotiating Committee for Chief Officers
 - Green Book (majority of Council employees)
 - National Joint Council for Chief and Assistant Chief Fire Officers
 - Grey Book (Firefighters)
 - Blue Book (Soulbury Committee covering Educational Psychologists)
 - Burgundy Book (Teachers)
 - National Joint Council for Workshops for the blind
 - National Joint Council for Coroners
 - Public Health
12. The Council ensures that all pay arrangements can be objectively justified through the use of Job Evaluation methods.
 - Oxfordshire County Council uses the National Green Book job evaluation scheme up to a Grade 18
 - Roles above Grade 18 are subject to a separate Local Government Association approved Senior Manager job evaluation scheme
 - Chief Officer roles were subject to a comprehensive external Senior Manager review in 2016 and salaries reflect the outcome of that review
13. The grade of each role determines the pay which may be awarded. For most grades, there are four increment pay points through which employees can progress.
14. Grading structures for all groups of employees will be implemented in line with agreed published pay scales and agreed relevant national terms and conditions of employment.

15. The Remuneration Committee is the appointing body for 'Corporate Directors and Statutory Chief Officers only (apart from the Monitoring Officer).
16. For non-statutory chief officers and directors who come under the definition of Deputy Chief Officer, the appointor would be the Head of Paid Service.

Post	Regulatory Description	Appointor under Constitution
Head of Paid Service	Head of Paid Service	Full Council
Corporate Director Children' Services	Statutory Chief Officer	Remuneration Committee
Corporate Director Adult Services	Statutory Chief Officer	Remuneration Committee
Corporate Director Public Health and Wellbeing	Statutory Chief Officer	Remuneration Committee
(s151 Officer) Director of Finance	Statutory Chief Officer	Full Council
Monitoring Officer	Statutory Chief Officer	Full Council
Corporate Director Communities	Non-statutory Chief Officer	Remuneration Committee
Corporate Director Customers and Organisation Development	Non-statutory Chief Officer	Joint Shared Services Personnel Committee
Corporate Director Commercial Development Assets and Investment	Non-statutory Chief Officer	Joint Shared Services Personnel Committee
Corporate Director Place and Growth	Non-statutory Chief Officer	Joint Shared Services Personnel Committee
Various posts – i.e. those reporting to the HOPS, Statutory and Non-Statutory Chief Officers	Deputy Chief Officers (includes Chief Fire Officer)	Relevant chief officer e.g. HOPS, Corporate Director or Director

Where non-statutory chief officers are shared between organisations they will be appointed to by the relevant joint committee with delegated responsibility.

17. It still remains that the Cabinet consultation procedure would be utilised as required by regulations for Chief Officer posts.
18. Any pay or grading changes for Chief Officers are considered and, if agreed, approved by the Remuneration Committee.
19. Salary packages for a new post in excess of £100,000 p.a. will be subject to formal approval by the Remuneration Committee or the Joint Shared Service & Personnel Committee.

Pay Structures

Pay Grades and Progression

20. Most jobs have a grade with four increment points. When an employee is appointed to a new role it is typically at the bottom of the grade, unless they have significant experience in a similar role.
21. Annually (usually on the 1st April), pay awards are implemented in line with local or national negotiations. Employees progress to the next increment point as long as they have been on their existing pay point for six months or more. This system recognises their increasing experience and performance. Progression continues until they reach the top of the grade.
22. High levels of performance are expected from *all* employees and where standards are not satisfactory prompt managerial action will be taken to improve performance. This may include with-holding incremental rises or disciplinary/capability action in accordance with agreed procedures.

Pay Supplements

23. From time to time it may be necessary to pay special allowances or supplements to individual employees as part of their employment contract where specific circumstances require this and where it can be justified in accordance with council policies. Such allowances are determined by Council policy. The Council uses the following:
 - Market supplements in order to attract and retain employees with particular experience, skills and capacity, for example when there are skills shortages locally or nationally. Market supplements must be agreed by the Job Evaluation Moderation Panel which is responsible for the local determination of job grades
 - Special payments where an employee has taken on additional duties and responsibilities for a defined period of time, for example covering a vacancy or taking on a special project
 - Retention Bonuses used in areas where there are particular challenges in retaining the experienced staff required such as Social Workers
 - A Golden Hello of £3500 is used to encourage experienced children's social workers in to our Assessment and Family Support Teams
 - An Introductory Fee may be paid to an employee who formally introduces a children's social work applicant and they are successfully appointed to an approved post. The introductory fee will be paid to the introducer
 - On Call Allowances to compensate employees for their requirement to be available with limited notice
 - Car Allowances are applicable in a handful of circumstances, such as when staff have transferred in to the Council under TUPE protected supplements
 - Certain roles also attract shift allowances for working weekends and/or bank holidays. Night shift premiums and allowances for waking nights are also applicable in certain roles

24. The council will ensure that the requirement for additional allowance or supplement is objectively justified by reference to clear and transparent evidence and where market supplements are considered that this is with reference to data available from within and outside the local government sector.

25. Pay Supplements are subject to reviews as appropriate.

Other Employment-related Arrangements

Local government pension scheme

26. Subject to qualifying conditions, employees have a right to belong to the Local Government Pension Scheme (LGPS).

27. The employee contribution rates, which are defined by statute, currently range between 5.5 per cent and 12.5 per cent of pensionable pay depending on actual salary levels.

28. The Employer contribution rates are set by Actuaries and reviewed on a triennial basis in order to ensure the scheme is appropriately funded. The current average rate is 19.9 per cent.

29. Employees who are in the main section of the LGPS can boost their pension benefits at retirement by buying additional pension up to £7,026 per year. This figure will increase each year in line with the cost of living.

30. Employees can also save Additional Voluntary Contributions to build up a pot of money which is then used to provide additional benefits to the LGPS benefits such as to buy an annuity.

31. The Council will not at any time augment the pension or membership of employees nor award or fund additional pension to employees unless required to do so by the LGPS Regulations.

Fire Brigade pension scheme

32. Subject to qualifying conditions, employees have a right to belong to the Firefighters' Pension Scheme.

33. The employee contribution rates are dependent upon which Scheme the employee is a member of and their actual salary levels. The rates currently range between 8.5 per cent and 17 per cent of pensionable pay.

34. The Employer contribution rates also vary depending on the scheme between 14.3 per cent to 21.7 per cent

35. Employees can purchase Additional pension in line with the Government Actuary's Department guidance

Benefits schemes

36. As part of the Reward Strategy to recruit and retain high calibre employees, the Council provides a wide range of benefits including 'Cycle to Work' salary sacrifice schemes and discounts schemes which support the local economy.
37. A full review of the Benefits offered by the Council is continuing into 2020 from 2019.

Expenses

38. Expenses are based on nationally agreed levels except car mileage which is based on the Inland Revenue All Car rate, currently 45 pence per mile, falling to 25 pence for miles travelled in excess of 10,000 per annum.

Pay Arrangements for Senior Management

39. A number of Senior Officer roles are now joint roles with Cherwell District Council. The funding for those salaries is shared with Cherwell District Council pursuant to the partnership arrangements and the agreed costs sharing principles set out in the Section 113 Agreement. The following roles are the jointly funded roles as at 1st February 2020:

The Chief Executive (Head of Paid Service)

Director for Law and Governance (Monitoring Officer)

Director for Finance (S151 Officer)

Corporate Director for Customers and Organisational Development

Corporate Director for Commercial Development, Assets and Investment

Corporate Director for Place and Growth

Director for IT and Digital

Director for Strategy, Communications and Insight

Director for Culture and Customer Experience

Director of Human Resources

40. There are also a number of contractors that are not included in this pay statement, although they are carrying out established roles
41. Salaries are reviewed annually by the Joint Negotiating Committee for Chief Executives, Joint Negotiating Committee for Chief Officers, and the National Joint Council for Chief and Assistant Chief Fire Officers (as applicable) and changes usually take effect from 1st April.
42. The Council does not apply any bonuses or performance related pay to its Chief Officers.

43. On appointment, salaries are determined based on market data and with reference to the outgoing post holder.

44. Where the Chief Executive or other officer receives election fees these will be shown separately to salary.

Pay Multiples and Medians as of 1st January 2020

45. Bearing in mind the above mentioned shared pay arrangements for senior management, the following tables show the pay multiples and medians of all salaries paid by the council firstly in Table 1 **excluding** and secondly in Table 2 **including** the jointly funded posts.

Table 1: Data based on salaries paid **only** by the County Council. With effect from 1 October 2018, the council entered into partnership working arrangements with Cherwell District Council. The salary detailed for 2019 and 2020 relates to the highest salary paid by the council to a Strategic or Corporate Director.

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Table 2: The highest paid salary detailed in 2020 **includes** the Chief Executive. The role of Chief Executive is a joint role which is jointly shared with 69% of the salary paid by the council and the remaining 31% paid by Cherwell District Council. The lowest paid and median salary data refers to county council staff only.

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Pay Multiple between median and highest paid	1 : 6.1	1 : 6.31	1 : 6.56

Payments on termination of employment

46. The Oxfordshire County Council Redundancy Scheme applies to *all* employees and is currently one and a half times statutory entitlement based on actual pay. It will apply where redundancy payments are due.
47. All employees who have received a redundancy payment in relation to the termination of their contracts of employment will be subject to the provisions of the Redundancy Modification Order and will be subject to Local Government Pension Scheme (LGPS) Regulations or other pension scheme regulations where applicable.
48. Severance payments for *all* employees will comply with the Council's Pensions and Retirement Policy. This sets out that early retirement may be granted for employees aged 55 years and over with at least two years' membership in the LGPS.
49. Where other severance payments are appropriate such payments will be approved by the Director of Law and Governance and the Director of Finance, and will be the subject of a Settlement Agreement for the purpose of compromising any compensation for which the council may otherwise be legally liable.

Publication of pay statement

50. In accordance with publication requirements, a table showing information on the current pay of the Chief Executive, Chief Officers, Deputy Chief Officers and other officers earning over £50,000 pa, will be published on the Council's web site¹. All allowances and other payments will be shown.

¹ <https://www.oxfordshire.gov.uk/cms/content/annual-accounts-and-audit>

Karen Edwards
Director of Human Resources

January 2020





A MESSAGE FROM YVONNE REES, CHIEF EXECUTIVE

Equality and inclusion are at the heart of what the County Council does and over the past year I have been impressed with the progress with initiatives for our communities and staff. We have updated our action plan to sit alongside our Equality Policy, and have launched our inclusion network with a range of events across the county. These included the **In:visible Inclusion Day**, packed with inspiring speakers, workshops and networking that provided a renewed focus on inclusion. The aim was to represent our communities, think about all our needs, make every interaction count, and leave no-one behind. I feel that this aim is now well on the way to being achieved.

Council officers are working on changing attitudes and thinking about a range of areas of potential exclusion. These include lesbian, gay, bi-sexual and trans-sexual staff, the sensorially impaired, and black & ethnic minority ethnic minority groups. Several interest groups have been formed to be role models for positive action and change. The Women in the Fire and Rescue Service group is also making life more accommodating for females to work alongside the male colleagues, and there is a series of Fire Service Taster Days which invite all types to come into fire stations to see what life is like as a fire fighter.

The focus of this report is to identify any differences in the pay between men and women who work for the County Council so that we can take action to close the gap and to ensure that women have the same opportunities as men to fulfil their potential in the workplace. I am pleased to announce that both our median and mean pay gaps have reduced considerably, particularly the median gap which is down to 1.3 per cent from 3 percent, figures which are well below the national average, something which shows that our equalities initiatives are paying off. Our gender pay gap is more reflective of our slightly uneven distribution of genders through different organisational levels.

Having a gender pay gap does not imply unequal pay, so we use a nationally recognised job evaluation scheme to fairly assess the value and worth of jobs in relation to others in the organisation and to set the grade and pay. This allows us to establish a fair and rational pay structure and meet our commitment to equal pay. We have also provided an update on other equality steps we have taken and the plans we have in place for the coming years which I hope you will find interesting and informative.

UNDERSTANDING OUR GENDER PAY GAP

3

HOW THE FIGURES ARE CALCULATED

We have used pay data from 5,043 of our staff from all levels of the organisation to calculate our gender pay gap figures.

HOW IS THE MEAN GENDER PAY GAP CALCULATED?

The mean gender pay gap is the difference between the average of pay for men and women.

We start by working out the mean hourly pay rate for men – we add together the hourly pay rates of all male employees on full-pay and divide this figure by the number of male full-pay employees. We then do the same for our female employees.

We subtract the mean hourly pay rate for women from the mean hourly pay rate for men; divide the result by the mean hourly pay rate for men, and multiply the result by 100.

HOW IS THE MEDIAN GENDER PAY GAP CALCULATED?

The median gender pay gap is defined as the difference between the midpoints in the ranges of pay for men and women.

To work this out, we arrange the hourly pay rates of our male employees on full-pay from highest to lowest and find the hourly pay rate in the middle of the range. We then do the same for our female employees.

We subtract the median hourly pay rate for women from the median hourly pay rate for men, divide the result by the median hourly pay rate for men and multiply by 100.

HOW ARE PAY QUARTILES CALCULATED?

Quartiles are calculated by listing the rates of pay for each of our employees from highest to lowest, splitting the list into four equal sized groups and working out the percentage of male and females in each group.

OUR GENDER PAY GAP

THE FIGURES

All public sector employers are required to publish information about their gender pay gaps by 31 March 2020. This information is based on the snapshot date of 31 March 2019.

On 31 March 2019, there were 5,043 employees who met the definition of ‘full-pay relevant employee’ set out by government for the purposes of gender pay gap reporting. 66.2 per cent of these were female and 33.8 per cent were male with 48 per cent working part-time and 52 per cent working full-time.

HOURLY RATE OF PAY

Difference between men and women

Our mean gender pay gap

3.3%

Our median gender pay gap

1.3%

PROPORTION OF MALES AND FEMALES IN EACH QUARTILE PAY BAND



Lower quartile

26.0%

74.0%



Lower middle quartile

38.6%

61.4%



Upper middle quartile

37.7%

62.3%



Upper quartile

32.9%

67.1%

Female Male

BONUS PAY

Our mean bonus gender pay gap

Our median bonus gender pay gap

Our proportion of males receiving a bonus payment

Our proportion of females receiving a bonus payment

0%



CURRENT INITIATIVES

5

OUR COMMITMENT

We are committed to the principles of equality, diversity, fairness and inclusion.

People matter and our approach to people management should not put any group at a disadvantage. Regardless of identity or background, everyone deserves to be able to develop their skills and talents to meet their full potential, work in a safe, supportive and inclusive environment, be fairly rewarded and recognised for the work they do and have the opportunity to have their say on matters that affect them.

We are also committed to achieving a diverse workforce that fully reflects our community.

We have a number of initiatives in place to support our aims and our staff - just a few of them are on the next pages.



CURRENT INITIATIVES

6

AGILE WORKING

We believe that people work more effectively when they are able to strike a healthy balance between their work responsibilities and other aspects of their lives.

As well as optimising our performance, agile working has an important impact on our ability to recruit and retain diverse talent and organise staff time to suit customer needs and service priorities.

Council managers will consider all requests for flexible working, ensuring that the needs and priorities of the organisation can be met before agreeing to any new arrangements.

Some council roles, such as uniformed fire-fighters, teachers and shift workers, are limited in their flexibility but managers will work with employees to try and identify solutions, where possible, that suit both the individual and the organisation.

For us, agile working is about where and when people work and how they carry out their activities, including:

- giving employees the right equipment and working environment to suit their role and service
- working in a more flexible way that makes best use of staff time, buildings, and resources
- taking advantage of changes in technology and working styles to work ever more innovatively, flexibly and efficiently



CURRENT INITIATIVES

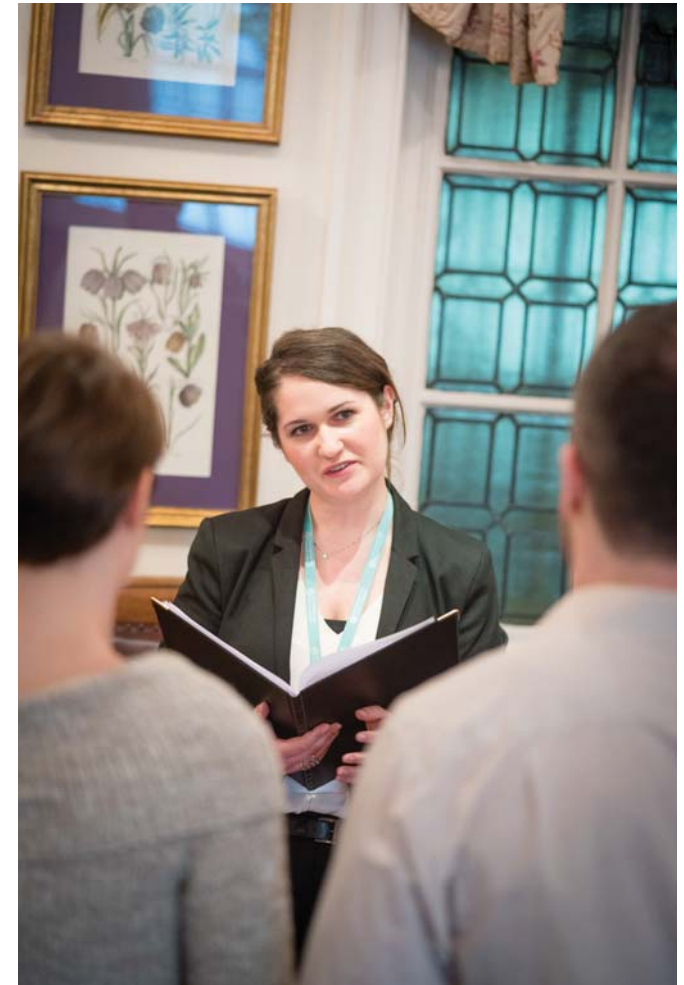
7

JOB SHARE

As an Equal Opportunities employer, we are committed to enabling jobs to be available to people wishing to job share so that the skills of those not able to work full-time may be fully utilised.

All full-time posts are deemed to be potentially open to job sharing unless an exemption has been agreed and job advertisements will make this clear. When recruitment takes place to a vacant post and job sharers are among the candidates, the general principle of appointing the best person for the job should apply.

When an application is received from an individual who wishes to job share but who is applying without a partner, the application should be assessed in the same way as applications from other candidates. If in the opinion of the selection panel he or she is the best candidate, a part-time appointment would normally be offered and the remaining hours advertised as a job share vacancy.



EQUALITY POLICY 2018 – 2022

8

OVERVIEW

We recognise the contribution every employee makes and we value individual differences. As a public sector employer, we have three specific responsibilities under the Public Sector Equality Duty. This includes preparing and publishing an Equality Policy with specific, measurable objectives. The full policy can be accessed on our public site, but here is an overview of the objectives and actions we have set ourselves for 2018-2022.

OBJECTIVES

Our commitment to equality is not limited to gender, and while we have set ourselves the objective to improve the balance of gender in our workforce, particularly in services where a group is under-represented, we are also committed to:

- promoting a diverse and inclusive workforce
- increasing the representation of Black, Asian and Minority Ethnic employees in the workforce
- increasing the number of people under 25 employed in our workforce
- improving how we support our employees with disabilities so they can be fully involved in the workplace, access career development opportunities and be successful at work
- demonstrating our commitment to being an LGBT inclusive employer.



EQUALITY POLICY 2018 – 2022

9

ACTIONS TAKEN SINCE 2019

Each directorate has developed an equality and inclusion action plan linked to the corporate action plan. We have taken the following action to help us achieve these objectives:

- Developed and promoted a diversity and inclusion course for managers
- Developed a diversity and inclusion communications plan
- Redesigned the Equality and Diversity intranet pages and published news items to increase awareness of the support available to staff with a disability and encouraged staff to declare whether they have a disability
- Introduced e-learning course on unconscious bias and incorporated this into the intranet pages
- Held an Ideas XChange on Mental Health, recruited 76 Wellbeing Champions and signed the Time to Change pledge
- Held staff focus groups for LGBT employees and BAME employees leading to development of staff networks
- Promoted our membership of Stonewall and submitted data to the 2019 and 2020 Stonewall Workplace Equality Index.



A FOCUS ON EQUAL OPPORTUNITIES IN OUR ORGANISATION

JO BOWCOCK, ASSISTANT CHIEF FIRE OFFICER



Newly recruited to the Oxfordshire Fire & Rescue Service, Jo Bowcock started her career in the sector at the tender age of 21 with her native Nottinghamshire service. Then she moved from the Midlands to management roles with the National Fire Chiefs Council and the London Fire Brigade. She has found the Oxfordshire service ‘incredibly different from other services, for the culture is very inclusive. Positioned within a county council, means that the fire service can add so much more value to the communities of Oxfordshire.

‘From what I’ve experienced within the first few weeks, it is clear the service stays true to its core values. It has an enabling culture that is not resistant to change, I get a real sense that there is a willingness to do more, encouraged by the elected members, senior management and workforce.

‘Throughout my career I have been presented with significant personal and professional challenges ‘cutting my teeth’ in difficult environments, often having to deal with a small minority of old-fashioned colleagues. However, attitudes have come a long way over the last 17 years and the typical stereotype of a firefighter is gradually changing. Being a female leader in a male dominated environment allows me to bring ‘difference’ both in leadership style and approach.’

‘The Fire Service is very good in developing its workforce and invests in leadership development. Whilst working in London, I went through the Windsor Leadership Programme focussing on strategic leadership in practice which was hugely beneficial, and I’ve since found out that Oxfordshire County Council supports the programme. Development in the Fire Service never really stops. Now I’m here, I’d like to focus on embedding within the organisation and further integration with the county council, working with peers to demonstrate the value the Service can add and contribute to Transformation.’

‘I would encourage anyone to come and see what we do in the service and dispel some of the myths and misconceptions of what a firefighter should look like. We run a series of taster days in which you can try some of the physical tests, speak to firefighters and discuss the recruitment process.’

LEVEL CHINGALEMBE, TEAM MANAGER, ADULT SOCIAL CARE COUNTY TEAM



Since graduating as a mature student in Social Work from Oxford Brookes University in 2015, Level Chingalembe has shot up like a star in the Oxfordshire County Council firmament. He used to be an accountant but wanted to work with people. He joined the council on graduation, and he found the assessed and supported year in employment to be ‘a good programme’.

“It gave me the confidence and abilities to excel and grow as a social worker. I had supportive supervisors and team managers who inspired, challenged and encouraged me to progress with my career. The ability to access and attend various learning and development opportunities provided by Oxfordshire County Council continues to be instrumental in my development as a manager”.

Because of his ability with figures he became a champion of direct payments within the City Adult Social Care Locality Team, with the work focusing on providing person centred social care. In September 2018 he joined the newly created adult social care county team as a Practice Supervisor with the team aim of helping to reduce the time people are waiting for an assessment.

In July 2019 his skills and talents were recognised as he became the Team Manager. He currently manages a team of Occupational Therapists and Social Workers, utilising his management skills to ensure good practice and consistency across the county. He has additionally been a member of a panel responsible for recruiting adult social care workers.

He draws inspiration from his mother who is 89 years old and continues to live independently in Zimbabwe. He believes in maximising people’s potential by creating an enabling and supportive environment.

“Now is an exciting time to be working in Adult Social Care because OCC is encouraging creative and innovative ways to support people to achieve their outcomes. We have adopted the Strength-based Approach where we value people’s skills and strengths in promoting their wellbeing. We utilise the skills of the Occupational Therapists and promote a rehabilitative approach including the use of assistive technology” We have moved “from what is wrong to what is strong”. We look at strengthening and embedding community resources, encourage good neighbourhood schemes, work with various stakeholders and service providers to ensure that people continue to be supported within their communities.

My cultural background has not stood in the way – it’s more a question of having the drive to go out there and be who you want to be. OCC is good at identifying and nurturing talent, both men and women, and it is encouraging to see more men coming into social work from diverse backgrounds.”

HANNAH BATTYE, GROWTH MANAGER CENTRAL



Hannah Battye from a young age wanted a career in transport and admits that 20 years ago Transport Management was seen by many as an odd career choice. At Swansea University where she studied Supply Chain Management she was the only female on the course sat alongside hauliers and men in logistics including soldiers from the logistics core. Not intimidated and focused on a career in transport, she completed her degree and joined Buckinghamshire County Council in the transport service as a graduate seeing all ranges of transport from policy to maintenance. Early on she found that she had a flair for management, and became their youngest team leader at the age of 23, then work her way up to Group Manager within the Transportation service. She set up the Major Projects Team, and was seconded to lead on transformation, looking for service efficiencies, invocation in services and restructuring. Then she joined Oxfordshire County Council as an infrastructure negotiator and after two years she become Growth Manager managing housing and infrastructure delivery.

‘In the last twenty years more women have been coming through, attitudes have changed, and it is great to see that at OCC both the Director of Planning & Place and the Chief Executive are women. However, there are a lot of industries that are still mainly traditional male led in property development and engineering so it’s still an industry that could do with change.’

As lead negotiator, Hannah has to deal with developers who are profit-driven: ‘in some cases they come in with differing agendas to the Council who represent the public. It is our job to ensure that the developments mitigate

their impact on the communities and environment. The negotiators have to have the ability to put forward good cases for council services like education, transport, waste, and cultural service to support new and existing communities.’

Hannah’s remit now as a Growth Manager is to deliver housing and facilitate this through delivery of new and improved infrastructure but also ensuring people have travel options and travel more sustainably: In the Growth Deal, Central Government has given £218 million to develop the affordable housing and facilitate housing through infrastructure delivery. She manages a growing team of transport planners and project managers to bring this to fruition. Hannah also oversees two Housing Infrastructure Fund schemes which are delivering significant benefits in Didcot and the A40 costing approximately £400 million.

‘What I like about the work I do is that it really matters and affects people’s lives. We are here to serve the residents, businesses and visitors of Oxfordshire – that’s why I have stayed in the public sector, rather than joining the private sector.’

HELEN POWDRILL, GROUP MANAGER – PROJECT SPONSORSHIP



Helen's career began with her gaining a Master's degree in Civil Engineering and work experience with an engineering consultancy. Eventually she became the Structures and Highway Improvements Manager at Wiltshire Council, working on bridges and major projects, and she joined the major projects team at Oxfordshire in 2016. She has noticed that there is an increasing number of women in her field.

'We deliver all manner of infrastructure investment projects relating to highways and transport including improvements to existing roads, new strategic link roads, improvements for sustainable transport modes, park & rides, and bus lanes. A high-profile example is Frideswide Square near Oxford railway station and the Saïd Business School, a shared space where neither vehicles nor pedestrians have priority. Other major projects include the congested A40 Science Transit route which will include new bus lanes and a park & ride, and improvements for pedestrians and cyclists in Headington. We are about to start work on cycle lane and bus priority improvements on Botley Road, a major route from the west into the city centre. These are just part of the half a billion pounds of projects that the council is required to deliver in the next five years.'

There are significant challenges for Helen's department: 'Each project comes with its own unique set of challenges, we have to do a lot in a short space of time, and a large part of our work is problem-solving and coordination. Most are multi-disciplinary projects even something as familiar as signalling an existing junction draws in different specialists including traffic signal engineers, lighting engineers, drainage engineers, pavement designers, landscape architects. There's also a lot of stakeholder management with businesses, residents and so on.'



Division(s): N/A

COUNCIL – 11 FEBRUARY 2020

CORPORATE PLAN AND SERVICE & RESOURCE PLANNING 2020/21 – 2023/24

Report by the Director of Finance

RECOMMENDATIONS

1. The Council is RECOMMENDED to:
 - (a) approve the Corporate Plan 2020-2024 as set out in Section 2 and delegate authority to the Corporate Director Customers and Organisational Development in consultation with the Leader and relevant portfolio holder(s) to make appropriate changes to the priorities framework.
 - (b) have regard to the statutory report of the Director of Finance (at Section 3) in approving recommendations c to e below;
 - (c) (in respect of the budget and medium term financial plan) approve:
 - (1) the council tax and precept calculations for 2020/21 set out in Section 4.3 and in particular:
 - (i) a precept of £391,445,480;
 - (ii) a council tax for band D equivalent properties of £1,527.44;
 - (2) a budget for 2020/21 as set out in Section 4.4;
 - (3) a medium term plan for 2020/21 to 2023/24 as set out in Section 4.1 (which incorporates changes to the existing medium term financial plan as set out in Section 4.2;
 - (4) virement arrangements to operate within the approved budget for 2020/21 as set out in Section 4.5;
 - (5) the Financial Strategy for 2020/21 at Section 4.6;
 - (6) the Earmarked Reserves and General Balances Policy Statement 2019/20 at Section 4.7 including
 - (i) the Chief Finance Officer's recommended level of General Balances for 2020/21 (Section 4.7), and
 - (ii) the planned level of Earmarked Reserves for 2019/20 to 2023/24 (Section 4.7.1)
 - (7) the use of Dedicated Schools Grant (provisional allocation) for 2020/21 as set out in Section 4.8.
 - (d) (in respect of capital) approve:
 - (1) the Capital & Investment Strategy for 2020/21 – 2029/30 including the Prudential Indicators and Minimum Revenue Provision Methodology Statement as set out in Section 4.9;
 - (2) a Capital Programme for 2019/20 to 2029/30 as set out in Section 4.9.1 which includes new capital proposals set out in

Section 4.9.2 and the Highways Maintenance Programme to 2024/25 set out in Section 4.9.3; and

(3) the Investment Strategy for 2020/21 set out in Section 4.9.4.

(e) (in respect of treasury management) approve:

(1) the Treasury Management Strategy Statement and Annual Investment Strategy for 2020/21 at Section 4.9.5 including the Treasury Management Prudential Indicators and the Specified Investment and Non-Specified Investment Instruments.

(2) the continued delegation of authority to withdraw or advance additional funds to/from external fund managers to the Treasury Management Strategy Team;

(3) that any further changes required to the 2020/21 strategy be delegated to the Chief Finance Officer in consultation with the Leader of the Council and the Cabinet Member for Finance;

(f) 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 budget for 2020/21.

Executive Summary

2. This report is the culmination of the Service & Resource Planning process for 2020/21 to 2023/24. It sets out the Cabinet's proposed budget for 2020/21, medium term financial plan to 2023/24 and capital programme to 2029/30, together with a number of strategies and policies that the Council is required to approve for the 2020/21 financial year.

3. The report is divided into four main sections which are outlined below:

Section 1 – Leader of the Council's overview

Section 2 – Corporate Plan

Section 3 – Statutory Report by the Director of Finance (Chief Finance Officer)

Section 4 – Budget Strategy and Capital Programme

4. This report provides an update to the report to Cabinet on 21 January 2020 following the receipt of council tax collection fund.

5. Business rates figures from district councils and the Final Local Government Finance Settlement have not yet been received. If this information is received before 11 February an addendum will be published setting out the implications. In the event that information is received after Council, **recommendation (f)** requests delegation of 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 budget for 2020/21.

6. The budget proposals set out in Section 4 have been updated in the light of latest information. Changes since the report to Cabinet on 21 January 2020 are set out below in paragraphs 11 to 14.

Section 1 – Leader of the Council’s overview

7. Section 1 to follow, will set out the Leader’s speech on the proposed budget.

Section 2 – Corporate Plan

8. Section 2 sets out the new Corporate Plan 2020 – 2024 for the Council.

Section 3 – Statutory Report by the Director of Finance (Chief Finance Officer)

9. Under Section 25 of the Local Government Act 2003, the Chief Finance Officer is required to report on the robustness of the estimates made in determining the council tax requirement and on the adequacy of the proposed financial reserves. This assessment is set out in Section 3 of the report. Council is required to have regard to this report in making their decisions on the budget.

Section 4 – Budget Strategy and Capital Programme

10. This section sets out the detailed 2020/21 budget and the 2020/21 – 2023/24 medium term financial plan and capital programme to 2029/30, together with the strategies which underpin these such as the financial strategy, capital strategy and treasury management strategy. It includes those matters that the Council must approve as part of the budget setting process, including the council tax requirement and council tax amount for a band D property.

Updated Financial Information

Collection Fund Surplus

11. Final estimates of the County Council’s share of the council tax collection fund surplus were received by the end of January 2019. The amounts have now been confirmed and the Council will receive £8.609m in 2020/21, £0.350m more than the draft position reported in January 2020.

Changes to budget proposals

12. The Cabinet has proposed to double the investment in 2020/21 only for the new programme of vegetation clearing, cleaning and other minor activities (Reference 21COM45), adding an extra £0.320m.
13. The remaining £0.030m will be added to General Balances.
14. The changes to the 2020/21 budget and medium-term plan from the report to Cabinet in January 2020 as set out in this report are summarised in the following table:

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Overall Position per January report (shortfall +/-surplus -)	0.000	25.123	0.000	0.000	25.123
Additional Collection fund Surplus (21CM11)	-0.350	0.350			0.000
Increase programme of vegetation clearing (21COM45)	0.320	-0.320			0.000
Additional contribution to general balances (21CM22)	0.030	-0.030			0.000
Revised Overall Position as per Section 4 (shortfall +/-surplus -)	0.000	25.123	0.000	0.000	25.123

Dedicated Schools Grant

15. Due to timing differences in information used by the Department for Education in generating units of funding and latest information available, in applying the National Funding Formula at full factor values, £1.870m of one-off unallocated Dedicated Schools Grant remains for 2020/21.
16. Schools Forum considered the use of this funding at its meeting on 15 January 2020. Their recommendation was to increase the contribution to the Growth fund by £0.600m; and to move the balance of the unallocated funding, of £1.270m to the High Needs block to allocate directly to SEND budgets in schools to specifically support High Needs students. This recommendation was made on the proviso that the Local Authority withdrew the disapplication request made to the Secretary of State for Education to transfer £2.0m from the Schools Block to High Needs in 2020/21. The Cabinet Member for Education & Cultural Services approved these recommendations on 16 January 2020.

Financial and Legal Implications

17. This report is mostly concerned with finance and the implications are set out in the main body of the report.

Climate Action Implications

18. The Council has declared a climate emergency and stated the commitment to deliver zero net carbon emissions by 2030. Considering and responding to the climate emergency must be embedded in how the Council operates and in all services the Council delivers. This report provides an overarching framework for our ambitions to reduce carbon emissions, improve transport networks and support healthy communities as part of our commitment to tackle the issue of climate change.

Equality and Inclusion Implications

19. 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.' An overarching service and community impact assessment (SCIA) which set out a view on the overall impact of the budget proposals included in the Service & Resource Planning report to Cabinet in January 2020.

LORNA BAXTER

Director of Finance

Background papers:

- 1) Service & Resource Planning Report to Cabinet 17 September 2020
- 2) Service & Resource Planning Report to Performance Scrutiny Committee 9 January 2020
- 3) Service & Resource Planning Report to Cabinet 21 January 2020

Contact Officers: Section 2 – Claire Taylor – Corporate Director Customers & Organisational Development Tel: 07734 481702

Section 3 & 4 – Lorna Baxter – Director of Finance
Tel. 07393 001218

February 2020

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Section 2

Corporate Plan

Corporate Plan and Draft Outcomes Framework

Context

1. An updated Corporate Plan 2020/2024 is presented to Council for approval.
2. As in previous years, a cross-party member working group was established to inform the development of the refreshed plan. This was chaired by Cllr Heathcoat and has been consulted at key points in the development process.

Corporate Plan

3. The Corporate Plan is a key document for the Council, setting out our future strategic direction and how this will be delivered. It reflects the Council's vision of Thriving Communities for everyone in Oxfordshire, sets out our key priorities and describes how these will be achieved over the next four years.
4. The Corporate Plan forms part of a suite of documents that collectively communicate our priorities, how we will measure progress against them, the detailed service-based activities that will help to achieve our priorities, and a summary of progress in the previous year. These include:
 - Corporate Plan
 - Outcomes Framework (the basis of monthly Business Management Reporting)
 - Service Delivery Plans
 - Annual Report
 - Council Tax leaflet
5. The proposed Corporate Plan has retained the existing vision and priorities, with a view to a full plan review next year.
6. The document is slimmed down significantly to create more focus on our priorities and to make it more accessible to residents, staff and other stakeholders. The document presents information in a more visual way, using infographics and specific examples to emphasise key points.
7. The recommended plan also reflects the Council's increasing emphasis in certain areas, such as climate action, healthy place shaping and working in partnership –including with Cherwell District Council.

Draft Outcomes Framework

8. The accompanying draft 'Outcomes Framework' is included for information. This sets out the way we measure progress towards the ambitions and priorities set out in the Corporate Plan. This draft sets out the outcomes, indicators and measures we propose to use for corporate reporting in 2020/21.

9. This will form the basis of the performance information included within monthly Business Management Reports, which Cabinet and the Performance Scrutiny Committee receives throughout the year.
10. The Outcomes Framework is being reviewed and revised before the start of 2020-21 to ensure that we are able to measure and report on progress against the Council's up-to-date priorities.
11. This refreshed Outcomes Framework has sought to ensure it is more streamlined, with fewer outcomes, indicators and measures, but to still be focused on demonstrating progress in achieving the key priorities of the Council.
12. Targets will be added to the draft Outcomes Framework during February. In some cases, final targets will be dependent on Q3 or year-end performance outturns before they can be confirmed.

CLAIRE TAYLOR
Corporate Director Customers & Organisational Development

Thriving communities for everyone in Oxfordshire

Corporate plan 2020-24



**OXFORDSHIRE
COUNTY COUNCIL**

About this plan

Our Corporate Plan sets out our vision for thriving communities for everyone in Oxfordshire. It explains the priorities and focus for us to achieve our vision.

We live in a diverse and dynamic county with nearly 700,000 residents. Along with the historic city of Oxford and large town of Banbury, the county has a thriving network of villages and market towns. They are home to around 40% of the population, making Oxfordshire the most rural county in the south-east.

Our population is growing and, overall, we are a healthy and wealthy county. We know there are opportunities to make sure all residents and communities in Oxfordshire have the same opportunities to thrive.

To achieve our vision, we focus on three 'thriving' themes: people, communities and economy. This plan explains how we will realise our vision and how we measure progress.





Leader's foreword

Your county council is shaping Oxfordshire's future – along with our partners such as the NHS, district councils, businesses, universities, voluntary groups and, most importantly, communities themselves.

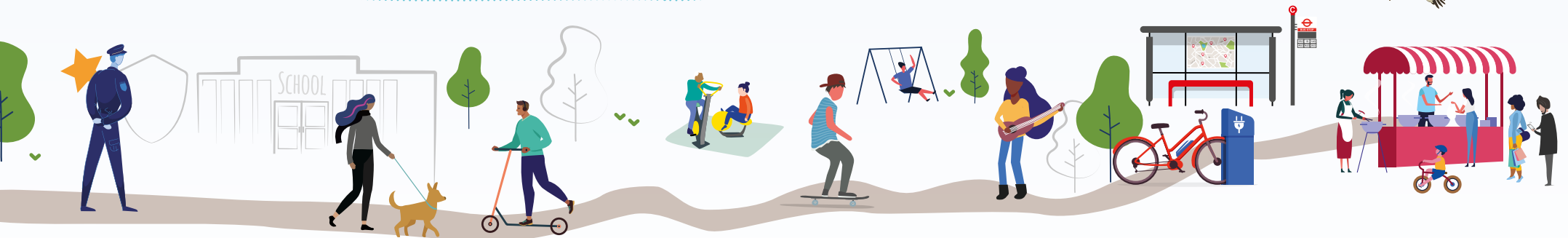
We are investing in a sustainable transport system so our local economy and public services can thrive and thus reduce ill-health, neglect and loneliness. That means helping individual people and creating better places to live for all – healthier places for thriving communities.

It's already happening in Bicester and Barton, and can happen across the county. I want to see 'inclusive growth' so everyone can enjoy the excellent quality of life in Oxfordshire.

Climate change is our other big priority, which influences everything we do. The county council has halved its carbon emissions since 2008; now we must get to zero by 2030. Our ambition is inspired by Oxfordshire's strong environmental credentials, with the best recycling rates in the country.

But these changes will only happen if we work together with communities. Please join us to shape a healthier Oxfordshire for everyone!

Councillor Ian Hudspeth
Leader of Oxfordshire County Council



Thriving communities

for everyone in Oxfordshire

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.

- Support families that need extra help to thrive.
- Improve educational attainment, including for children with special needs.
- Join up social care with the NHS to keep people out of hospital.
- Work with the police and others to keep young people safe.

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.

- Design places that encourage healthy and active lives.
- Focus on the health gap between different communities.
- Reduce carbon emissions to tackle climate change and improve air quality.
- Encourage community-run services and self-help initiatives.



Thriving economy

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

- Secure government investment in transport and affordable housing.
- Maintain the county's roads and infrastructure.
- Connect rural homes and businesses to broadband.
- Promote Oxfordshire as a place to invest.

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

- Improve customer service, particularly online.
- Involve people in designing better services.
- Work closely with our public, private and voluntary sector partners.
- Give communities more say in local services, such as libraries.



Thriving communities

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

Safe, healthy and active lives in Oxfordshire



We have high life expectancy: 81.6 for men and 84.6 for women.



Rates of adults participating in physical exercise in Oxfordshire are higher than regional and national averages.



Smoking rates are down almost 5% to 10.7% of adults since 2013.

What we will do

- Focus on reducing the health gap between different communities.
- Encourage community-run services and self-help initiatives, amongst parish councils, town councils voluntary and community groups.
- Encourage people to live healthy lives and provide services which support healthy choices.
- Help people to stay safe and well in their own homes.

Measuring success

- People are helped to live safe and healthy lives.
- People play an active part in their community.

SPOTLIGHT ON...

Preventing drop-offs near schools to improve air quality

The school run is known to have a major impact on air quality around schools. Now several Oxford schools are working with the county council on a pilot project to restrict traffic outside schools.

The initiative follows a Friends of the Earth event hosted by the county council on Clean Air Day in June 2019, which led to several Oxfordshire schools asking to be part of the pilot. 'School Streets' has already been successfully trialled in other parts of the country.

The challenges

- There is a life expectancy gap of 7 years for men and 5 years for women between the most and least deprived areas.
- Child poverty has increased from 9.8% in 2015 to 10.1% in 2016.
- 56% of people aged 18 or over in Oxfordshire are classed as overweight or obese.

CLIMATE CHANGE COMMITMENT

Increased walking and cycling will have a positive impact on climate change.

Supporting active lifestyles is essential to improving residents' health.



Thriving communities

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

Quality of life and environment in Oxfordshire

CG8



Communities and volunteers support our 44 libraries.



We are the highest performing local authority area in England for recycling and waste management with more than 57% of our household waste recycled, composted or re-used.



Adults participating in active travel has increased from 40% to 44% since 2015/16.

What we will do

- Design places that encourage healthy and active lives, including cycling and walking routes.
- Provide library, cultural, museum and music services.
- Reduce carbon emissions from council buildings and activities.
- Respond to emergencies, maintain trading standards and safeguard our residents.
- Help people stay safe on our roads.
- Protect the local environment.

Measuring success

- People are helped to live safe and healthy lives.
- Our quality of life in Oxfordshire is enhanced.
- Our local environment is protected and climate change tackled.

The challenges

- We must respond to the climate emergency.
- Pressure on the highway network caused by high use of our 2,578 miles of road.
- We have precious natural resources to protect; such as 25 wildlife reserves, 122 protected species and 26% of land within an Area of Outstanding Natural Beauty.
- Air quality is a particular issue in Oxford city.

Climate action will be prioritised in decision making and we will be carbon neutral by 2030.

CLIMATE CHANGE COMMITMENT

Addressing air quality and reducing waste will have a positive impact on climate change.

SPOTLIGHT ON...

Going electric

The drive to reduce carbon emissions stepped up a gear when the Fire and Rescue Service took delivery of a new fleet of electric cars and vans. In the longer term, the fire service expects technology will enable electric fire engines.

The county council has already taken a strong lead and committed to being carbon neutral by 2030 and is in the process of replacing its general pool cars with rechargeable models, with three already in use.



Thriving people

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

Children in Oxfordshire ^{CC8}



Between mid-2016 to mid-2017 there were 7,537 births.



Proportion of pupils attaining a “strong” pass in English and Maths is above national averages at 46.6% (national average 43.2%).



Compared with England, Oxfordshire had a higher proportion of people aged 0-4, 15-19 and 20-24 in 2015/16.

What we will do

- Support families that need extra help to thrive.
- Improve educational attainment, including for children with special needs.
- Work with the police, schools and others to keep young people safe in their families and communities.
- Provide children’s social care, including child protection, looked after children, adoption and fostering.

The challenges

- The need for children’s social care has risen. 80% rise in children in care since 2011.
- Those with special educational needs and disability support increased by 9% between 2017 and 2018.
- Census data suggests around 1,300 young people aged under 16 provide unpaid care in Oxfordshire.

Measuring success

- Children are given a good start in life.
- Children are able to reach their potential.

CLIMATE CHANGE COMMITMENT

Enabling schools to reduce their carbon emissions will have positive impact on climate change.

GOOD

Providing early help is essential for families to thrive.

Our children’s services are rated ‘Good’ by Ofsted.



Helping families keep children safer

Children’s services is adopting a pioneering approach that will radically change the way children’s social care operates and start to reduce the growing number of children in care.

The new family safeguarding model involves children’s social workers working in small integrated teams, centred around individual families in need, alongside experts providing specialist mental health, drugs and alcohol and domestic abuse services.



Thriving people

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

Adults in Oxfordshire^{CC8}



Rural districts have a much higher proportion of older people compared to the city, 20% compared to 12%.



People live longer lives in good health than elsewhere in the country.



63,300 (15%) of people aged 16-64 have a disability that limits their ability to work.

What we will do

- Join up social care and the NHS through an 'Integrated Care System' to reduce the need for people to go to hospital, and improve their healthcare experience.
- Provide support and care services for our residents as they live independently.
- Promote healthy lives for older people and support them to stay healthy, active and well.
- Ensure care services are good quality and reliable for the future.
- Support people to access travel and transport to enable them to live independently.

CLIMATE CHANGE COMMITMENT

Investing in community energy will have positive impact on climate change.

The challenges

- Population of over 85s is expected to increase by 34% by 2027.
- 18,071 carers reported by 66 (out of 70) GP practices in Oxfordshire in September 2019.
- Over 5,500 adults with learning difficulties and people aged 65+ supported by adult social care.
- We have challenges with recruiting and retaining staff because of the relatively high cost of living in Oxfordshire.

Measuring success

- Care services support independent living.

Tackling our workforce challenge will help us support an increasingly older population.

Page 99 SPOTLIGHT ON...

Focusing on independent living

Adult social workers are taking a new 'strengths-based' approach to helping older and disabled people live independent lives. They are focusing on a person's strengths rather than starting with 'needs', while making sure not to ignore the real challenges some people face.

The approach tries to draw out the person's own strengths and capabilities, and work with them to explore how their family, social network and available community resources can support and promote their wellbeing.



Thriving economy

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

Oxfordshire's economy ^{CC8}



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



6,830 apprenticeships started in Oxfordshire and 4,640 apprenticeships were completed in 2017-18.



Average earnings increased from £33,000 to £34,000 in 2018.

What we will do

- Secure government investment in transport and affordable housing.
- Connect rural homes and businesses to broadband.
- Promote Oxfordshire as a place to invest.
- Work with others to support skills development, business growth and employment.
 - Delivery of key infrastructure for Oxfordshire including highways and housing.

Measuring success

- Everyone has access to good homes and jobs.
- Businesses are able to grow and develop.
- People and communities have excellent transport and broadband connections.

The challenges

- Average house prices in Oxfordshire increased, making Oxford the least affordable city for housing.
- Rents are high and there is a demand for affordable housing.
- Our road network is under pressure with population growth.
- The rural nature of Oxfordshire, combined with 82% of residents working within the county, means roads are still essential for people to access work, school and other services.

CLIMATE CHANGE COMMITMENT

Reprioritising road space for low carbon travel will have positive impact on climate change.

A connected Oxfordshire supports sustainable growth.

Improved bus and cycle routes on the A40

Bus users will benefit from a major scheme to address congestion on the A40 after the government confirmed a £102 million bid by the county council. The grant from the housing infrastructure fund (HIF) will be used to extend the A40 dual carriageway from Witney to the proposed Eynsham park and ride, including upgraded cycling facilities. There will also be access at Duke's Cut canal and railway bridges, extending the eastbound and westbound bus priority lane.



Taking action against Climate Change



We will take climate action:

In our Organisation

- Make Climate Action a top priority in all decision making.
- Make our corporate estate carbon neutral by 2030.
- Maximise solar generation on our buildings and land.
- Buy local green power for our estate.
- Electrify our vehicles.
- Support our staff to use zero carbon travel options.
- Challenge our suppliers to match our ambition.

In Oxfordshire

- Manage land to capture carbon.
- Enable schools to reduce their carbon.
- Reduce carbon from your streetlighting.
- Provide charging points for your electric car.
- Invest in cycle paths and safe walking routes.
- Reprioritise road space for low carbon travel.
- Invest in community energy.
- Support our communities to take Climate Action.
- Team up with innovators to test new solutions.
- Work with our partners so we all achieve more.
- Keep you informed on our Climate Action plans and progress.

So together we can:

- Be part of a zero carbon future.
- Have cleaner air.
- Be more active.
- Save money.
- Collaborate and share.
- Have more time.
- Connect with each other.
- Have comfortable buildings.
- Be more resilient.
- Have a stronger community and economy.
- Be proud.



Making Oxfordshire a healthier place to live

SPOTLIGHT ON...

Public Health team

The Public Health team worked with Living Streets and schools to deliver our year-round, walk to school challenge. Many more children travelled to school by foot, bike or scooter, with 5,000 pupils and their families choosing healthier and cleaner ways to travel.

Walk to School Week is an extension of the Walk Once a Week (WOW) project. In May 2019, more than 60 primary schools took part in Walk to School Week to promote exercise, improve road safety and reduce congestion. As a result of the interest generated by WOW, the Public Health team is developing more projects to increase active transport for school children.



Public Health in Oxfordshire

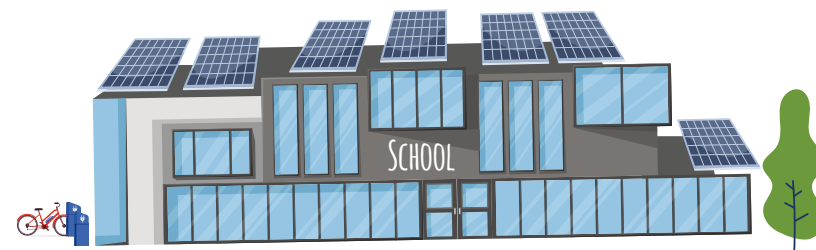
- Oxfordshire has a healthy population overall, with a few deprived areas where people have poor health.
- There is a 15 year life expectancy gap between the most deprived and least deprived areas in the county.
- “Healthy place shaping” can improve community health by redesigning areas where people live and travel; engaging residents, and in finding new ways of delivering services.

What we will do

- ‘Healthy place shaping’ is about designing healthy behaviours into the way places are planned and services delivered, ranging from cycling routes to opportunities for social interaction.
- The Public Health team will strengthen and develop partnership working across communities and organisations to maximise opportunities to embed healthy place shaping into everyday practice so there is a health benefit for all Oxfordshire’s residents.

The challenges

- There has traditionally been a focus on changing individual’s lifestyles. Partners should collaborate to create communities where people can make healthier choices.
- Meaningful change needs real community involvement, which needs collaboration to create communities people value.



Making it happen

CC8

Listening to residents and improving what we do

SPOTLIGHT ON...

Councillor Priority Fund

Residents can influence local spending through their councillor. The Councillor Priority Fund enables councillors the opportunity to fund projects that matter most to their local community. The fund has successfully supported hundreds of local community projects over the last two years and is highly valued by our residents. Therefore, we have committed to continuing the fund for another year.

During 2018/19, there were over 170 different community and charity groups that received funding involving over 60 different towns and parish organisations.



What we will do

- Improve customer services, particularly online.
- Give communities more say in local services, such as libraries.
- Involve people in designing better services.
- Work closely with our public, private and voluntary sector partners.

Measuring success

- Our services improve.

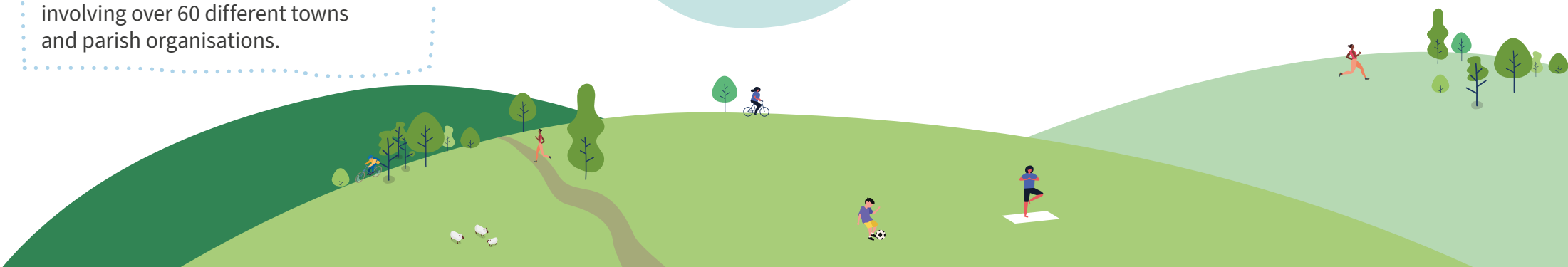


We would like to hear from you:

We have opportunities for you to feed in your views through our Facebook and Twitter pages, through your local councillor, in public meetings and through our consultation. Find out more by visiting our website.

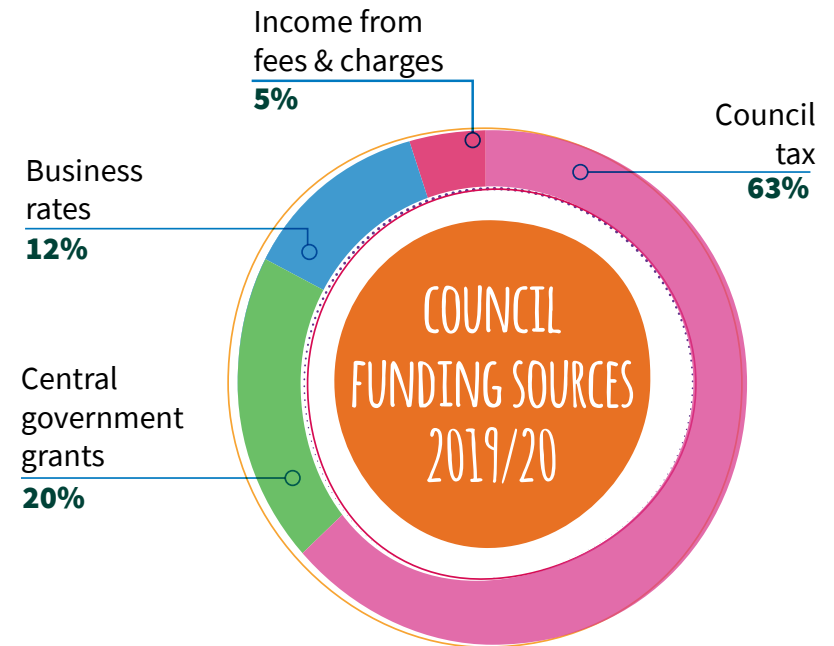
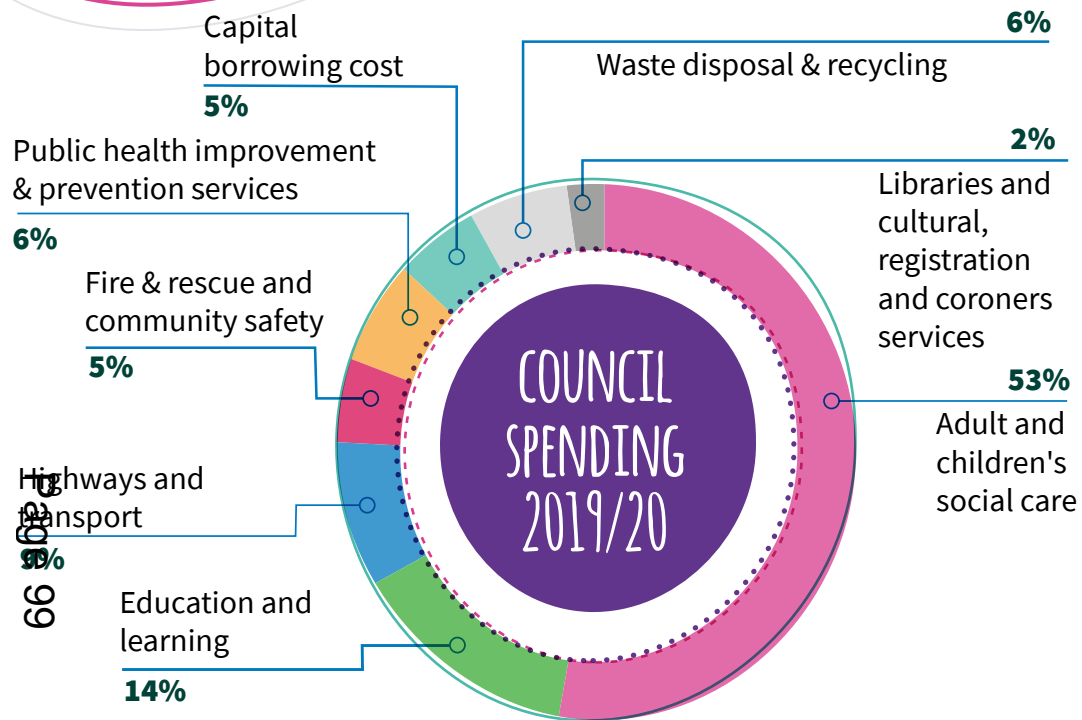
Want to get more involved?

We have opportunities for volunteering and having a say in the services you receive. Contact us for more information.



Providing the best value for public money

Making it happen



Why we are changing

The council must be ready to meet future challenges, such as long-term financial pressures and growing demand for services. That means investing in prevention; redesigning services, and improving the way the organisation runs.

Measuring success

- We deliver value for money.
- We make the savings agreed in the Medium Term Financial Plan.



SPOTLIGHT ON...

Bringing customer service to communities

Oxfordshire's libraries do a lot more than simply offer books for loan. Our teams are now trained to help members of the public to access public services online, apply for a disabled parking permit and so much more. At our libraries, residents can enjoy a range of activities and events in a safe, community space. By broadening the library offer, Oxfordshire County Council can continue to operate a network of 44 libraries across the county, despite the pressure on local government finances.



Actions list

We will work with partners to

- ☐ Engage with local people and organisations to understand what they need and how best to support them to meet these needs.
- ☐ Work through our councillors to understand local issues and priorities.
- ☐ Develop a new approach to working in different localities across Oxfordshire that improves people's lives and addresses inequalities.



CC8

WORKING WITH PARTNERS ACROSS OXFORDSHIRE

- We work collectively with parents to achieve the best possible outcomes, including the NHS to improve health and social care; the police and probation service to keep people safe; business innovators to improve travel in the county; and the voluntary and community sector to understand and meet local needs.
- We also work with other councils across Oxfordshire, and beyond, including our unique partnership with Cherwell District Council. Staff across both councils are constantly finding new ways to improve services and reduce costs.
- We are addressing long-term challenges, from childhood obesity to supporting an ageing population. Services serving the same customers, such as leisure and libraries, and trading standards and environmental health, work more closely together than ever before.
- Savings of nearly £1m have already been made or are in the pipeline as a result of joint management arrangements.
- We want to improve partnership working with the other Oxfordshire districts to improve outcomes and customer experience.

Investing in the digital future

We are investing in digital technology to reduce costs and improve services to our residents. Our new ICT strategy focuses on improving online services. Not everyone can access our services online, but those who expect to be able to do so will start to see big improvements.

A new online Blue Badge application process with credit card payments launched earlier this year. Since then, nearly 70% of applications are made online - previously it was 40%.



Stay in touch: @oxfordshirecc oxfordshirecountycouncil @oxfordshirecc @oxfordshirecc**Contact us**

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To find out more about how you can take part in local democracy by asking questions or making statements at council meetings, visit:
www.oxfordshire.gov.uk/council

Have your say in consultations about changes to council services or policies at:
www.consultations.oxfordshire.gov.uk

You can apply, book, find, report and pay for a range of services on the county council website:
www.oxfordshire.gov.uk



***** DRAFT *****

2020-21 OUTCOMES FRAMEWORK

version: 30 January 2020

WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY		
OUTCOME	INDICATOR	MEASURE
Our services improve	Improvement following audit or inspection	Proportion of actions dealt with on time after external inspection or audit
		The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average (84% in Apr 19)
	Listening to residents	% of Residents' Survey respondents who: a) say local people can influence us b) are satisfied with the way we run things c) say we act on their concerns
		Number of pothole enquiries reported on FixMyStreet repaired or actioned for repair against the total during the calendar month prior to reporting date
		Increased take-up of FixMyStreet Super-User Volunteers from among members of the public
We deliver value for money	The Council is financially resilient	Financial indicators contained in the Financial Strategy are on track
		General balances remain at or above the risk assessed level
	Effective financial management and governance	Directorates deliver services and achieve planned performance within agreed budget
		Capital projects are delivered on time and within budget
		Systems and processes operate effectively and are well controlled to reduce and detect error and fraud.
	Using our assets effectively to deliver services to our residents	Review the operational estate with services and realign portfolios and assets with the requirements defined by the service, ensuring assets are appropriate and adequate for purpose
		Work positively with partners to facilitate greater integration for space sharing and reducing overall costs to the public sector
		Ensure the estate contributes to the Council's income through ensuring its investment portfolio and surplus estate perform to agreed criteria

WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY		
OUTCOME	INDICATOR	MEASURE
People are helped to live safe and healthy lives 0103	Numbers of people helped to live safe and healthy lives	Number of safe and well visits that help vulnerable children and adults to live more secure and independent lives
		Number of children better educated to live safer and healthier lives
		% of eligible population 40-74 who have been <u>invited</u> for an NHS Health Check since April 2017
		% of eligible population 40-74 who have <u>received</u> an NHS Health Check since April 2017
		Numbers of people walking or cycling increase, based on the baseline for Oxfordshire in the Government's Active Lives Survey
	Timeliness of emergency response	More people alive as a result of our "365 Alive" prevention, protection and emergency response activities
		% of emergency call attendances made within 11 minutes
		% of emergency call attendances made within 14 minutes
	Numbers of people receiving support to stop smoking or for drug and alcohol dependency	Rate of successful quitters per 100,000 smokers 18+
		Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.
		Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.
		Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.

WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT		
OUTCOME	INDICATOR	MEASURE
Our quality of life in Oxfordshire is enhanced	Condition of highways	Defects posing immediate risk of injury are repaired within 24 hours
		Defects creating potential risk of injury repaired within 28 calendar days
		Km of highway resurfaced as % of total
	Participation in cultural services	Increase in participation in programmes offered by Cultural Services
		To reach the upper quartile in the CIPFA (Chartered Institute of Public Finance and Accountancy) benchmarking comparison group for active library users, daily visits, book issues and self-service transactions
		Number of volunteer hours per month contributed to a) the History Service and b) the Museum Service
		Number of volunteer hours contributed to libraries to support delivery of specific programmes
Page 104 Our local environment is protected and climate change is tackled	Oxfordshire's land is protected	50% of Mineral and Waste applications are determined within 13 weeks
		% of highway maintenance construction, demolition and excavation waste diverted from landfill
	Reduction in carbon equivalent emissions from Council activities	Yearly reduction of 6% in carbon equivalent emissions from Council estates & activities (Carbon Neutral by 2030)
		% of streetlights fitted with LED lanterns by March 2021
		Increase the number of staff who have accessed the Council's Cycle to Work scheme
	Reduced carbon impact of our transport network	Increase a) the total number of electric vehicle charging points and b) the number of electric vehicle charging points per 100,000 population, compared with [xx] baseline
		Increase the number of electric vehicles within the Council's fleet
	Air quality	Quarterly assessment of air quality as reported by District and City councils' air quality monitoring
	Household waste re-used, recycled or composted	% of household waste a) recycled, b) composted and c) re-used (and total %)
		% of household waste sent to landfill. Reported performance is the forecasted end of year position.
		% of household waste recycled, composted and re-used at our Household Waste Recycling Centres (HWRCs).

WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT		
OUTCOME	INDICATOR	MEASURE
Children are given a good start in life Page 105	Prevalence of healthy children	Number of expectant mothers who receive a universal face to face contact at 28 weeks
		Percentage of births that have received a face to face New Birth Visit
		Percentage of children who received a 12-month review
		Percentage of children who received a 2-2½ year review
		Babies breastfed at 6-8 weeks of age
		% of mothers receiving a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.
	Number of looked after children	Safely reduce the number of looked after children by [tbc] to bring it nearer to the average of our statistical neighbours during 2020-21
	Number of children's social care assessments	Increase the number of early help assessments to [tbc] during 2020-21
		Level of social care assessments to not exceed the 2019-20 level
	Number of child protection plans	Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2020-21
Children are able to reach their potential	Ofsted rating of schools	% of primary schools rated good/outstanding by Ofsted
		% of secondary schools rated good/outstanding by Ofsted
	Children missing education	Persistent absence rates in primary schools (%)
		Persistent absence rates in secondary schools (%)
	Timeliness of completing Education, Health and Care Plans	Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks, to be above the national average by March 2021
		Increase the number of completed Education, Health and Care Plans (EHCPs) as a proportion of the total number of children in Oxfordshire with Special Educational Needs and Disability

WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED		
OUTCOME	INDICATOR	MEASURE
<div> <div>Page 106</div> <div>Care services support independent living</div> </div>	People needing short-term support can access an effective service	Maintain the number of hours of reablement delivered to [tbc] per month
		Number of people receiving reablement
		% of people who need no ongoing care after the end of reablement
	Number of people with control over their care	% of people with safeguarding concerns who define the outcomes they want
		Number of people with personal budgets remains above the national average
		% of people aged over 65 using Adult Social Care services who receive a direct payment remains above the national average
		% of people aged under 65 using Adult Social Care services who receive a direct payment remains above the national average
	Number of people delayed leaving hospital	Reduce the number of people delayed in hospital awaiting health care
		Reduce the number of people delayed in hospital awaiting social care
		Reduce the number of people delayed in hospital awaiting both health and social care
	People needing social care are supported to stay in their own home	Maintain the number of home care hours purchased per week
		Reduce by [xx]% the number of people aged 18-65 entering permanent residential care (vs. OCC rate of the past 3 years)
		Ensure the % of working age (18-64) service users with a learning disability support, who are living on their own or with their family, remains above the national average (76%)
		Increase from 57% the percentage of older people in long term care who are supported to live in their own home
		The number of older people with care needs moving in to affordable rented Extra Care Housing units in that month.

WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE		
OUTCOME	INDICATOR	MEASURE
Everyone has access to good homes and jobs	Infrastructure delivery supports growth	Funding secured as % of yearly investment required to bring the condition of all highway assets into good condition (identified in the Highway Investment Business Case)
	Number of new homes	We support the delivery of [tbc] new affordable housing starts by March 2021
Businesses are able to grow and develop	Support for a strong local economy	Number of businesses given support by Trading Standards interventions or fire risk inspections
		We participate in 20 innovation funding bids to support the Smart Oxford programme
People and communities have excellent transport and broadband connections	Levels of disruption to journeys	Failed utility inspections to be no higher than 15%
		Increase in number of saved days of works on the highway via the Councils duration challenges
	Level of public transport satisfaction and use	Increase use of public transport in Oxfordshire over baseline as follows: Bus: Department for Transport annual statistics for bus use in Oxfordshire: <ul style="list-style-type: none"> Bus journeys Bus use per head Bus: Transport Focus Autumn 2019 Bus Passenger Survey for Oxfordshire <ul style="list-style-type: none"> Satisfaction with overall journey Rail: Dec 2019 Oxfordshire Station use, per Office of Rail & Road statistics
		Bus punctuality – average excess waiting time of buses on frequent services to be less than 5 minutes
		Bus punctuality – 90% of buses on less frequent routes to arrive between 1 min early and 6 mins late
	Enhanced digital connectivity for residents and businesses	The number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contracts with BT and Airband
		The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband
		The % of premises in Oxfordshire without access to: <ul style="list-style-type: none"> At least Basic Broadband (at least 2Mb/s) OFCOM ‘acceptable’ broadband (10Mb/s)

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Section 3

Statutory Report by the Director of Finance (Chief Finance Officer)

Local Government Act 2003: Section 25

Report by the Director of Finance (Chief Finance Officer)

Background

1. Section 25 of the Local Government Finance Act 2003 requires that when a local authority is agreeing its annual budget and council tax precept, the Chief Finance Officer must report to it on the following matters:
 - The robustness of the estimates made for the purposes of the (council tax requirement) calculations
 - The adequacy of the proposed financial reserves
2. The Council is required to have due regard to this report when making decisions on the budget. The law expects Councillors to consider this advice and not set it aside lightly.
3. In expressing my opinion, I have considered the financial management arrangements and control frameworks that are in place, the budget assumptions, the adequacy of the Service & Resource Planning process, the financial risks facing the Council and the level of total reserves.
4. Section 25 of the Local Government Act 2003 concentrates primarily on the uncertainty within the budget year (i.e. 2020/21). However, future uncertainties, particularly around the delivery of savings and the increasing pressures in demand driven services also inform the need for reserves and balances in the medium term.

Financial management arrangements and control frameworks

5. The Council received an unqualified opinion on both the accounts for the Authority and the Pension Fund for 2018/19. In respect of securing value for money, the conclusions are based on whether the organisation has proper arrangements in place for securing financial resilience and for challenging how it secures economy, efficiency and effectiveness. The Council received an unqualified value for money conclusion for 2018/19.
6. The Council has strong governance arrangements in place and a robust assurance process that requires a statement at the year-end from the 'corporate lead officer' for various key control areas. The Director of Finance has responsibility for ensuring that an effective system of internal control is maintained to provide an assessment of the current position across the whole council and identifying areas for improvement where appropriate. Areas for improvement are reported to Audit & Governance Committee and monitored in year through the Corporate Governance Assurance Group.

7. Financial Management remains a key focus. A fundamental review of the Finance Service has been completed, and a new structure implemented that has been designed to support effective financial management performance across the Council. The new ways of working will become embedded in 2020/21 and will continue to be developed in line with other organisational change. CIPFA have published a new Financial Management Code which sets out the
8. models of good practice. The Council operates in line with the standards, with leadership, financial planning and financial resilience a strength. The main areas of attention for development and improvement during 2020/21 will be financial management competency across the Council, and budget management.

Budget Assumptions

9. The formation of the 2020/21 budget and indicative budgets for the following three years to 2023/24 have allowed for best estimates of the total financial envelope over the medium term taking into account anticipated unavoidable pressures plus investments and the savings then required to match the funding available. In forming the estimates various assumptions have been made. The main assumptions together with an assessment of their risk are set out below:
 - a) Funding assumptions – General Government funding by way of the Settlement Funding Assessment for 2020/21 has been notified by MHCLG as part of the Local Government Finance Settlement. Where specific government grants have been notified, these are reflected in the MTFP. Where grants have not been confirmed, which at the time of writing, include Public Health, these have been assumed to continue at the same level as 2019/20

Beyond 2020/21, there is no certainty in terms of local government finance. This makes it difficult to plan for the medium term. Details and assumptions have been set out in the Financial Strategy at Section 4.6.

The maximum increase in Council Tax is proposed for 2020/21, within the referendum limit, as set out in the Local Government Finance Settlement. Beyond 2020/21, assumed maximum increases of 1.99% are planned on the assumption that the adult social care precept does not continue.

Business rates forecast income for 2020/21 has been provided by the District Councils. It is assumed that all growth will be removed when the business rate baseline is reset, currently forecast to be in 2021/22, at the same time as the introduction of the proposed 75% Business Rates retention scheme.

The increase in taxbase for 2020/21 was in line with assumptions in the MTFP. Beyond 2020/21 a flat increase of 5,000 per year is assumed across proposed

MTFP. The Housing & Growth Deal should deliver accelerated housing and forecast increases beyond 2020/21 set out in the deal document range between 5,714 and 6,379 per year over the medium term. This higher forecast has not yet materialized, so an annual increase in the taxbase of 5,000 is realistic.

Surpluses on Council Tax collection funds continue to be high and have not been less than £5.0m since the localisation of council tax support in 2013/14. The proposed MTFP includes an increase of £0.5m per year, to £5.0m on annual collection fund surpluses.

- b) Inflation – The Green Book pay award for 2020/21 is still to be agreed. The budget provides for a 2.0% increase based on latest assumptions. If the pay award is higher, the cost will need to be met from contingency. A 0.5% change in the pay award has a £0.8m impact on the budget. The budget also assumes the July 2020 Firefighters pay award will be 2.2%. A 0.5% change has an impact of less than £0.1m on the budget.

The Government announced that the National Living Wage will increase by £0.51 per hour to £8.72, in April 2020. This will have an impact on the rates that the council will pay for care in 2020/21 but it is anticipated that increase can be managed within existing funding for inflationary uplifts included in the MTFP of £1.3m.

Contract inflation is provided for dependent on the index applied to the contract, based on inflation rates in September 2019. Inflation has continued to reduce over the last year and the latest figures from December 2019, show a further decrease, with RPI and CPI at 2.2% and 1.3% respectively (compared to 2.7% and 2.0% respectively in December 2018). No inflation is built in for other categories of spend, however, a 1% inflation uplift on other areas of spend only equates to £0.25m so alongside the increases built in for contracts, there should be no inflationary pressure in 2020/21.

- c) Demographic/Demand Growth - Funding for demographic growth is built into the budget each year. Funding to meet forecast increases for older people, adults with learning disabilities and physical disabilities are included the MTFP, as has growth in demand in children's social care and special educational needs home to school transport. In relation to adults and children's social care, demand increases have been built into the proposed budget and MTFP at the mid-point of growth projections, increases at the high of forecasts are built into the corporate contingency budget (see Paragraph 12)
- d) Treasury Management – all existing debt is under fixed interest rates so is not subject to interest rate variation and the MTFP assumes an extension of the strategy to borrow internally up to a maximum of £100m.

The proposed MTFP assumes the bank rate will remain at 0.75% during 2020/21 and across the medium term, with returns 0.10% higher than the bank rate for 2020/21 only. There remains a risk of a cut to Bank of England base rate in coming months. Consequently, longer term deposits have been actively increased to protect against this, however a cut in base rate of 0.25% could still reduce the return on in house investments by up to £0.50m during 2020/21, depending on the timing of a reduction.

Externally managed funds have a variable net asset value which means that the value of the funds can decrease as well as increase. There is a statutory override which allows for any movement in the value of the pooled funds to be held on the balance sheet until the asset is sold, thereby not impacting on the general fund. An estimated return of 3.75% is assumed for 2020/21 compared with a target return on the funds of 4.50%. Therefore, there is no optimism bias in the income forecasts.

- e) Capital Programme – Where confirmation has not been received, estimates of future capital grant allocations have been assumed across the programme. Secured or estimated S106 funding is also built in as well as use of reserves. Prudent assumptions have been made about future capital receipts and reflect only those for which there is an agreed approach in terms of disposal. Extending the programme to ten years has allowed for a planned approach to the management of assets, services and needs.

As set out in the Capital & Investment Strategy, the existing programme includes up to £120m investment in highways and property funded by borrowing (external, internal, or a combination of both) afforded by growth in the taxbase over the level assumed in the MTFP. Whilst the taxbase increase for 2020/21 has not exceeded the planned level, cash balances are forecast to remain high over the medium term. The council will therefore use internal borrowing to meet the costs over the medium term and the interest earned on the cash foregone is built into the proposed MTFP. Therefore, despite not achieving extra income from council tax revenues to pay for the borrowing, the investment is affordable.

The proposed Capital Programme has a funding shortfall of £18.4m over the ten-year period to 2029/30. A fundamental review of the programme will be undertaken in 2020/21, to achieve the ambition that all schemes contained in the programme are defined from supporting strategies. Once there is a clear view about what schemes support the relevant strategies, a decision can be made on whether to defer, rescope or remove schemes, or alternatively to undertake borrowing to meet the investment required. In the short term, there is sufficient cash flow to manage this shortfall; there is also a capital programme contingency held at 3% of the programme value, which could be used to manage the position if required. Given these points, a shortfall in financing the programme is acceptable at this time.

Service & Resource Planning Process

10. The financial planning principles for the budget and medium-term plan set out the Financial Strategy are the critical elements to ensure the Council can succeed in long term sustainability and financial resilience. These set out the framework in which the budget for 2020/21 and MTFP to 2023/24 have been proposed.
11. The Service & Resource planning process is well established. The construction of the budget and examination of the budget proposals has been subject to challenge by the Directorate Leadership Teams, the Council's leadership team, CEDR, and the Director of Finance. There has been engagement with the Political Group Leaders as well as a number of member engagement and briefing sessions. A briefing session was also held with union representatives.
12. Performance Scrutiny Committee considered the revenue budget and MTFP proposals as well as the Capital & Investment Strategy and capital programme at their meeting in January 2020 and commented back to Cabinet. A public consultation on the budget was also held over a three-week period which closed on 29 January 2020. Scrutiny of the budget savings has also been considered from an equalities perspective.

Financial Risks

13. Given the reductions in government grant funding, the limits placed on the level of Council Tax increases, the growing unavoidable pressures and the continuing need to deliver savings, the budget will inevitably contain a degree of risk. The key risks are set out in the following paragraphs. However, to help manage the impact of financial risk, 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; the risk that the time or resources required to deliver invest to save or invest to reduce demand is not sufficient; and the risk that proposed savings are not achieved in full, based on the performance targets set out in the Financial Strategy. The proposed level of corporate contingency for 2020/21 is £4.9m.
 - a) Achievement of planned savings – the Council has a history of successfully delivering significant savings as set out below. Whilst delivery in 2019/20 has reduced, those savings which are not as a result of slippage, and can no longer be achieved, are reflected in the proposed budget and MTFP. Progress against delivery of savings is reported to Cabinet monthly as part of the Business Management Report. There are further savings in the existing and proposed MTFP which are still to be delivered up to 2023/24 totalling £28.8m. Of this, the most significant are £17.0m savings relating to service redesign and £3.0m from the LED Street Lighting replacement programme.

	Total Savings £m	Savings Not Achieved £m	Savings Achieved %
2019/20 (latest)	36.8	7.2	80%
2018/19	41.0	4.1	90%
2017/18	61.1	2.9	95%
2016/17	52.5	5.1	90%
2015/16	42.8	1.8	96%
2014/15	34.0	2.2	94%

- b) Demand led pressures – There are some budgets where client numbers for statutory services are notoriously difficult to control and where a degree of judgment has to be applied to estimate the level of risk to the budget. Growth in demand and cost in Children's Social Care continues to be an issue. Compared to statistical neighbours, Oxfordshire is within the range expected based on population size and characteristics. However, whilst the number of looked after children during 2019/20 remains within forecasts, the number of children requiring high cost placements has increased costs significantly. Work is currently underway as part of the Children's transformation programme to manage and reduce demand through the Family Safeguarding plus Model and the Fostering initiative project. If these programmes deliver on their ambition, then it is expected that the funding in the proposed MTFP should be sufficient to meet current and future demand. However, this area remains a risk.

In relation to adult social care, the council has focused on preventative services such as equipment to ensure people can remain independent as long as possible. This means that the number of people receiving adult social care services remains in line with forecast increases. However, the average cost of care across all service users has increased by over 5% in the last year. This reflects increases in the level of need of individual people, particularly for adults of working age. There is a continuing risk that if the combined effect of demand and the level of assessed need starts to rise at a faster rate than assumed this will put pressure on the adult social care budget.

In recent years there has been a significant increase in demand in services for children with special educational needs and disabilities. Whilst the cost of providing education is met from the Dedicated Schools Grant, home to school transport costs fall on the Council. Due to significant increases in the number of out of county placements and statementing requirements, the High Needs Reserve will be in deficit at the end of 2019/20 and will rise considerably over the medium term. The creation of additional places and related capital investment as part of the SEND Sufficiency Strategy should help to reduce the pressure over the longer term. However, this area remains a risk. As set out in the Financial Strategy (Section 4.6), there is also uncertainty about how the projected deficit should be accounted for. Whilst the Department for Education require the deficit to be carried forward, authorities cannot have negative

reserves, therefore they need to ensure there are sufficient reserves to offset the deficit. Forecast earmarked reserves are greater than the forecast deficit on the High Needs DSG in each year of the MTFP.

In relation to special educational needs home to school transport, there is also a combination of growth in the demand for services and an increase in the cost of journeys as students are needing to travel further due to the shortfall in local provision. An additional £4.2m is built into the proposed MTFP for 2020/21 to reflect expected costs. Work on managing and reducing demand is underway in this area, but there remains a risk that costs and demand continue to grow in the short term.

- c) The Health and Social Care system – : . The use of the BCF and iBCF funding has to be agreed with health partners through the Better Care Fund plan so there is a risk that the level of future funding and the council's access to that may be impacted by national or local changes.

Joint work is underway with the Buckinghamshire and Berkshire West health and social care systems to transition to an Integrated Care System (ICS) to cover the three geographical areas. System leaders have begun development of the ICS Financial Framework by exploring options for the management of a system financial control total. The outcome, and financial impacts of this, remain unclear, but there is a risk that there will be direct or indirect financial implications for adult social care services. The NHS Long Term Plan, including the development of services to support "Ageing Well" is also likely to have implications for social care services.

In December 2019 the Queen's Speech confirmed that the Government will seek cross-party consensus on the long term reform of adult social care. It also specifically mentioned that no one who needs care will have to sell their home to pay for it. There are no timescales currently, but this is likely to have significant implications for the funding of adult social care. At this stage the impact remains unclear.

- d) Implications of Britain leaving the EU – The UK is now in a transition period until 31 December 2020. During this time, a free trade agreement will need to be negotiated as well as other aspects of future relationships with the EU such as law enforcement, data sharing and security. Should a free trade deal not be agreed by 31 December 2020, then there remains the risk of impacts on growth, trade and foreign investment. Whilst financial markets are currently relatively stable there may be a period of uncertainty before confidence rises once an agreement is reached.
- e) Employment capacity – Oxfordshire is approaching full employment and recruitment of care workers in both adults and children's services as well as other key service areas is difficult. It is forecast that 750 new care workers will

be required annually to meet the needs of older people, and to respond to turnover amongst existing care staff and loss to other sectors. The Council is working jointly with health partners to develop robust strategies to attract and retain staff and working with local care providers to ensure they also have policies and strategies to mitigate this risk.

- f) Accountable body status – Oxfordshire County Council is the accountable body for both OxLEP and the Oxfordshire Growth Board. Government funding for these passes to the Council and as recipient of the funding, the Council is responsible for compliance with the grant conditions which include the obligation to repay. The Council will enter into appropriate legal or funding agreements where delivery is being carried out by other organisations to ensure the risk to the Council is minimized.

In relation to OxLEP, part of the City Deal agreement with central government is to deliver £40m of infrastructure schemes using growth in business rates from the Science Vale Enterprise Zone. As the accountable body for OxLEP, the council will need to borrow, either internally or from the PWLB¹ in 2020/21 and repay the loan (principal and interest) from annual business rate income². However, there is a risk that income from business rate growth is not sufficient to meet the cost of the loan repayments and if this happens, the council will need to bear the cost until business rate income is sufficient to meet the cost of the repayments.

- g) Sleep-in Care backdated pay obligations – An appeal on whether sleep-in shift workers are entitled to back-payments from employers, will be considered by the Supreme Court in February 2020. The case has wide implications for all social care providers, and there remains a risk that they may still be required to meet backdated pay obligations. In turn, this could mean they either seek to raise contract prices and/or seek retrospective funding from commissioning authorities. In the worst case there is also a potential risk of provider collapse.

Level of total reserves

14. The Earmarked Reserves and General Balances Policy Statement at Section 4.7 sets out the Council's policies underpinning the maintenance of a level of general balances and earmarked reserves. As well as holding a contingency budget, general balances are also held to ensure that a major incident or emergency can be managed without impacting on other services. In reaching the decision on the level of balances I feel are appropriate to be held for 2020/21, I have considered the strategic, operational and financial risks facing the authority including the ability to deliver planned savings, as well as external

¹ Public Works Loan Board (or its replacement body)

² above the baseline at the date of creation of the enterprise zone in 2011

risks such as the impact of flooding. The recommended level of balances for 2020/21, based on the risk assessment is £23.4m.

15. Earmarked reserves are also held for specific planned purposes. In assessing the appropriate level of reserves, a review is undertaken annually to determine if they are both adequate and necessary. The Earmarked Reserves and General Balances Policy Statement sets out the details of that review.

Assurance Statement of the Chief Finance Officer

16. The proposed budget for 2020/21 and Medium Term Financial Plan to 2023/24 addresses the demand pressures that are expected to continue into the medium term.
17. Whilst the 2020/21 budget is balanced, there remains a significant gap between estimated spend and funding streams for 2021/22. This is solely due to the uncertainty of funding under the new fair funding formula and as a result of the next spending review. However, the Council needs to maintain focus on financial sustainability and producing a balanced budget over the medium term.
18. There are risks in the budget largely in relation to the demand led budgets in children's social care, high needs and special educational needs home to school transport which are all under significant pressure in the current financial year. There is also a range of pressures and uncertainties in adult social care, particularly in relation to growing complexity of need and the potential consequences of pressures on the health system. To help mitigate these risks, a contingency budget of £4.9m has been built into the budget in 2020/21, which will provide some degree of a safety net.
19. The control environment and associated processes in place are robust. Financial management has been reviewed and actions are in place to strengthen them.
20. I believe the level of the Council's total reserves is sufficient to provide both general balances to manage the impact of unexpected events in line with the risk assessment; and the setting aside of earmarked reserves to meet known or anticipated liabilities.
21. Therefore, I am satisfied that the budget proposals for 2020/21 recommended by the Cabinet are robust.

Lorna Baxter, Director of Finance

1 February 2020

Section 4

Budget Strategy and Capital Programme

Section 4.0**Budget Strategy and Capital Programme**

1. Section 4 of the report sets out the financial plans, strategies and policies that the Council is required to approve as part of the budget setting process. The content of this section is as follows:

Section		Title
4.1		Medium Term Financial Plan (MTFP) 2020/21 – 2023/24
4.2		Investments and Pressures & Income and Savings proposals 2020/21 – 2023/24 (including those agreed in previous MTFPs)
4.3		Council tax and precepts 2020/21
4.4		Detailed Revenue budget 2020/21
4.5		Virement Rules for 2020/21
4.6		Financial Strategy 2020/21
4.7		Earmarked Reserves & General Balances Policy Statement
	4.7.1	Summary of Earmarked Reserves 2019/20 to 2023/24
4.8		Dedicated Schools Grant provisional allocation 2020/21
4.9		Capital & Investment Strategy 2020/21 – 2029/30 (including the minimum revenue provision statement and capital prudential indicators)
	4.9.1	Capital Programme 2019/20 – 2029/30
	4.9.2	Changes to the existing Capital Programme
	4.9.3	Highways Maintenance Programme 2020/21 – 2024/25
	4.9.4	Investment Strategy 2020/21
	4.9.5	Treasury Management Strategy (including prudential indicators and specified and non-specified investment instruments)
4.10		Budget Consultation Report
4.11		Overarching Service and Community Impact Assessment (SCIA)

Medium Term Financial Plan 2020/21 - 2023/24

Summary

	2020/21			INDICATIVE POSITION								
	Agreed Base Budget	Proposed Allocation	Proposed Budget	2021/22			2022/23			2023/24		
				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	113,745	16,929	130,674	130,674	3,727	134,401	134,401	3,345	137,746	137,746	3,076	140,822
Adult Services	184,027	10,020	194,047	194,047	6,268	200,315	200,315	8,086	208,401	208,401	8,782	217,183
Public Health	0		0	0		0	0		0	0		0
Communities	86,846	2,146	88,992	88,992	1,834	90,826	90,826	-2,045	88,781	88,781	-750	88,031
Customers & Organisational Development	29,152	-2,564	26,588	26,588	-905	25,683	25,683	50	25,733	25,733		25,733
Commercial Development, Assets and Investment	26,120	6,529	32,649	32,649	844	33,493	33,493	-850	32,643	32,643	-660	31,983
Inflation and Other Adjustments ⁽¹⁾	-1,500	-3,964	-5,464	-5,464	-3,643	-9,107	-9,107	4,085	-5,022	-5,022	6,500	1,478
Directorate Budgets	438,390	29,096	467,486	467,486	8,125	475,611	475,611	12,671	488,282	488,282	16,948	505,230
Strategic Measures												
Capital Financing												
Principal	8,474	575	9,049	9,049	2,233	11,282	11,282	1,635	12,917	12,917		12,917
Interest	15,217	-189	15,028	15,028	90	15,118	15,118	75	15,193	15,193		15,193
Interest on Balances	-8,418	-2,031	-10,449	-10,449	-3,098	-13,547	-13,547	-2,150	-15,697	-15,697		-15,697
Un-Ringfenced Specific Grants	-18,743	-8,303	-27,046	-27,046	15,840	-11,206	-11,206	686	-10,520	-10,520	1,058	-9,462
Contingency	7,629	-2,771	4,858	4,858	10,190	15,048	15,048		15,048	15,048		15,048
Insurance Recharge	2,896	46	2,942	2,942	100	3,042	3,042	100	3,142	3,142		3,142
OxLEP	192	-192	0	0		0	0		0	0		0
Public Health Saving	-250	-175	-425	-425		-425	-425	425	0	0		0
Total Strategic Measures	6,997	-13,040	-6,043	-6,043	25,355	19,312	19,312	771	20,083	20,083	1,058	21,141
Contributions to/from reserves												
General Balances	-6,000	10,025	4,025	4,025	-3,025	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	-280	280	0	0		0	0	2,754	2,754	2,754	-313	2,441
Budget Prioritisation Reserve	245	4,196	4,441	4,441	-2,618	1,823	1,823		1,823	1,823		1,823
Transformation Reserve	6,000	-6,000	0	0		0	0		0	0		0
Business Rates Reserve	494	-494	0	0		0	0		0	0		0
Demographic Risk Reserve	3,000		3,000	3,000		3,000	3,000	1,000	4,000	4,000		4,000
Youth Provision Fund	500	-500	0	0		0	0		0	0		0
Insurance Reserve	-1,000	1,000	0	0		0	0		0	0		0
Total Contributions to/from reserves	5,159	8,507	13,666	13,666	-5,643	8,023	8,023	3,754	11,777	11,777	-313	11,464
Budget Shortfall	0	0	0	0	-25,123	-25,123	-25,123		-25,123	-25,123		-25,123
Net Operating Budget	450,546	24,563	475,109	475,109	2,714	477,823	477,823	17,196	495,019	495,019	17,693	512,712

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

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Medium Term Financial Plan 2020/21 - 2023/24

Financing

Financing				INDICATIVE POSITION								
	2020/21			2021/22			2022/23			2023/24		
	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Net Operating Budget	450,546	24,563	475,109	475,109	2,714	477,823	477,823	17,196	495,019	495,019	17,693	512,712
Funded by:												
Government Grant												
Revenue Support Grant		0	0			0			0			0
Business Rates Top-up	-39,896	-589	-40,485	-40,485	5,662	-34,823	-34,823	-610	-35,433	-35,433	-620	-36,053
Total Government Grant	-39,896	-589	-40,485	-40,485	5,662	-34,823	-34,823	-610	-35,433	-35,433	-620	-36,053
Business Rates												
Business Rates local share	-34,015	-575	-34,590	-34,590	3,594	-30,996	-30,996	-542	-31,538	-31,538	-552	-32,090
Collection Fund Surplus/Deficit	-264	264	0	0		0	0	0	0	0	0	0
Total Business Rates	-34,279	-311	-34,590	-34,590	3,594	-30,996	-30,996	-542	-31,538	-31,538	-552	-32,090
Council Tax Surpluses	-7,306	-1,304	-8,610	-8,610	3,610	-5,000	-5,000		-5,000	-5,000		-5,000
Care Leavers Discount	0	21	21	21		21	21		21	21		21
COUNCIL TAX REQUIREMENT	369,065	22,380	391,445	391,445	15,580	407,025	407,025	16,044	423,069	423,069	16,521	439,590
Council Tax Calculation												
Council Tax Base			256,276			261,276			266,276			271,275
Council Tax (Band D equivalent)			£1,527.44			£1,557.84			£1,588.84			£1,620.46
Increase in Council Tax (precept)			6.1%			4.0%			3.9%			3.9%
Increase in Band D Council Tax			3.99%			1.99%			1.99%			1.99%

Summary of Changes to Medium Term Financial Plan

Existing Medium Term Financial Plan

Net Existing Pressures and Priorities	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Children's Services	2.474	4.227	4.500	0.000	11.201
Adult Services	9.723	6.551	7.150	0.000	23.424
Public Health	0.000	0.250	0.000	0.000	0.250
Communities	-0.381	0.170	-0.095	0.000	-0.306
Commercial Development, Assets and Investments	0.017	0.040	0.055	0.000	0.112
Customers & Organisational Development	-1.500	0.000	-0.005	0.000	-1.505
Corporate Measures	-12.427	-10.966	6.198	0.000	-17.195
Total Net Existing Pressures and Priorities	-2.094	0.272	17.803	0.000	15.981
Existing Funding Changes	17.675	-0.092	-16.226	0.000	1.357
Shortfall in Existing MTFP	15.581	0.180	1.577	0.000	17.338

Changes to Medium Term Financial Plan

Year	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Total Changes to Funding	-49.404	30.595	-0.283	-16.634	-35.726
Net New Pressures and Priorities					
Children's Services	14.956	-0.500	-1.155	3.076	16.377
Adult Services	11.729	-0.283	0.936	8.782	21.164
Public Health	-0.175	-0.250	0.425	0.000	0.000
Communities	1.376	0.303	-1.989	-0.750	-1.060
Commercial Development, Assets and Investments	1.468	0.804	-0.858	-0.660	0.754
Customers & Organisational Development	0.873	-0.905	0.300	0.000	0.268
Corporate Measures	0.571	-1.796	-2.668	6.500	2.607
Total Net New Pressures and Priorities	30.798	-2.627	-5.009	16.948	40.110
Shortfall in Existing MTFP	15.581	0.180	1.577	0.000	17.338
Overall position (+budget shortfall / -budget surplus)	-3.025	28.148	-3.715	0.314	21.722
Total Contributions to (+) / Use of Reserves (-)	3.025	-3.025	3.715	-0.314	3.401
Overall position (+budget shortfall / -budget surplus) after contributions to and use of reserves	0.000	25.123	0.000	0.000	25.123

Key

Positive Figures = Investments or Funding of Pressures

Negative Figures - Savings or Income Generation

Year	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Investment Themes:					
Demographic Pressures	21.767	13.675	12.334	11.650	59.426
Essential Investment	5.845	3.681	-0.067	0.200	9.659
Investment to Manage Demand	9.897	-1.521	0.150	0.250	8.776
Invest to Save	4.783	-5.038	-3.028	-1.652	-4.935
Income Generation	-1.232	-0.390	-0.125	0.000	-1.747
Total Net Pressures and Priorities by theme	41.060	10.407	9.264	10.448	71.179
Corporate Measures	-11.856	-12.762	3.530	6.500	-14.588
Total All Net Pressures and Priorities	29.204	-2.355	12.794	16.948	56.591
Of which:					
Budget Changes in existing MTFP	-2.094	0.272	17.803	0.000	15.981
New Budget Changes	30.798	-2.627	-5.009	16.948	40.110
Funded By:					
Funding Changes	-31.729	30.503	-16.509	-16.634	-34.369
Contributions to and Use of Reserves	3.025	-3.025	3.715	-0.314	3.401
TOTAL INVESTMENTS/PRESSURES AND INCOME GENERATION	0.000	25.123	0.000	0.000	25.123

Investments, Pressures and Savings

Children's Services

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
<u>Investment to Manage Demand</u>						
21CS2	SEND - funding for a new early intervention service to address rising demand for High Needs SEND support . This service will provide additional and direct support to schools, ie behavioural support services, to enable them to support children to remain in their current school.	0.409				0.409
21CS9	Children with Disabilities - Direct Payments hourly rate review anticipated impact.	0.040				0.040
21CS12	Transitions Team jointly with adult services to improve outcomes for young people who move in to adult social care. (Also see 21AD20)	0.155	0.155			0.310
19PC1/ 20CH7	Staffing pressure - staffing to meet demographic growth in children's social care services . Numbers of children have increased in children in care teams and extra staffing is required to maintain caseloads at acceptable level .	0.665	0.292	0.300		1.257
21CS17	Leaving care - new duties on councils to support care leavers to age of 25 (previously 21) requires service redesign to meet current and future demand of eligible young people .	0.337				0.337
<u>Invest to Save</u>						
21CS4	Access to Education - Independent Travel Trainer - post required to support young people to learn the skills to travel alone . This will reduce demand on home to school transport and maximise independence for young people where appropriate .	0.037				0.037

Investments, Pressures and Savings

Children's Services

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21CS21	Family safeguarding model - this is the introduction of a new model in children social care . This will provide support to the whole family and is a preventative model which has proven in other areas to both enhance outcomes for children and their families and manage demand. The costs detailed below include costs of implementing the model as well as increased staffing to deliver it.	2.228	-1.208	-1.431	-0.944	-1.355
20CH4	Family safeguarding model - Programme investment	0.080				0.080
21CS26	Fostering project - this is a new project to support a new offer to foster carers in Oxfordshire . The costs cover increased fees and support to in-house foster carers. This will encourage more people to join the scheme which will increase the number of children who are supported in this way. The savings attached to this project (over the following years) are based on an increased percentage of children in care being supported in this way as opposed to independent fostering or private residential care.	0.600	-0.401	-0.393	-0.230	-0.424
<u>Demographic Pressures</u>						
21CS3	SEND - Educational psychologists to meet anticipated growth in demand . The number of children requiring Educational Health Care plans (EHCPs) continues to grow - 33% in 2019 . Extra resources are needed to assess and support these children and meet statutory guidelines .	0.348				0.348
21CS1	SEND - Casework Team additional numbers of staff needed to meet rise in numbers of children on EHCPs.	0.860	0.194			1.054
19PC1/20C H3	Access to Education - Home to School Transport Demography to meet demand, particularly in relation to SEND transport.	1.215	1.215	0.800		3.230

Investments, Pressures and Savings

Children's Services

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21CS6	Access to Education - Home to School Transport Demography to meet demand, particularly in relation to SEND transport.	2.985	0.085	0.500	1.300	4.870
19PC1/20C H6	Children with Disabilities: Demographic Increases - extra resources required to meet increased numbers of children with disabilities supported by our children social care.	0.200	0.200	0.200		0.600
21CS8	Children with Disabilities - Demographic Increases - extra resources required to meet increased numbers of children with disabilities supported by our children social care.				0.200	0.200
21CS10	Children with Disabilities - Social Work Teams pressure to meet current increased demand.	0.190				0.190
21CS11	Children with Disabilities - Specialist Housing Occupational Therapist additional temporary resource to address current waiting lists. Extra resources are required to meet increased numbers of children with disabilities supported by our children social care.	0.170	-0.085	-0.085		0.000
21CS13	Children's Social Care Specialist Advice and Legal Costs	0.200				0.200
19PC1/20C H5	Corporate parenting placements - this pressure is linked to both the anticipated demand for placements for children in care . Includes rising costs of many of our specialist placements .	4.203	3.520	3.800		11.523
21CS14	Corporate parenting placements - this pressure is linked to both the anticipated demand for placements for children in care . Includes rising costs of many of our specialist placements .	1.400			2.600	4.000
21CS16	Social care staffing team pressures to meet current and anticipated demand. Extra resources required in social care teams to maintain caseloads	0.386	-0.140	-0.246		0.000
20CH8	Leaving Care Allowances and Support	0.150	0.150	0.150		0.450
21CS20	Leaving Care Allowances and Support				0.150	0.150

Investments, Pressures and Savings

Children's Services

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Essential Investment						
19PC4/ 20CH9/ 20CH10	Home to School Transport Saving	-0.270	-0.400			-0.670
21CS5	Original savings plans reversed due to ongoing pressure in this area. Further work will look at ways to better manage demand rather than achieve savings	0.270	0.400			0.670
21CS7	Learning and school improvement - post to provide permanent current enhanced support to provide support to safeguarding in schools	0.050				0.050
20CH14	Reconnecting Families - supporting some children in care to return to birth families	-0.833				-0.833
20CH15/ 20CH21	Review of third party spend - commissioning to review contracts , collaboration with providers etc to provide appropriate placements and support to children and provide best value	-1.000	-0.250	-0.250		-1.500
21CS15	Reduce savings to be made through review of third party spend	0.250				0.250
21CS35	Reduce savings to be made through review of third party spend - Not achieved in 2019/20	1.650				1.650
20CH18	Supported lodgings - increasing the supported lodging scheme to offer to more young people	-0.120				-0.120
21CS18	Increased safeguarding support and advice for schools	0.047				0.047
20CH16	Fostering - previously agreed saving	-1.016				-1.016

Investments, Pressures and Savings

Children's Services

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21CS29	Reverse previously agreed fostering savings - savings will be achieved following completion of new project (see 21CS26)	1.016				1.016
21CS30	Reverse fostering savings from 2019/20 - savings will be achieved following completion of new project (see 21CS26)	0.088				0.088
20CH17/ 20CH23	Savings arising from Service Redesign	-0.800	-0.500	-0.500		-1.800
21CS32	Reverse Service Redesign savings - savings to be achieved from implementing Family Safeguarding Model (See 21CS21)	0.800	0.500	0.500	0.000	1.800
21CS33	Reverse part of Service Redesign savings from 2019/20 - savings to be achieved from implementing Family Safeguarding Model (See 21CS24)	0.440				0.440
Total Investments, Pressures and Savings		17.430	3.727	3.345	3.076	27.578
Total New Investments, Pressures and Savings		14.956	-0.500	-1.155	3.076	16.377

Summary by theme

Investment to manage demand	1.606	0.447	0.300	0.000	2.353
Invest to save	2.945	-1.609	-1.824	-1.174	-1.662
Demographic pressures	12.307	5.139	5.119	4.250	26.815
Essential Investment	0.572	-0.250	-0.250	0.000	0.072
	17.430	3.727	3.345	3.076	27.578

Investments, Pressures and Savings

Adult Services

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Investment to Manage Demand						
21AD1	Community Capacity: Strengthen and build community capacity, informal care networks & connections in Oxfordshire to help people to live as independent lives as possible.	0.250	0.250	0.250	0.250	1.000
21AD28	Community Capacity: a reduction in care home placements generated by better support in the community (1% = approx 7-8 placements costing £0.3m per annum @ £800 per week average). Assumes reduction from Q4 of 2020/21 onwards. (links to 21AD1)	-0.075	-0.225			-0.300
21AD2	Care Workforce: initiatives that continue to develop best practice and shared ways of addressing workforce issues and encouraging people to want to work across the local health and social care system.	0.125				0.125
21AD3	Innovation: Develop new ways of working and drive a reduction in the need for formal care, and service improvements through an on-going series of innovation projects.	0.250				0.250
21AD4	Equipment: Additional funding for equipment required to support people to remain independent in their own homes for as long as possible. Assumes 2019/20 activity levels continue from 2020/21.	0.250				0.250
21AD5	Winter: Support for one - off change and project activity to mitigate pressures on the local health and social care system in winter 2020/21.	1.200	-1.200			0.000
20AD8	Housing Related Support: the council will invest £0.250m into the Oxfordshire Homelessness Partnership in each of 2020/21 and 2021/22.	0.250		-0.250		0.000

Investments, Pressures and Savings

Adult Services

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21AD23	Housing Related Support: support for people with housing issues to enable them to leave hospital.	0.200				0.200
21AD24	Housing Related Support: An additional council contribution to Floyds Row Homelessness Hub in Oxford (funded collectively by statutory authorities in Oxfordshire) to support ongoing development of the service.	0.088	-0.088			0.000
20MC8	Grant Change Impact: The Winter Pressures element of the iBCF grant was used to fund growth in social care expenditure (demography) on a one-off basis in 2019/20. This needs to be replaced by base budget funding in 2020/21	2.292				2.292
19PA3	Grant Change Impact: On - going funding for the Hospital Team. The cost of the team was funded by iBCF grant in 2017/18, 2018/19 and 2019/20.	1.200				1.200
19PA3	Grant Change Impact: On - going funding for the on-going cost of inflationary increases paid to care providers in 2017/18. This was funded by iBCF grant in 2017/18, 2018/19 and 2019/20.	1.700				1.700
21AD30	Service Review: The Community Outreach & Floating Support Service provides support for vulnerable adults and people with learning disabilities. The service is being reviewed and this will generate a commercial saving.	-0.056				-0.056
Invest to Save						
20AD11	Service Review: Work to coordinate purchasing of support for people with Learning Disabilities on a regional basis, generating a Regional Framework leading to a commercial saving	-0.200				-0.200

Investments, Pressures and Savings

Adult Services

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21AD10	Care Workforce: Increase funding for Shared Lives carers to maintain payment rates compared to neighbouring areas. Also includes the on-going impact of benefit changes impacting on contributions to housing costs for people living with Shared Lives carers.	0.217	0.088	0.120	0.032	0.457
21AD11	Mental Health & Autism: Funding for transformation projects designed to improve flow through the housing pathway for people with mental health issues and/or autism and reduce expenditure on residential placements on an on-going basis.	1.000	-1.000			0.000
21AD12	Mental Health & Autism: One - off contribution to the cost of residential placements for people with mental health issues and/or autism	1.750	-1.750			0.000
20AD12	Individual Reviews: reviews of older people receiving support at home to ensure they have the right level of support.	-1.200				-1.200
20AD6	Co-Production: Co-Production and cross system work (reduction partially removed in 20AD6U)	-0.312				-0.312
20AD6U	Co-Production: the team was originally funded to the end of 2019/20. Based on outcomes the 3 FTE team + non - pay costs will continue to be funded on an on-going basis. (links to 20AD6)	0.237				0.237
Demographic Pressures						
19PA1 & 20AD3	Population Changes for Adults with Learning Disabilities: Funding for Demographic Changes built into existing MTFP based on increasing current spend by growth indices developed by Emerson & Hatton for the incidence of learning disability in the general population.	2.100	2.342	2.436		6.878

Investments, Pressures and Savings

Adult Services

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21AD6	Population Changes for Adults with Learning Disabilities: impact of Demographic Changes - add additional year to MTFP based on growth indices for the incidence of learning disability in the general population.				2.520	2.520
20AD1	Population Changes: Actual learning disability growth is higher than existing MTFP demography assumptions (assuming £1.5m per annum net package growth)	0.500	0.500	0.500		1.500
21AD7	Population Changes: Learning Disability expenditure is higher than existing MTFP assumptions and planned demographic growth based on forecast position for 2019/20. Additional pressure assumes on-going effect of 2019/20 activity then £2.0m per annum net package growth from 2020/21 onwards (based on average growth over last two years).	1.200	0.700	0.600	1.100	3.600
21AD8	Population Changes: expenditure on the social care element of educational placements for young adults aged 18 - 25 increased in 2018/19 and was overspent by £1.0m. An overspend of £1.3m against the 2019/20 budget is expected to be on-going from 2020/21 as the placements will continue over the medium term.	1.600	0.300	0.300	0.300	2.500
21AD13	Population Changes: On-going effect of additional 2019/20 activity relating to adults with autism.	0.375				0.375
21AD14	Population Changes: On-going effect of additional 2019/20 activity relating to adults with other conditions including mental health, substance misuse and complex vulnerability.	0.375				0.375
21AD15	Population Changes: On-going effect of additional 2019/20 activity and expenditure relating to adults with physical disabilities.	0.750				0.750

Investments, Pressures and Savings

Adult Services

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
19PA1 & 20AD3	Population Changes for Older People: impact of Demographic Changes built into existing MTFP - additional packages of care required for growing and ageing population. Based on uplifting existing budgets by Office for National Statistics population estimates.	2.900	3.234	3.364		9.498
21AD16	Population Changes for Older People: impact of Demographic Changes - add additional year to MTFP based on population growth and changes to the age profile.				3.480	3.480
21AD20	Staffing: additional adult social work capacity to support young people moving from Children's to Adult Social Care.	0.050	0.050			0.100
21AD26	Care Workforce: support at home activity continues at lower than budgeted level in 2020/21 ahead of a review of homecare.	-0.600	0.600			0.000
21AD27	Care Workforce: completed re-ablement packages continue to be below contracted level in 2020/21	-0.600	0.600			0.000
Essential Investment						
20AD10U	Service Review: £1.2m of Learning Disability saving 20AD10 (in 2019/20) is not expected to be achieved as planned in 2019/20. A further £0.5m of the existing saving is expected to be achieved through reviews of placements in 2020/21. The remaining £0.7m is not expected to be achievable based on current activity. (links to 20AD10)	0.700				0.700
21AD9	Service Review: Health & Safety related mitigations for night time fire risk for vulnerable adults in supported living accommodation.	0.300				0.300

Investments, Pressures and Savings

Adult Services

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
19PA5	Individual Reviews: reviews of people in out of county Learning Disability placements with the aim of providing in county support. (Transforming Care)	-0.457	-0.325			-0.782
19PA5U	Individual Reviews: Remove Learning Disabilities Transforming Care saving. Local housing provision needs to be developed before this can be progressed. (links to 19PA5)	0.729	0.325			1.054
20AD19	Staffing: Reduction to Mental Health Social Work contribution	-0.300	-0.300			-0.600
20AD19U	Staffing: Remove reduction to Mental Health staffing contribution and review options for the use of this funding for people with mental health issues and/or autism which include the possibility of staffing provision either in or outside Oxford Health Foundation Trust. (links to 20AD19)	0.300	0.300			0.600
21AD17	Service Review: The council's new contractual arrangements for homecare will be implemented in April 2021. After taking account of one - off implementation costs in 2020/21 the additional on-going cost of the new arrangements underpins a move towards working in closer partnership with local home support providers to maintain capacity and develop improved outcomes for the system. Pressure reflects implementation costs and change to paying for planned hours for home support to aid financial planning and stability for providers. Significant benefits are expected through moving away from a transactional relationship with providers.	0.300	1.100			1.400

Investments, Pressures and Savings

Adult Services

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
20AD17U	Service Review: Reprofile part of saving 20AD17 to reflect updated timescale for the implementation of commercial changes relating to the way the council commissions care home placements. Phasing reflects turnover of placements and ability to move to block contracting arrangements as existing spot placements come to an end. (links to 20AD17)	0.667	-0.333	-0.334		0.000
20AD4	Inflation: uplifts to Care Packages (links to increased cost for providers driven by increases to the National Living Wage and other costs) .	0.900	1.100	1.100		3.100
21AD31	Inflation: Additional funding required to support increases to the National Living Wage - linked to Homecare 2020	0.400				0.400
21AD18	Inflation: additional year of funding for provider inflationary uplifts to MTFP.				1.100	1.100
21AD19	Staffing: Money Management (£0.013m) & Brokerage capacity for Extra Care Housing (£0.040m) plus historic health funding for weekend working falls out (£0.116m).	0.169				0.169
21AD21	Staffing: self Funder Support (offset by self - funder income) - two additional Care & Brokerage staff to support people funding their own care to find appropriate care provision.	0.070				0.070
21AD29	Income: self - funder charges contribute to costs of self - funder offer. (links to 21AD21)	-0.070				-0.070
21AD22	System: County Council share of health and social care system management costs	0.075				0.075

Investments, Pressures and Savings

Adult Services

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
19PA7	Income: Income Impairment (remove one - off reduction to the impairment of outstanding service user contributions towards their care included in 2019/20 budget)	0.350				0.350
21AD25	Service Review: adjustments to reflect current activity and previously achieved commercial savings	-0.497				-0.497
Total Investments, Pressures and Savings		21.452	6.268	8.086	8.782	44.588
Total New Investments, Pressures and Savings		11.729	-0.283	0.936	8.782	21.164
Memorandum - Additional Ring-Fenced Adult Social Care Funding						
	iBCF Ringfenced Grant Funding (including £2.292m for winter	-10.391				-10.391
	Increase in contribution from the Better Care Fund	-1.000				-1.000
	Adult Social Care Precept (2.0% in 2020/21)	-7.528	-0.303	-0.296	-0.303	-8.430
Total Additional Funding for Adult Social Care		-18.919	-0.303	-0.296	-0.303	-19.821

Summary by theme

Investment to manage demand	7.674	-1.263	0.000	0.250	6.661
Invest to save	1.492	-2.662	0.120	0.032	-1.018
Demographic Pressures	8.650	8.326	7.200	7.400	31.576
Essential Investment	3.636	1.867	0.766	1.100	7.369
	21.452	6.268	8.086	8.782	44.588

Investments, Pressures and Savings

Public Health

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
<u>Investment to Manage Demand</u>						
21PH4	School Vision Screening - Oxford University NHS Trust funding will cease at the end of 2019/20. Public Health will fund the service from 2020/21 onwards.	0.110				0.110
21PH5	Adult Substance Misuse - one of the outcomes of the Family Safeguarding Model pilot project is an increase in activity needed to support adults with substance misuse issues.	0.072				0.072
<u>Demographic Pressures</u>						
21PH1	Drugs and Alcohol residential detoxification and/or rehabilitation placement activity is higher than the budgeted level in 2019/20 and this is expected to continue from 2020/21	0.200				0.200
21PH6	Weight management services - existing capacity will be doubled through revised contract arrangements and will support an additional 1% of the local population unmet need	0.210	0.210			0.420
<u>Essential Investment</u>						
21PH16	Use the Public Health reserve to manage pressures and savings within the ringfenced grant funding	-0.137	0.144	-0.037	-0.033	-0.063
21PH3	Estimated Public Health funded staff salary inflation (to be met from Public Health grant funding)	0.045	0.046	0.047	0.048	0.186
21PH8	Jubilee House - review and halve hot desk provision for council staff when current arrangements end in November 2022. Retain 8 desks.			-0.010	-0.015	-0.025

Investments, Pressures and Savings

Public Health

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21PH9	Sexual Health - align budget with current and expected on-going activity level due to cost effective changes to the contract	-0.500				-0.500
21PH11	Sexual Health - move to on-line testing offer for sexually transmitted diseases		-0.200			-0.200
21PH14	Smoking Cessation Service (non - statutory currently) - contract break point in March 2021. Current contract value is £0.575m per annum. Remodel and reprocur current provision.		-0.200			-0.200
19PPH1	Contribution from reserves towards Public Health activity funded by the Council for three years (2018/19 to 2020/21)		0.250			0.250
21PH15	Use of Public Health Reserve to support the costs of the system wise posts as part of the Family Safeguarding model in Children's Services. Total contribution of £0.425m in 2020/21 and 2021/22. (See 21CS21)	-0.175	-0.250	0.425		0.000
Total Investments, Pressures and Savings		-0.175	0.000	0.425	0.000	0.250

Total New Investments, Pressures and Savings	-0.175	-0.250	0.425	0.000	0.000
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Summary by theme

Investment to manage demand	0.182	0.000	0.000	0.000	0.182
Invest to save	0.000	0.000	0.000	0.000	0.000
Demographic Pressures	0.410	0.210	0.000	0.000	0.620
Income generation	0.000	0.000	0.000	0.000	0.000
Essential Investment	-0.767	-0.210	0.425	0.000	-0.552
	-0.175	0.000	0.425	0.000	0.250

Investments, Pressures and Savings Communities

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
<u>Investment to Manage Demand</u>						
19COM16	Housing and Growth Deal Capacity Funding. <i>(ending of temp funding)</i>	-2.000				-2.000
19COM17	Housing and Growth Deal Capacity Funding. <i>(ending of temp funding)</i>	2.000				2.000
21COM11	Improvement in natural environment responses/advice to planning applications and consultations e.g. ecology, biodiversity, natural environment.	0.060	0.040			0.100
21COM20	Enhancing the provision of safety related tree maintenance - a 2-year programme of works to ensure the safety of trees adjacent to our highways on on our OCC property for which the County has responsibility.	0.200	0.200	-0.150		0.250
<u>Invest to Save</u>						
21COM3	One off cost to invest in the improvement of data management and processes to enable timely council-wide responses to planning consultations.	0.200	0.200	-0.400		0.000
21COM13	One-off drawdown from S106 penalty monies (offset 21COM03)	-0.200	-0.200	0.400		0.000
21COM4	Improvement to the data management and processes that enable the Council to provide council-wide responses to planning consultations.	0.093				0.093
21COM14	Draw down from S106 penalty monies (offset 21COM04)	-0.093				-0.093

Investments, Pressures and Savings Communities

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21COM6	Active and Healthy Travel: supporting the development of county wide walking and cycling provision . This is investment into additional capacity to develop more detailed plans to push forward improved provision for pedestrians and cyclists across the county, further developing the walking and cycling plans for Bicester, Oxford and Didcot, enabling the council to provide better legacy after the OVO races and support the modal shift we need to encourage to reduce carbon. On average 40% of an individuals carbon footprint is the way they travel so this also links to the Climate Action declaration.	0.102	0.054			0.156
21COM7	Climate Action mobilisation and investment aligned with the Council's Climate Declaration. The implementation of a joint team with CDC to develop and promote climate action across the Council - including the monitoring of air quality and supporting directorates to deliver carbon reduction activities.	0.337	0.112			0.449
21COM8	Digitalisation of development management and enforcement service to enable more efficient, flexible working.		0.150		-0.300	-0.150
19COM1	Update of the Oxfordshire Strategic Transport Model. <i>(ending of temp funding)</i>		-0.500			-0.500
21COM9	Development and implementation of a new service delivery model for Travel Planning team, to enable the service to become self financing and provide a better service to customers.	0.250	-0.150	-0.250		-0.150
20COM1	Street Lighting - Energy and Maintenance Costs	0.100	0.150	0.150		0.400

Investments, Pressures and Savings Communities

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
18EE10/ 19COM4/ 19COM14/2 0COM12	Savings from reduced energy and maintenance costs relating to Street Lighting (assumes capital investment)	-1.120	-0.950	-0.930		-3.000
20COM2	Street Lighting - Borrowing Costs of replacement investment			0.780		0.780
21COM26	LED replacement programme. Previous stretch targets for the implementation of LED street-lighting have not been achieved by third party contractors. Acceleration proposed to bring this back on track but likely to cause delay in energy & maintenance savings. Re-profile of 20COM12.	0.400	0.350	-0.750		0.000
21CDAI17	Salix / potential borrowing relating to energy savings and repayments coming to and end	-0.053	-0.043	-0.044		-0.140
<u>Demographic Pressures</u>						
20COM10	Increase share of Joint Control Centre costs - growth in volume (Fire & Rescue Service)			0.015		0.015
<u>Income Generation</u>						
21COM12	New charge for natural environment advice on planning consultations/applications (21COM11)	-0.010	-0.010	-0.010		-0.030

Investments, Pressures and Savings Communities

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
19COM6	Increased Income Target (realised through pre-planning process based on 5yr planned growth projections)	-0.250	-0.250			-0.500
20COM19	Income from the new Strategic Transport Model.	-0.060	-0.080	-0.100		-0.240
21COM16	New charge for pre-application advise on air quality.	-0.009				-0.009
21COM17	Increased Development Management fees for minerals and waste applications	-0.025				-0.025
21COM18	Increased income through Road Agreements	-0.250				-0.250
21COM19	Increased income through Planning Performance Agreements and pre-application advise to developers.	-0.100				-0.100
21COM28	Cost recovery of comingled DIY waste at recycling centres	-0.100				-0.100
21COM35	Gross income from Permit Scheme is expected to be £1m pa. The direct costs to operate scheme are £800k, therefore contributing £200k to organisational overheads.	-0.200				-0.200
20COM23	Increased income from extra demand (Fire & Rescue Service)			-0.010		-0.010
21COM42	Charging for deployment of fire and rescue emergency resources to incidents in other counties as per the agreement ratified by the Joint Fire and Rescue Thames Valley Joint Committee	-0.040				-0.040

Investments, Pressures and Savings Communities

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21COM43	Local Resilience Forum contributions reduction. Review of the contribution from District and City Councils following an increase in costs	-0.008				-0.008
21COM44	Grant funding contribution to illegal tobacco work	-0.010				-0.010
Essential Investment						
21COM1	Strategic Rail Cotswold Taskforce: partnership contribution to progress to progress the significant enhancement of the rail corridor supporting growth in West Oxfordshire.	0.175	-0.090	-0.085		0.000
21COM2	Development of the flood risk data base: statutory requirement to hold information on flood assets across the county (by March 2021)	0.090	-0.090			0.000
21COM45	New programme of vegetation clearing, cleaning and other minor activities, delivered by 1 gang in the north and 1 gang in the south of the county, the programme to be developed in conjunction with the local members in line with the collaborative programme objectives from the capital programme.	0.640	-0.320			0.320
21COM31	Capitalisation of current revenue funded minor works gangs (4 no.)	-0.640				-0.640
18EE4	Phase 2 of Minerals & Waste Plan (ending of temp funding).	-0.200				-0.200
21COM5	Additional staffing costs required to recoup S38 income. Costs covered through income secured (21COM15)	0.065				0.065

Investments, Pressures and Savings Communities

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21COM15	Full income realised through recouping S38 income (offsets 21COM5)	-0.150	-0.050			-0.200
18EE3	Household Waste Recycling Centre (HWRC) Prudential Borrowing costs - future investment (ending of temp funding).	-0.018				-0.018
21COM22	OCC contributions towards real time passenger informations system, shelter maintenance, and pole maintenance to ensure the promotion of bus services as an alternative mode of transport.	0.100				0.100
20COM14	Integrated Transport Unit (ITU) change to the cost of operating model.	-0.500	-0.600			-1.100
21COM23	ITU - Planned operating cost savings delayed resulting in an in-year pressures due to wider consideration with joint SEN project. Re-profile of 20COM14.	0.200	0.200	-0.400		0.000
20COM26	Income - Additional parking income.	-0.300				-0.300
21COM24	Re-assessment of the costs and the income targets from previous years impacting on the short-term sustainability of continued draw down at a level of £1.9m from the parking account.	0.750		-0.300	-0.450	0.000
20COM13	ITU - Use of Bus Services Operators Grant to fund net cost of the Comet Bus Service (end of temporary funding)		0.400			0.400
20COM15	Waste Demography		0.500			0.500
20COM27	Release of Highways Maintenance budget (end of temporary funding)		1.500			1.500

Investments, Pressures and Savings Communities

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21COM29	Reducing costs of managing Household Waste Recycling Centre sites	-0.100	-0.100			-0.200
21COM30	Funding of relevant traffic signal expenditure from the capital programme leading to reduced funding from the revenue budget.	-0.250				-0.250
21COM32	Following upgrading of the highways depot facilities as part of the capital programme providing a reduction in the cost on regular maintenance of highway depots.		-0.100			-0.100
21COM33	Following from the implementation of the transformation of corporate services there is an ability to remove a Project Officer post in Community Operations.	-0.063				-0.063
21COM34	Community operations has reviewed the core revenue budget for its service improvement activities and has identified that they can be funded from capital grants recharging for officer time as well as capitalising some relevant work.	-0.050	-0.050			-0.100
19FRS5	Reinstate contribution to vehicle replacement reserve (was funded from capital temporarily)	0.800				0.800
20COM9	Increased pension costs for Fire Fighters	1.167				1.167
21COM37	Recalculation of firefighter pensions, leading to increased contribution from employers - original estimate has been revised.		0.200			0.200
21COM39	Contract for use of external facilities to provide realistic fire training to operational crews to development and maintain competence (Fire & Rescue Service).	0.100				0.100

Investments, Pressures and Savings Communities

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21COM40	Legal requirement in Oct 2020 for Fire Investigation to comply with ISO standard. Delivering in a collaborative approach with key partners reduces costs from £0.150m to £0.04m.	0.040				0.040
20COM20	Impact of greater alignment of services (Fire & Rescue Service)		-0.150			-0.150
20COM22	Retained Fire Fighters budget higher than required		0.150			0.150
21COM41	Wholetime Shift Review project - following engagement with staff starting trials in January 2020, expected to deliver savings beyond the £0.9m delivered in 19/20 (Fire & Rescue Service)	-0.075				-0.075
Total Investments, Pressures and Savings		0.995	0.473	-2.084	-0.750	-1.366
Total New Investments, Pressures and Savings		1.376	0.303	-1.989	-0.750	-1.060

Summary by theme

Investment to manage demand	0.260	0.240	-0.150	0.000	0.350
Invest to save	0.016	-0.827	-1.044	-0.300	-2.155
Demographic Pressures	0.000	0.000	0.015	0.000	0.015
Income generation	-1.212	-0.390	-0.120	0.000	-1.722
Essential Investment	1.931	1.450	-0.785	-0.450	2.146
	0.995	0.473	-2.084	-0.750	-1.366

Investments, Pressures and Savings

Commercial Development, Assets and Investment

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
<u>Invest to Save</u>						
21CDAI13	Climate Action - a key part of the reduction in carbon relates to our property portfolio, this will fund specialist staff and staff training to enhance the internal skills and abilities of the property and estates team to make them self-sufficient by 22/23 and meet the climate action motion.	0.180	0.060	-0.180	-0.060	0.000
21CDAI9	Review of Catering Services - enhancing the service to enable it to develop a more commercially enhanced operating model with the introduction of a commercial manager and teams to provide a service to external organisations e.g. school academies / other authorities.	0.150		-0.100	-0.150	-0.100
<u>Demographic Pressures</u>						
21CDAI21	Legal Services - cost pressure for ongoing levels of demand across directorates	0.400				0.400
<u>Income Generation</u>						
21CDAI22	Impact of increased Legal Services hourly rate for Section 106 and other charges (in Review of Charges)	-0.020				-0.020
<u>Essential Investment</u>						
21CDAI1	The continued development of the Corporate Facilities Management team to provide coverage across the full property portfolio to ensure all services are maintained effectively for all OCC properties.	0.200				0.200
21CDAI2	Enhancement of the property security service within Facilities Management providing security services across all of OCC property portfolio, currently limited to a small number of sites.	0.100	0.200			0.300

Investments, Pressures and Savings

Commercial Development, Assets and Investment

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21CDAI3	Construction function - with the increase in the schools programme (capital programme) there is a need to enhance the team to be fit to deliver the service (90% of these costs capitalisable)	0.070				0.070
21CDAI4	Review of project related workload and current delivery model - to review the structure and management of the property and estates team in line with the communities redesign work.	-0.200				-0.200
21CDAI5	Review of Hard Facilities Management Services - following the review of the OCC assets we have identified the need for the replacement of hard systems e.g. heating systems etc. this is profiled to manage the replacement over the MTFP.		0.200	-0.100	-0.100	0.000
21CDAI6	Holistic review of all posts/activities within Property, Investment & Facilities Management revenue vs capital charging purposes	-0.250				-0.250
21CDAI7	Consolidation of various activities between the three separate functions, reducing duplication and increasing efficiency	-0.025				-0.025
21CDAI8	Further to the implementation of the provision cycle work we will carry out a holistic review of our whole supply chain and existing contractual arrangements, including opportunities to renegotiate various existing arrangements.		-0.150			-0.150
20COM7	Atrium (Property database) replacement costs (ending of temp funding)	-0.050	-0.025	-0.015		-0.090
18CM2	Impact of 2017 Rates Revaluation.	0.019				0.019
21CDAI10	Rates Revaluation			0.019		0.019
20COM6	Property utility cost increases	0.035	0.065	0.070		0.170

Investments, Pressures and Savings

Commercial Development, Assets and Investment

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21CDAI11	Cost of utility costs rising	0.035	0.065	0.070	-0.150	0.020
21CDAI12	Costs to bring our Assets to a satisfactory operating level	0.300	0.700	-0.500	-0.200	0.300
20COM18	Joint Use Agreements - One off funding to part fund pressure	0.100				0.100
21CDAI14	Joint Use Agreements - the current agreements with district for the use of leisure centres by schools require a level of maintenance to be undertaken over the next 3 years	0.338	-0.271	-0.067		0.000
21CDAI15	Health & Safety / Compliance works - continued works to maintain the	0.200				0.200
21CDAI16	Health & Safety / Compliance team - consolidation, collaboration and future proofing to ensure we maintain the level of statutory compliance	0.050				0.050
21CDAI18	A40 toilets closure - running costs to stop	-0.070				-0.070
21CDAI19	Improved efficiency through fully implementing e-bundling across the legal service	0.010				0.010
19RES12	IBC on-boarding charge ends	-0.087				-0.087
Total Investments, Pressures and Savings		1.485	0.844	-0.803	-0.660	0.866
Total New Investments, Pressures and Savings		1.468	0.804	-0.858	-0.660	0.754

Investments, Pressures and Savings
Commercial Development, Assets and Investment

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
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Summary by theme

Investment to manage demand	0.000	0.000	0.000	0.000	0.000
Invest to save	0.330	0.060	-0.280	-0.210	-0.100
Demographic Pressures	0.400	0.000	0.000	0.000	0.400
Income generation	-0.020	0.000	0.000	0.000	-0.020
Essential Investment	0.775	0.784	-0.523	-0.450	0.586
	1.485	0.844	-0.803	-0.660	0.866

Investments, Pressures and Savings
Customers and Organisational Development

Ref	Directorate	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
<u>Investment to Manage Demand</u>							
19RES18	COD	Councillor Priorities Fund (£15,000 per Councillor) (ending of temp funding)	-0.945				-0.945
21COD01	COD	Councillor Priority Fund - new funding proposed	0.945	-0.945			0.000
21COD09	COD	Funding required to manage demand and response to frontline customer service queries in the contact centre. As the county council continues to improve and develop its frontline customer service offer more calls will be handled in the contact centre (for example highways, blue badges, adult social care), staffing must be maintained to ensure effective and efficient response.	0.175				0.175
<u>Invest to Save</u>							
21COM25	COD	Music Teachers' Pay and pension contributions - annual rises	0.120				0.120
21COM27	COD	Music Service - Increased charges to reflect music teacher cost increase (offset 21COM25)	-0.120				-0.120
<u>Income Generation</u>							
20COM21	COD	Cost recovery charges for services provided to Coroner's Service			-0.005		-0.005
<u>Essential Investment</u>							
20CM24		Youth Provision Fund (end of temporary funding)	-0.500				-0.500
19RES19	COD	End of temporary funding for WW1 celebration in 2019/20	-0.055				-0.055
21COD08	COD	New Occupational Health service (centralised)	0.060				0.060
21COD02	COD	Joint Performance and Risk System with CDC - on-going maintenance costs		0.040			0.040

Investments, Pressures and Savings

Customers and Organisational Development

Ref	Directorate	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21COD07	COD	Microsoft Licensing increase costs from 2022			0.300		0.300
21COD05	COD	Cease legacy contracts for ICT supplies and services	-0.247				-0.247
21COD06	COD	Cease legacy contracts for supplies and services	-0.027				-0.027
21COM21	COD	Coroners Service - increased costs for the contracted provision of collection and transport for the coroners service.	0.117				0.117
21COM36	COD	Restructure will result in fewer management posts (Cultural Services)	-0.150				-0.150
Total Investments, Pressures and Savings			-0.627	-0.905	0.295	0.000	-1.237

Total New Investment, Pressures and Savings	0.873	-0.905	0.300	0.000	0.268
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Summary by theme

Investment to manage demand	0.175	-0.945	0.000	0.000	-0.770
Invest to save	0.000	0.000	0.000	0.000	0.000
Demographic Pressures	0.000	0.000	0.000	0.000	0.000
Income generation	0.000	0.000	-0.005	0.000	-0.005
Essential Investment	-0.302	0.040	0.300	0.000	0.038
	-0.127	-0.905	0.295	0.000	-0.737

Investments, Pressures and Savings

Corporate Measures

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
BALANCE	Balance Available to allocate		7.876			7.876
20CM3	Inflation for 2022/23 (additional year of MTFP)			6.600		6.600
VARIOUS	Additional income from Treasury Management activity	-0.761	-0.621	-0.440		-1.822
19CM4	Reduction in inflation allocation	-1.500				-1.500
20CM14a	Revised profile of Service Redesign programme savings	-7.500	-9.500			-17.000
20CM13	Contribution to Contingency (end of temporary addition)	-3.242				-3.242
20CM24	Youth Provision Fund (end of temporary funding)	-0.500				-0.500
VARIOUS	Contributions to/ Use of Reserves agreed in previous years	7.076	-1.618	0.038		5.496
21CM13	Inflation provision in 2023/24				6.500	6.500
21CM17	Impact of reprofiling of Service Redesign programme	2.811	-0.143	-2.668		0.000
21CM19	Reduce Funding held for pay inflation by 0.5%, pay award assumed to be 2.0%	-0.758				-0.758
21CM21	Additional income from Treasury Management activity due to higher cash balances	-0.882	-0.153			-1.035
21CM25	Additional ongoing contribution to Contingency	0.494				0.494

Investments, Pressures and Savings

Corporate Measures

Ref	Existing (shaded) and New Pressures/Investments and Income/Savings	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21CM20	Amend previously agreed contributions to earmarked reserves as set out in Section 4.7.1	-1.094	-1.500			-2.594
21CM23	Budget Equalisation Reserve Contribution (one-off)			3.715	-0.314	3.401
21CM22	Contribution to general balances	3.025	-3.025			0.000
Total Investments, Pressures and Savings		-8.831	-15.787	7.245	6.186	-11.187
Total New Investments, Pressures and Savings		0.571	-1.796	-2.668	6.500	2.607
Total Contributions to (+) / Use of Reserves (-)		3.025	-3.025	3.715	-0.314	3.401

Funding Changes

Ref	Existing (shaded) and New Funding Changes	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
VARIOUS	Previously Agreed Changes to Business Rate Income	5.254	0.053	-1.151		4.156
19CM3	Impact of changes in previous years to taxbase	-1.430	0.149	-7.112		-8.393
19CM16 20CM10	Impact of Additional Council Tax in previous years	-0.282	-0.294	-7.963		-8.539
20CM7	Negative Revenue Support Grant - not implemented in 2019/20 (falls out in 2020/21)	6.239				6.239
20CM8	Unringfenced Social Care Grant - announced in Autumn Budget 2018 (falls out in 2020/21)	3.914				3.914
20CM18	Levy Account Surplus - New Grant (falls out in 2020/21)	1.086				1.086
20CM21	Increased Collection Fund Surplus (falls out in 2020/21)	2.806				2.806
20CM22	Brexit Preparation Grant (falls out in 2020/21)	0.088				0.088
21CM14	Council Tax increase 1.99% in 2023/24				-8.250	-8.250
21CM16	Inflation increase on Business rates in 2023/24				-1.172	-1.172
21CM2	Business Rates - no negative RSG to reduce top-up, no reset and inflation on 19/20 figure	-10.390	10.390			0.000
21CM1	Additional 2% Council Tax - Adult Social Care Precept	-7.528	-0.303	-0.296	-0.303	-8.430
21CM10	Tax Base growth only 1.99% rather than 2.00%	0.021	0.003	0.001		0.025
21CM12	Taxbase forecast increase at 5,000 per year (previously increased by a percentage)		0.195	-0.674	-7.967	-8.446
21CM11	Council tax surpluses	-4.109	3.609			-0.500
21CS19	Funding to support the Care Leavers Council Tax Discount Scheme across Oxfordshire	0.021				0.021
21CM4	No fallout of iBCF & Winter Pressures Grant - assumed to be ongoing	-10.391				-10.391
21CM9	Additional BCF funding - assumed to be ongoing	-1.000				-1.000
21CM7	Fire Pension Grant continues in 2020/21	-1.361	1.361			0.000

Funding Changes

Ref	Existing (shaded) and New Funding Changes	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21CM5	Social Care Support Grant continues in 2020/21	-3.915	3.915			0.000
21CM6	New Social Care Grant for 2020/21	-8.116	8.116			0.000
21CM8	New Homes Bonus - scheme payment continues in 2020/21 then ceases	-1.220	1.893	0.686	1.058	2.417
21CM3	No fallout of Section 31 grant for business rates - continues for another year	-1.416	1.416			0.000
Total Funding Changes		-31.729	30.503	-16.509	-16.634	-34.369
Total New Funding Changes		-49.404	30.595	-0.283	-16.634	-35.726

Draft Council Tax and Precepts 2020/21

Council Tax Data

1. In order to set its budget for 2020/21, 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 **£391,445,480** as shown in the proposed Medium Term Financial Plan (Section 4.1) the calculation of the Band D Council Tax for 2020/21 is as follows:

Council Tax Calculation 2020/21

	£m
County Council net expenditure after specific grants	475.128
Less: Revenue Support Grant	0.000
Business Rates Top Up	-40.485
Non-Domestic Rating Income	-34.589
Council Tax Collection Fund Adjustments	-8.609
Business Rates Collection Fund Adjustments	0.000
Council Tax Requirement (R)	391.445
Council Tax Base (assuming losses on collection) (T)	256,275.52
Band D Council Tax (R/T)	£1,527.44

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 £1,527.44, 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	1,018.29
B	Over £40,000 and up to £52,000	7/9	1,188.01
C	Over £52,000 and up to £68,000	8/9	1,357.72
D	Over £68,000 and up to £88,000	9/9	1,527.44
E	Over £88,000 and up to £120,000	11/9	1,866.87
F	Over £120,000 and up to £160,000	13/9	2,206.30
G	Over £160,000 and up to £320,000	15/9	2,545.73
H	Over £320,000	18/9	3,054.88

Table 2**Allocation of Precept to Districts**

The County Council precept (£391,445,480) is the sum of the council tax income required to fund the Council's budget.

District Council	Tax Base Number	Assumed Precept Due £ p
Cherwell	55,559.90	84,864,413.66
Oxford City	45,895.50	70,102,622.52
South Oxfordshire	57,848.50	88,360,112.84
Vale of White Horse	52,686.40	80,475,314.82
West Oxfordshire	44,285.22	67,643,016.44
TOTAL	256,275.52	391,445,480.28

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 2020.

Detailed Revenue Budget 2020/21

11 February 2020 Council



Revenue Budget 2020/21
Summary

		Budget 2019/20	Permanent Virements Agreed in 2019/20	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	375,690	-11,708	1,083	10,310	2,427	14,956	-1,901	390,857
	Recharge Income	-7,246	437	0	0	0	0	0	-6,809
	DSG income (*)	-221,855	10,412	0	-9,099	0	0	-2	-220,544
	Grant income	-18,522	613	0	-860	0	0	0	-18,769
	Other Income	-14,322	259	-1	0	0	0	3	-14,061
		113,745	13	1,082	351	2,427	14,956	-1,900	130,674
Adult Services	Expenditure	204,376	-321	542	0	4,531	10,799	-5,235	214,692
	Recharge Income	-8,575	363	0	0	0	0	0	-8,212
	Grant income	-10,391	0	0	-10,391	5,192	0	5,199	-10,391
	Other Income	-1,383	-212	-19	0	0	-70	-358	-2,042
		184,027	-170	523	-10,391	9,723	10,729	-394	194,047
Public Health	Expenditure	29,950	0	0	0	0	0	0	29,950
	Recharge Income	-177	0	0	0	0	0	0	-177
	Grant income	-29,722	0	0	0	0	0	0	-29,722
	Other Income	-51	0	0	0	0	0	0	-51
		0	0	0	0	0	0	0	0
Communities	Expenditure	130,337	3,739	2,900	-4,168	1,174	6,425	-174	140,233
	Recharge Income	-22,639	-877	0	0	-945	-3,955	0	-28,416
	Grant income	-4,201	-234	0	2,807	0	0	0	-1,628
	Other Income	-16,651	-2,573	-274	0	-610	-1,094	5	-21,197
		86,846	55	2,626	-1,361	-381	1,376	-169	88,992
Customers & Organisational Development	Expenditure	39,991	-2,332	477	10	-1,453	993	-86	37,600
	Recharge Income	-4,448	0	0	0	0	0	0	-4,448
	Grant income	-827	0	0	-10	0	0	0	-837
	Other Income	-5,564	3	-46	0	0	-120	0	-5,727
		29,152	-2,329	431	0	-1,453	873	-86	26,588
Commerical Development, Assets & Investments	Expenditure	44,027	1,519	637	0	17	1,338	-549	46,989
	Recharge Income	-15,288	682	0	0	0	150	2,791	-11,665
	Grant income	0	0	0	0	0	0	0	0
	Other Income	-2,619	-34	-2	0	0	-20	0	-2,675
		26,120	2,167	635	0	17	1,468	2,242	32,649

Revenue Budget 2020/21
Summary

		Budget 2019/20	Permanent Virements Agreed in 2019/20	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
Strategic Measures and Contributions to/from Reserves	Expenditure	39,246	456	0	0	-269	2,208	-191	41,450
	Recharge Income	-3,762	0	0	0	0	-175	0	-3,937
	Grant income	-18,743	0	0	-8,303	0	0	0	-27,046
	Other Income	-6,277	0	0	0	-1,365	-666	0	-8,308
		10,464	456	0	-8,303	-1,634	1,367	-191	2,159
OxLEP	Expenditure	1,409	-192	0	785	0	0	0	2,002
	Recharge Income	-314	0	0	0	0	0	0	-314
	Grant income	-820	0	0	-785	0	0	0	-1,605
	Other Income	-83	0	0	0	0	0	0	-83
		192	-192	0	0	0	0	0	0
Net Operating Budget		450,546	0	5,297	-19,704	8,699	30,769	-498	475,109
General Government Grant	Grant income	-39,896	0	0	0	0	0	-589	-40,485
Business Rates from District Councils	Other Income	-34,279	0	0	0	0	0	-311	-34,590
Collection Fund Surpluses/Deficits	Other Income	-7,306	0	0	0	0	0	-1,304	-8,610
Care Leavers Discount	Other Income	0	0	0	0	0	21	0	21
COUNCIL TAX REQUIREMENT		369,065	0	5,297	-19,704	8,699	30,790	-2,702	391,445
	Expenditure	865,026	-8,839	5,639	6,937	6,427	36,719	-8,136	903,773
	Recharge Income	-62,449	605	0	0	-945	-3,980	2,791	-63,978
	DSG income (*)	-221,855	10,412	0	-9,099	0	0	-2	-220,544
	Grant income	-123,122	379	0	-17,542	5,192	0	4,610	-130,483
	Other Income	-88,535	-2,557	-342	0	-1,975	-1,949	-1,965	-97,323
COUNCIL TAX REQUIREMENT		369,065	0	5,297	-19,704	8,699	30,790	-2,702	391,445

(*) Notes

1. DSG = Dedicated Schools Grant.
2. For Children's Services further changes will be required to reflect revised pupil numbers and academy conversions.

Revenue Budget 2020/21
Children's Services

Ref. 2020/21	Service Area		Budget 2019/20	Permanent Virements Agreed in 2019/20	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2020/21
			£000	£000	£000	£000	£000	£000	£000	£000
CEF1	<u>EDUCATION & LEARNING</u>									
CEF1-1	Management & Central Costs (including administration)	expenditure recharge Income DSG income grant income income	2,224 0 -809 0 0	0 0 0 0 0	24 0 0 0 0	0 0 0 0 0	0 0 0 0 0	181 0 0 0 0	-204 0 0 0 0	2,225 0 -809 0 0
CEF1-2	SEND Service		1,415	0	24	0	0	181	-204	1,416
		expenditure recharge Income DSG income grant income income	43,323 -591 -39,297 0 -1,293	875 0 -775 0 0	67 0 0 0 -1	8,160 0 -8,160 0 0	0 0 0 0 0	1,436 0 0 0 0	0 0 0 0 1	53,861 -591 -48,232 0 -1,293
CEF1-3	Learning & School Improvement		2,142	100	66	0	0	1,436	1	3,745
		expenditure recharge Income DSG income grant income income	5,494 -1,510 -1,318 -1,249 77	0 120 0 0 -120	72 0 0 0 0	0 0 0 0 0	0 0 0 0 0	50 0 -50 0 0	-1 0 0 0 1	5,615 -1,390 -1,368 -1,249 -42
CEF1-4	Access to Learning (Including Home to School Transport recharge)		1,494	0	72	0	0	0	0	1,566
		expenditure recharge Income DSG income grant income income	23,858 -372 -4,065 0 -7	-287 0 288 0 0	21 0 0 0 0	0 0 0 0 0	945 0 0 0 0	3,292 0 0 0 0	-1 0 0 0 0	27,828 -372 -3,777 0 -7
CEF1-5	Learner Engagement		19,414	1	21	0	945	3,292	-1	23,672
		expenditure recharge Income DSG income grant income income	2,498 0 -2,498 0 -3	376 0 0 0 -268	5 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	2,879 0 -2,498 0 -271
			-3	108	5	0	0	0	0	110
	SUBTOTAL EDUCATION & LEARNING		24,462	209	188	0	945	4,909	-204	30,509

Revenue Budget 2020/21
Children's Services

Ref. 2020/21	Service Area		Budget 2019/20	Permanent Virements Agreed in 2019/20	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2020/21
			£000	£000	£000	£000	£000	£000	£000	£000
CEF2	<u>CHILDREN'S SOCIAL CARE</u>									
CEF2-1	Management & Central Costs (including administration)	expenditure recharge Income DSG income grant income income	6,844 -37 0 0 0	-44 0 0 0 -65	103 0 0 0 0	0 0 0 0 0	186 0 0 0 0	847 0 0 0 0	-1,509 0 0 0 0	6,427 -37 0 0 -65
			6,807	-109	103	0	186	847	-1,509	6,325
CEF2-2	Social Care	expenditure recharge Income DSG income grant income income	27,873 -481 0 -1,844 -990	-1,448 321 0 -52 -87	376 0 0 0 0	25 0 0 -25 0	-651 0 0 0 0	3,725 0 0 0 0	1 0 0 0 0	29,901 -160 0 -1,921 -1,077
			24,558	-1,266	376	0	-651	3,725	1	26,743
	SUBTOTAL CHILDREN'S SOCIAL CARE		31,365	-1,375	479	0	-465	4,572	-1,508	33,068
CEF3	<u>CHILDREN'S SOCIAL CARE</u> <u>COUNTYWIDE SERVICES</u>									
CEF3-1	Corporate Parenting	expenditure recharge Income DSG income grant income income	43,249 -2,492 0 -18 -315	541 0 0 -225 -1	279 0 0 0 0	7 0 0 -7 0	1,384 0 0 0 0	4,754 0 0 0 0	-1 0 0 0 1	50,213 -2,492 0 -250 -315
			40,424	315	279	0	1,384	4,754	0	47,156
CEF3-2	Safeguarding	expenditure recharge Income DSG income grant income income	2,465 -53 -64 0 -150	1,207 -136 0 0 0	56 0 0 0 0	351 0 0 0 0	283 0 0 0 0	116 0 0 0 0	0 0 0 0 0	4,478 -189 -64 0 -150
			2,198	1,071	56	351	283	116	0	4,075
CEF3-3	Services for Disabled Children	expenditure recharge Income DSG income grant income income	8,772 -10 0 0 0	1 0 0 0 0	47 0 0 0 0	0 0 0 0 0	200 0 0 0 0	555 0 0 0 0	-1 0 0 0 0	9,574 -10 0 0 0
			8,762	1	47	0	200	555	-1	9,564

Revenue Budget 2020/21
Children's Services

Ref. 2020/21	Service Area		Budget 2019/20	Permanent Virements Agreed in 2019/20	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2020/21
			£000	£000	£000	£000	£000	£000	£000	£000
CEF3-4	Youth Offending Service	expenditure	1,204	-18	13	0	0	0	-1	1,198
		recharge Income	0	0	0	0	0	0	0	0
		DSG income	0	0	0	0	0	0	0	0
		grant income	-553	5	0	0	0	0	0	-548
		income	-227	0	0	0	0	0	0	-227
			424	-13	13	0	0	0	-1	423
	SUBTOTAL CHILDREN'S SOCIAL CARE COUNTYWIDE SERVICES		51,808	1,374	395	351	1,867	5,425	-2	61,218
CEF4	<u>SCHOOLS</u>									
CEF4-1	Delegated Budgets	expenditure	162,838	-13,525	0	481	0	0	1	149,795
		recharge Income	-1,700	132	0	0	0	0	0	-1,568
		DSG income	-134,866	11,708	0	347	0	0	-1	-122,812
		grant income	-14,858	885	0	-828	0	0	0	-14,801
		income	-11,414	800	0	0	0	0	0	-10,614
			0	0	0	0	0	0	0	0
CEF4-2	Early Years Funding Formula	expenditure	32,537	874	0	677	0	-50	1	34,039
		recharge Income	0	0	0	0	0	0	0	0
		DSG income	-32,537	-874	0	-677	0	50	-1	-34,039
		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	Non-Delegated Schools Costs	expenditure	1,566	-65	0	609	0	0	0	2,110
		recharge Income	0	0	0	0	0	0	0	0
		DSG income	-1,350	65	0	-609	0	0	0	-1,894
		grant income	0	0	0	0	0	0	0	0
		income	0	0	0	0	0	0	0	0
			216	0	0	0	0	0	0	216
CEF4-4	Schools Support Service Recharges	expenditure	2,965	0	0	0	0	0	0	2,965
		recharge Income	0	0	0	0	0	0	0	0
		DSG income	-2,965	0	0	0	0	0	0	-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 2020/21
Children's Services

Ref. 2020/21	Service Area		Budget 2019/20	Permanent Virements Agreed in 2019/20	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2020/21
			£000	£000	£000	£000	£000	£000	£000	£000
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		216	0	0	0	0	0	0	216
CEF5	CHILDREN'S SERVICES' CENTRAL COSTS									
CEF5-1	Management and Administration	expenditure	1,948	-195	20	0	80	50	-186	1,717
		recharge Income	0	0	0	0	0	0	0	0
		DSG income	-386	0	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
			1,562	-195	20	0	80	50	-186	1,331
CEF5-2	Premature Retirement Compensation (PRC)	expenditure	3,377	0	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
			3,377	0	0	0	0	0	0	3,377
CEF5-3	Joint Commissioning Recharge	expenditure	1,088	0	0	0	0	0	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
			955	0	0	0	0	0	0	955
	SUBTOTAL CEF CENTRAL COSTS		5,894	-195	20	0	80	50	-186	5,663
		expenditure	375,690	-11,708	1,083	10,310	2,427	14,956	-1,901	390,857
		recharge Income	-7,246	437	0	0	0	0	0	-6,809
		DSG income	-221,855	10,412	0	-9,099	0	0	-2	-220,544
		grant income	-18,522	613	0	-860	0	0	0	-18,769
		income	-14,322	259	-1	0	0	0	3	-14,061
	BUDGET CONTROLLABLE BY CHILDREN'S SERVICES		113,745	13	1,082	351	2,427	14,956	-1,900	130,674

Revenue Budget 2020/21
Adult Services

Ref. 2020/21	Service Area		Budget 2019/20	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
SCS1	<u>ADULT SOCIAL CARE</u>									
SCS1-1	<u>Pooled Budget Contributions</u>									
SCS1-1A	Better Care Fund Pool Contribution	Expenditure	79,620	226	116	0	2,050	2,059	-4,351	79,720
		Recharge Income	0	0	0	0	0	0	0	0
		income	0	0	0	0	0	0	0	0
SCS1-1B	Adults with Care and Support Needs Pool Contribution	Expenditure	79,620	226	116	0	2,050	2,059	-4,351	79,720
		Recharge Income	83,848	852	-76	0	1,643	7,598	1,493	95,358
		income	0	0	0	0	0	0	0	0
			-54	52	0	0	0	0	0	-2
			83,794	904	-76	0	1,643	7,598	1,493	95,356
	Subtotal Pooled Budget Contributions		163,414	1,130	40	0	3,693	9,657	-2,858	175,076
SCS1-2	Adult Protection & Mental Capacity	Expenditure	3,423	594	61	0	0	0	0	4,078
		Recharge Income	-264	0	0	0	0	0	0	-264
		income	-30	0	0	0	0	0	0	-30
	Subtotal Adult Protection & Mental Capacity		3,129	594	61	0	0	0	0	3,784
SCS1-3	Provider & Support Services	Expenditure	10,538	-4	59	0	0	230	-7	10,816
		Recharge Income	-7,028	3	0	0	0	0	0	-7,025
		income	-875	-263	-19	0	0	0	0	-1,157
	Subtotal Provider & Support Services		2,635	-264	40	0	0	230	-7	2,634
SCS1-4	Domestic Violence & Abuse Support Service	Expenditure	657	0	0	0	0	0	244	901
		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	-358	-422
	Subtotal Domestic Violence & Abuse Support Service		593	0	0	0	0	0	-114	479
SCS1-5	Housing Related Support	Expenditure	783	0	0	0	250	88	0	1,121
		Recharge Income	0	0	0	0	0	0	0	0
		income	0	0	0	0	0	0	0	0
	Subtotal Housing Related Support		783	0	0	0	250	88	0	1,121

Revenue Budget 2020/21
Adult Services

Ref. 2020/21	Service Area		Budget 2019/20	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
SCS1-6	Other Funding	Expenditure	3,917	-754	0	0	900	550	-2,364	2,249
		Recharge Income	0	0	0	0	0	0	0	0
		Grant income	-10,391	0	0	-10,391	5,192	0	5,199	-10,391
		income	0	0	0	0	0	0	0	0
	Subtotal Other Funding		-6,474	-754	0	-10,391	6,092	550	2,835	-8,142
SCS1-7	Adult Social Care Recharges	Expenditure	4	0	0	0	0	0	0	4
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		4	0	0	0	0	0	0	4
SCS1-9	Adult Social Care Staffing & Infrastructure	Expenditure	13,910	-282	265	0	0	-148	0	13,745
		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		13,617	-282	265	0	0	-148	0	13,452
	TOTAL ADULT SOCIAL CARE		177,701	424	406	-10,391	10,035	10,377	-144	188,408
SCS2	Commissioning	Expenditure	7,676	-953	117	0	-312	422	-250	6,700
		Recharge Income	-1,086	360	0	0	0	0	0	-726
		income	-264	-1	0	0	0	-70	0	-335
			6,326	-594	117	0	-312	352	-250	5,639
	TOTAL COMMISSIONING		6,326	-594	117	0	-312	352	-250	5,639
		Expenditure	204,376	-321	542	0	4,531	10,799	-5,235	214,692
		Recharge Income	-8,575	363	0	0	0	0	0	-8,212
		Grant income	-10,391	0	0	-10,391	5,192	0	5,199	-10,391
		Income	-1,383	-212	-19	0	0	-70	-358	-2,042
	BUDGET CONTROLLABLE BY ADULT SERVICES		184,027	-170	523	-10,391	9,723	10,729	-394	194,047

Revenue Budget 2020/21
Public Health

Ref. 2020/21	Service Area		Budget 2019/20 £000	Permanent Virements Agreed in 2019/20 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2020/21 £000
PH1 & 2	Public Health Functions									
PH1-1	Public Health Functions	Expenditure	29,317							29,317
		recharge income	-177							-177
		grant income	0							0
		income	-51							-51
			29,089	0	0	0	0	0	0	29,089
PH3	Public Health Recharges									
		expenditure	633							633
		recharge income	0							0
		grant income	0							0
		income	0							0
			633	0	0	0	0	0	0	633
PH4	Grant Income									
		expenditure	0							0
		recharge income	0							0
		grant income	-29,722							-29,722
		income	0							0
	SUBTOTAL GRANT INCOME		-29,722	0	0	0	0	0	0	-29,722
		expenditure	29,950	0	0	0	0	0	0	29,950
		recharge income	-177	0	0	0	0	0	0	-177
		grant income	-29,722	0	0	0	0	0	0	-29,722
		income	-51	0	0	0	0	0	0	-51
	BUDGET CONTROLLABLE BY PUBLIC HEALTH		0	0	0	0	0	0	0	0

Revenue Budget 2020/21
Communities

Ref. 2020/21	Service Area		Budget 2019/20 £000	Permanent Virements Agreed in 2019/20 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2020/21 £000
EE1	<u>PLANNING & PLACE</u>									
EE1	Planning & Place	expenditure	8,453	1,773	156	0	-200	1,276	-46	11,412
		recharge income	-374	-262	0	0	0	0	0	-636
		grant income	0	0	0	0	0	0	0	0
		income	-2,986	-1,460	-11	0	-310	-794	-1	-5,562
	TOTAL PLANNING & PLACE		5,093	51	145	0	-510	482	-47	5,214
EE2	<u>COMMUNITY OPERATIONS</u>									
EE2-1	Community Operations Management	expenditure	-2,059	1,284	17	0	0	0	-61	-819
		recharge income	-121	56	0	0	0	0	0	-65
		grant income	0	0	0	0	0	0	0	0
		income	-1,500	-1,000	-50	0	0	0	0	-2,550
EE2-1	Subtotal Community Operations Management		-3,680	340	-33	0	0	0	-61	-3,434
EE2-2	Infrastructure Operations									
EE2-21	Highways Maintenance	expenditure	19,075	302	595	0	-1,020	990	-2	19,940
		recharge income	-764	-605	0	0	0	-640	0	-2,009
		grant income	0	0	0	0	0	0	0	0
		income	-12	-43	-1	0	0	0	1	-55
EE2-21	Subtotal Highways Maintenance		18,299	-346	594	0	-1,020	350	-1	17,876
EE2-22	Transport Operations									
EE2-22A	Community Delivery	expenditure	2,931	-496	19	-12	0	0	0	2,442
		recharge income	-298	221	0	0	0	0	0	-77
		grant income	-239	0	0	12	0	0	0	-227
		income	-53	-218	0	0	0	0	0	-271
			2,341	-493	19	0	0	0	0	1,867
EE2-22B	Network Management	expenditure	1,140	78	19	0	0	100	-1	1,336
		recharge income	0	0	0	0	0	0	0	0
		grant income	0	0	0	0	0	0	0	0
		income	-2,040	261	-36	0	0	-200	1	-2,014
			-900	339	-17	0	0	-100	0	-678

Revenue Budget 2020/21
Communities

Ref. 2020/21	Service Area		Budget 2019/20	Permanent Virements Agreed in 2019/20	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2020/21
			£000	£000	£000	£000	£000	£000	£000	£000
EE2-22C	Parking Management	expenditure	6,107	0	72	0	0	750	-1	6,928
		recharge income	0	0	0	0	0	0	0	0
		grant income	0	0	0	0	0	0	0	0
		income	-6,857	0	-137	0	-300	0	0	-7,294
			-750	0	-65	0	-300	750	-1	-366
EE2-22D	Supported Transport	expenditure	33,951	-1	768	-795	445	3,455	0	37,823
		recharge income	-20,808	0	0	0	-945	-3,255	0	-25,008
		grant income	-795	0	0	795	0	0	0	0
		income	-718	0	-13	0	0	0	1	-730
			11,630	-1	755	0	-500	200	1	12,085
EE2-23	Asset Data & Systems	expenditure	1,855	-79	22	0	0	0	-44	1,754
		recharge income	-195	195	0	0	0	0	0	0
		grant income	0	0	0	0	0	0	0	0
		income	-242	-1	-4	0	0	0	0	-247
EE2-23	Subtotal Asset Data & System		1,418	115	18	0	0	0	-44	1,507
EE2-2	Subtotal Infrastructure Operations		32,038	-386	1,304	0	-1,820	1,200	-45	32,291
EE2-4	Commissioning									
EE2-41	Highways Contract Management	expenditure	2,439	221	4	0	0	0	0	2,664
		recharge income	0	0	0	0	0	0	0	0
		grant income	0	0	0	0	0	0	0	0
		income	-38	-150	0	0	0	0	0	-188
			2,401	71	4	0	0	0	0	2,476
EE2-42	Waste Management	expenditure	27,347	-171	627	0	-18	-100	1	27,686
		recharge income	0	0	0	0	0	0	0	0
		grant income	0	0	0	0	0	0	0	0
		income	-554	62	-10	0	0	-100	1	-601
			26,793	-109	617	0	-18	-200	2	27,085
EE2-4	Subtotal Commissioning		29,194	-38	621	0	-18	-200	2	29,561
EE2-5	Integration & Improvement	expenditure	632	-5	13	0	0	-63	0	577
		recharge income	-55	55	0	0	0	-50	0	-50
		grant income	0	0	0	0	0	0	0	0
		income	0	0	0	0	0	0	0	0
EE2-5	Subtotal Integration & Improvement		577	50	13	0	0	-113	0	527
	TOTAL COMMUNITY OPERATIONS		58,129	-34	1,905	0	-1,838	887	-104	58,945

Revenue Budget 2020/21
Communities

Ref. 2020/21	Service Area		Budget 2019/20	Permanent Virements Agreed in 2019/20	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2020/21
			£000	£000	£000	£000	£000	£000	£000	£000
EE3	<u>GROWTH & ECONOMY</u>									
EE3	Growth & Economy	expenditure	2,000	613	12	-2,000	0	0	0	625
		recharge income	0	-537	0	0	0	0	0	-537
		grant income	-2,000	0	0	2,000	0	0	0	0
		income	0	0	0	0	0	0	0	0
	TOTAL GROWTH & ECONOMY		0	76	12	0	0	0	0	88
EE4	<u>FIRE & RESCUE SERVICE and COMMUNITY SAFETY</u>									
EE4-1	Fire and Rescue Service	Expenditure	24,185	195	539	-1,361	1,967	17	-20	25,522
		Recharge Income	-24	0	0	0	0	0	0	-24
		grant income	-1,167	-234	0	0	0	0	0	-1,401
		income	-861	0	-8	0	0	0	1	-868
EE4-2	Emergency Planning		22,133	-39	531	-1,361	1,967	17	-19	23,229
		Expenditure	215	0	4	0	0	0	0	219
		Recharge Income	0	0	0	0	0	0	0	0
		income	0	0	0	0	0	0	0	0
EE4-3	Gypsy & Traveller Services		215	0	4	0	0	0	0	219
		Expenditure	354	21	3	0	0	0	0	378
		Recharge Income	0	0	0	0	0	0	0	0
		income	-443	-20	-2	0	0	0	0	-465
EE4-4	Trading Standards		-89	1	1	0	0	0	0	-87
		Expenditure	1,712	4	30	0	0	0	0	1,746
		Recharge Income	0	0	0	0	0	-10	0	-10
		income	-347	-4	-2	0	0	0	1	-352
			1,365	0	28	0	0	-10	1	1,384
	TOTAL FIRE & RESCUE SERVICE and COMMUNITY SAFETY		23,624	-38	564	-1,361	1,967	7	-18	24,745
		expenditure	130,337	3,739	2,900	-4,168	1,174	6,425	-174	140,233
		recharge income	-22,639	-877	0	0	-945	-3,955	0	-28,416
		grant income	-4,201	-234	0	2,807	0	0	0	-1,628
		income	-16,651	-2,573	-274	0	-610	-1,094	5	-21,197
	BUDGET CONTROLLABLE BY COMMUNITIES		86,846	55	2,626	-1,361	-381	1,376	-169	88,992

Revenue Budget 2020/21
Customers and Organisational Development

Ref. 2020/21	Service Area		Budget 2019/20	Permanent Virements Agreed in 2019/20	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2020/21
			£000	£000	£000	£000	£000	£000	£000	£000
COD1	Corporate Services	expenditure	2,298	0	8	0	-1,500	945	0	1,751
		recharge income	0	0	0	0	0	0	0	0
		income	0	0	0	0	0	0	0	0
			2,298	0	8	0	-1,500	945	0	1,751
COD2	Human Resources & Organisational Development	expenditure	4,681	-1,153	44	0	0	60	-11	3,621
		recharge income	-987	0	0	0	0	0	0	-987
		income	-185	-5	-2	0	0	0	0	-192
			3,509	-1,158	42	0	0	60	-11	2,442
COD3	Communications, Strategy & Insight	expenditure	3,910	108	72	0	47	0	-10	4,127
		recharge income	-981	0	0	0	0	0	0	-981
		income	-126	0	-1	0	0	0	0	-127
			2,803	108	71	0	47	0	-10	3,019
COD4	ICT & Digital	expenditure	12,970	-1,279	135	0	0	-274	-21	11,531
		recharge income	-30	0	0	0	0	0	0	-30
		income	-287	0	0	0	0	0	0	-287
			12,653	-1,279	135	0	0	-274	-21	11,214
COD5	Culture & Customer Experience	expenditure	16,132	-8	218	10	0	262	-44	16,570
		recharge income	-2,450	0	0	0	0	0	0	-2,450
		Grant Income	-827	0	0	-10	0	0	0	-837
		income	-4,966	8	-43	0	0	-120	0	-5,121
			7,889	0	175	0	0	142	-44	8,162
		expenditure	39,991	-2,332	477	10	-1,453	993	-86	37,600
		recharge income	-4,448	0	0	0	0	0	0	-4,448
		grant income	-827	0	0	-10	0	0	0	-837
		income	-5,564	3	-46	0	0	-120	0	-5,727
	BUDGET CONTROLLABLE BY CUSTOMERS & ORGANISATIONAL DEVELOPMENT		29,152	-2,329	431	0	-1,453	873	-86	26,588

Revenue Budget 2020/21
Commercial Development, Assets & Investment

Ref. 2020/21	Service Area		Budget 2019/20	Permanent Virements Agreed in 2019/20	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2020/21
			£000	£000	£000	£000	£000	£000	£000	£000
CDAI1	Property & Community Facilities Management	expenditure	30,097	-698	218	0	104	1,328	-517	30,532
		recharge income	-10,534	603	0	0	0	-250	0	-10,181
		income	-876	0	-1	0	0	0	0	-877
			18,687	-95	217	0	104	1,078	-517	19,474
CDAI2	Law & Governance	expenditure	6,542	-26	120	0	0	10	-9	6,637
		recharge income	-3,360	-36	0	0	0	400	2,791	-205
		income	-538	-34	0	0	0	-20	0	-592
			2,644	-96	120	0	0	390	2,782	5,840
CDAI3	Finance & Procurement	expenditure	7,388	2,243	299	0	-87	0	-23	9,820
		recharge income	-1,394	115	0	0	0	0	0	-1,279
		income	-1,205	0	-1	0	0	0	0	-1,206
			4,789	2,358	298	0	-87	0	-23	7,335
		expenditure	44,027	1,519	637	0	17	1,338	-549	46,989
		recharge income	-15,288	682	0	0	0	150	2,791	-11,665
		grant income	0	0	0	0	0	0	0	0
		income	-2,619	-34	-2	0	0	-20	0	-2,675
	BUDGET CONTROLLABLE BY COMMERCIAL DEVELOPMENT, ASSETS & INVESTMENT		26,120	2,167	635	0	17	1,468	2,242	32,649

Revenue Budget 2020/21
Strategic Measures

		Budget 2019/20 £000	Permanent Virements Agreed in 2019/20 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2020/21 £000
<u>CAPITAL FINANCING</u>									
Principal	Expenditure	8,474				792	-217		9,049
Interest	Expenditure	15,217				-189			15,028
Net Interest on Balances (split income and expenditure)	Expenditure	1,371							1,371
	Recharge Income	-3,512							-3,512
	Other income	-6,277				-1,365	-666		-8,308
		-8,418	0	0	0	-1,365	-666	0	-10,449
SUBTOTAL CAPITAL FINANCING		15,273	0	0	0	-762	-883	0	13,628
Contingency	Expenditure	7,629	231			-3,305	494	-191	4,858
Recharge to Public Health	Recharge Income	-250					-175		-425
Insurance	Expenditure	2,896				46			2,942
Transformation Savings	Expenditure	-1,500	225			-4,189			-5,464
<u>CONTRIBUTIONS TO/FROM BALANCES</u>									
General Balances	Expenditure	-6,000				7,000	3,025		4,025
SUBTOTAL CONTRIBUTIONS TO/FROM BALANCES		-6,000	0	0	0	7,000	3,025	0	4,025
<u>CONTRIBUTIONS TO/FROM RESERVES</u>									
Reserves	Expenditure	8,959				-424	-1,094		7,441
	Other income	0							0
		8,959	0	0	0	-424	-1,094	0	7,441
Prudential Borrowing costs	Expenditure	2,200							2,200
SUBTOTAL CONTRIBUTIONS TO/FROM RESERVES		11,159	0	0	0	-424	-1,094	0	9,641

Revenue Budget 2020/21
Strategic Measures

		Budget 2019/20 £000	Permanent Virements Agreed in 2019/20 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2020/21 £000
<u>UNRINGFENCED SPECIFIC GRANT INCOME</u>	Grant income	-18,743			-8,303				-27,046
TOTAL UNRINGFENCED SPECIFIC GRANT INCOME		-18,743	0	0	-8,303	0	0	0	-27,046
Strategic Measures	Expenditure	39,246	456	0	0	-269	2,208	-191	41,450
	Recharge Income	-3,762	0	0	0	0	-175	0	-3,937
	Grant Income	-18,743	0	0	-8,303	0	0	0	-27,046
	Other income	-6,277	0	0	0	-1,365	-666	0	-8,308
STRATEGIC MEASURES TOTAL		10,464	456	0	-8,303	-1,634	1,367	-191	2,159
OxLEP	Expenditure	1,409	-192		785				2,002
	Recharge Income	-314							-314
	Grant Income	-820			-785				-1,605
	Other income	-83							-83
OxLEP TOTAL		192	-192	0	0	0	0	0	0
<u>COUNCIL TAX COLLECTION FUND SURPLUSES/DEFICITS</u>	Other income	-7,306						-1,304	-8,610
TOTAL COLLECTION FUND SURPLUSES/DEFICITS		-7,306	0	0	0	0	0	-1,304	-8,610
<u>CARE LEAVERS DISCOUNT</u>	Other income	0					21		21
TOTAL CARE LEAVERS DISCOUNT		0	0	0	0	0	21	0	21
<u>BUSINESS RATES FROM DISTRICT COUNCILS</u>	Other income	-34,015						-311	-34,326
<u>BUSINESS RATES COLLECTION FUND SURPLUSES/DEFICITS</u>	Other income	-264							-264
TOTAL BUSINESS RATES FROM DISTRICT COUNCILS		-34,279	0	0	0	0	0	-311	-34,590
<u>GENERAL GOVERNMENT GRANT INCOME</u>									
Revenue Support Grant	Grant income	0							0
Business Rates Top-Up	Grant income	-39,896						-589	-40,485
TOTAL GENERAL GOVERNMENT GRANT INCOME		-39,896	0	0	0	0	0	-589	-40,485

Government Grants 2019/20, 2020/21 & 2021/22

Ringfenced	Directorate	Issued by	Estimate 2019/20 £000	Revised 2019/20 £000	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate 2022/23 £000	Estimate 2023/24 £000
	Children's Services							
	Dedicated School Grants							
R	Dedicated Schools Grant (DSG) - Schools Block	DfE	121,258	117,745	117,406	117,406	117,406	117,406
R	Dedicated Schools Grant (DSG) - Central Block	DfE	4,117	4,117	4,126	4,126	4,126	4,126
R	Dedicated Schools Grant (DSG) - Early Years Block	DfE	37,375	37,962	38,639	38,639	38,639	38,639
R	Dedicated Schools Grant (DSG) - High Needs Block	DfE	52,798	51,621	60,373	60,373	60,373	60,373
	Subtotal DSG Grants		215,548	211,445	220,544	220,544	220,544	220,544
	Other Children's Services Grants							
R	Pupil Premium	DfE	7,508	6,989	5,255	5,255	5,255	5,255
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	260	260	224	224	224	224
R	Youth Justice Board	YJB	553	548	548	548	548	548
R	Asylum (USAC and Post 18)	HO	1,844	1,844	1,844	1,844	1,844	1,844
R	PE and Sport Grant	DfE	2,583	2,583	2,350	2,350	2,350	2,350
R	Universal Infant Free School Meals	DfE	4,562	4,197	4,020	4,020	4,020	4,020
R	Extended Personal Adviser Duty Grant	DfE	0	52	77	103	103	103
R	Staying Put Implementation Grant	DfE	0	225	225	225	225	225
R	Teacher's Pay Grant		1,194	1,194	1,430	1,430	1,430	1,430
R	Teacher's Pension Grant			2,927	2,771	2,771	2,771	2,771
R	Remand Framework	YJB	18	18	25	25	25	25
	Subtotal Other Children's Services Grants		18,522	20,837	18,769	18,795	18,795	18,795
	TOTAL CHILDREN'S SERVICES		234,070	232,282	239,313	239,339	239,339	239,339
	Adult Services							
R	Improved Better Care Fund	DHSC	8,099	8,099	8,099	8,099	8,099	8,099
R	Winter Pressures	MHCLG	2,292	2,292	2,292	2,292	2,292	2,292
	TOTAL ADULT SERVICES		10,391	10,391	10,391	10,391	10,391	10,391
	Public Health							
R	Public Health Grant	DHSC	29,722	29,722	29,722	29,722	29,722	29,722
	TOTAL PUBLIC HEALTH		29,722	29,722	29,722	29,722	29,722	29,722

Government Grants 2019/20, 2020/21 & 2021/22

Ringfenced	Directorate	Issued by	Estimate 2019/20 £000	Revised 2019/20 £000	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate 2022/23 £000	Estimate 2023/24 £000
	Communities							
R	Bus Service Operators Grant	DfT	795	795	0	0	0	0
R	Natural England	DEFRA	239	227	227	227	227	227
R	Housing and Growth Deal Capacity Funding	MHCLG	2,000	2,000	0	0	0	0
R	Housing and Growth Deal Infrastructure Grant		0	4,000	0	0	0	0
R	Fire Fighter's New Dimensions Grant	MHCLG	0	40	40	40	40	40
R	Fire Fighter's Pension Fund Grant	MHCLG	1,167	1,361	1,361	1,361	0	0
	TOTAL COMMUNITIES		4,201	8,423	1,628	1,628	267	267
	Customers & Organisational Development							
R	Music Service	AC	827	837	837	837	837	837
	TOTAL CUSTOMERS & ORGANISATIONAL DEVELOPMENT		827	837	837	837	837	837
	Strategic Measures							
U	Lead Local Flood Authority	DEFRA	45	45	45	45	45	45
U	Extended Rights to Free Travel	DfE	341	341	278	278	278	278
U	Fire Revenue Grant	MHCLG	213	213	213	213	213	213
U	Troubled Families - Service Transformation Grant	MHCLG	150	150	500	0	0	0
U	Troubled Families Attachment Fees - Phase 2	MHCLG	142	142	143	0	0	0
U	New Homes Bonus	MHCLG	3,641	3,641	4,137	1,745	1,058	0
U	Local Reform & Community Voices Grant	DfE	515	515	515	515	515	515
U	Independent Living Fund	DfE	3,454	3,454	3,454	3,454	3,454	3,454
U	Mockingbird Funding	DfE	0	47	0	0	0	0
U	School Improvement and Brokering Grant	DfE	570	570	570	0	0	0
U	Section 31 Grant for Business Rate Compensation	MHCLG	4,583	4,583	5,160	3,743	3,743	3,743
U	Social Care Support Grant	MHCLG	3,915	3,915	12,031	0	0	0
U	Levy Accounts Surplus	MHCLG	1,086	1,086	0	0	0	0
U	Brexit Preparation Grant	MHCLG	88	88	0	0	0	0
U	Business Rates Top-Up	MHCLG	39,896	39,896	40,485	34,823	35,433	36,053
	Subtotal Strategic Measures		58,639	58,686	67,531	44,816	44,739	44,301

Government Grants 2019/20, 2020/21 & 2021/22

Ringfenced	Directorate	Issued by	Estimate 2019/20 £000	Revised 2019/20 £000	Estimate 2020/21 £000	Estimate 2021/22 £000	Estimate 2022/23 £000	Estimate 2023/24 £000
R	Grants held on behalf of Local Enterprise Partnership	BEIS	205	205	205	205	205	205
R	Oxford Innovation Business Support		75	0	0	0	0	0
R	Careers & Employment Centre	AC	0	5	0	0	0	0
R	Arts Council Grant		40	1,700	900	500	0	0
R	European Regional Development Fund	MHCLG	500	700	500	500	500	500
R	DCLG (Local Enterprise Partnership Funding)							
	Subtotal Grants held on behalf of Local Enterprise Partnership		820	2,610	1,605	1,205	705	705
	TOTAL STRATEGIC MEASURES		59,459	61,296	69,136	46,021	45,444	45,006
	Total All Grants		338,670	342,951	351,027	327,938	326,000	325,562

Ringfenced

R Ringfenced
 U Un-ringfenced

Issued by

DfE Department for Education
YJB Youth Justice Board
HO Home Office
DHSC Department of Health
MHCLG Ministry for Housing, Communities & Local Government

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

Virement Rules 2020/21

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;
 - changes arising from additional non-ringfenced grant income notified in year;
 - transfers between revenue and capital budgets;
 - the transfer of funds from general balances or contingency by way of supplementary estimate.
4. Virements can be temporary virements, only affecting the current financial year, or permanent, affecting the current financial year 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. Where Cabinet approval is required for a virement, this approval will normally be sought via the monthly 'Business Management and Monitoring Report'. The report must explain the reason for the virement, the proposed expenditure and the source of funding, and set out the implications in the current and future financial years.

Cumulative Rule

8. If a 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 table below. 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 virement is treated as a new and separate request. Cumulative virements are reset to zero at the end of each financial year.

Virement Approvals

9. All virements will be subject to the following approval limits:

Amount	Minimum approval required
Up to and including £0.5m <i>(Subject to the cumulative rule above)</i>	Director <i>(following consultation with the Budget Holder), Section 151 Officer and relevant Cabinet Member(s)</i>
Greater than £0.5m <i>(Subject to the cumulative rule above)</i>	Cabinet <i>(following consultation with relevant Cabinet Member(s), Director and Section 151 Officer)</i>
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)
Any virement that involves a major change in policy and is over £1m	Council (Section 151 Officer must consider if virements involve a major change in policy)

Exceptions to the virement rules

10. Exceptions to the virement rules are as follows:
- (i) If **Section 151 Officer** 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) 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.
 - (iv) Transfers between revenue and capital will be classed as a change in policy and will require Council approval regardless of the value.

Financial Strategy 2020/21

Overview

The Financial Strategy supports the delivery of all other council strategies, such as the Corporate Plan and the Capital & Investment Strategy. It links the council's more detailed service plans, asset management plans and capital plans with the longer term to show that the council's plans are financially achievable.

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 continuous improvement and increasing income generation.

In order to continue to deliver for our residents and thrive in the longer term, financial sustainability and resilience is essential. This 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 programme of service redesign and organisational development which will drive improved outcomes.

Over the last six years, we have generated savings to taxpayers of £260m. 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.

Funding Context

When the 2019/20 to 2022/23 MTFP was set in February 2019 there was a high degree of uncertainty about funding beyond 2020/21. As set out in the Financial Strategy for 2019/20¹, a spending review was expected in 2019 combined with a new funding formula, following the Fair Funding review, and the introduction of 75% Business Rate Retention.

This spending review has now been delayed until 2021/22. The technical consultation on the settlement for 2020/21, released in October 2019, proposed a roll forward of funding from 2019/20. The Changes to funding assumptions for 2020/21 arising from the detail provided in the technical consultation were set out in Service and Resource Planning update to Cabinet².

The 50% Business Rates retention scheme was introduced in 2013/14 with a planned reset of the baseline due in 2020/21. Growth across Oxfordshire has been consistent

¹ Link to Section 4.6 Financial Strategy to [Council February 2019](#)

² Link to Cabinet report – [September](#)

since 2013/14 and by 2020/21 Oxfordshire County Council will be receiving approximately £3.1m³ annually. It is now expected that the reset will not take place for 2020/21 but will be delayed until 2021/22 to align with the Fair Funding Review.

The technical consultation confirmed the continuation of the improved Better Care Fund and Adult Social Care Grant. It also included a further 2% adult social care precept for 2020/21. In recognition of national concerns about social care funding levels and the impact of these on NHS pressures a further un-ringfenced grant for social care was included in the consultation, totalling £1 billion nationally.

The general election, held on 12 December 2019, created a delay in the announcement of the provisional settlement which was originally expected on 5 December 2019. This was announced on 20 December 2019. There were no significant differences from the technical consultation. However, this has also resulted in the government missing the target date of 31 January 2020 to publish the final settlement.

Medium Term

We recognise the challenges we face and 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.

The impact of the Fair Funding Review is unknown. This makes it very difficult to predict the level of funding available for 2021/22 and beyond. A budget is expected to be brought forward by the new Government in February 2020. This budget may provide an indication of funding beyond 2020/21 but the prospect of a new budget creates further uncertainty in the short term.

The proposed MTFP has a budgeted shortfall of £25.1m in 2021/22. Within this shortfall, it is assumed that the business rate baseline is reset (£4.5m), social care support grants end (£12.0m), the Settlement Funding Assessment is reduced (£7.3m), the Fire Fighters pension grant ends (£1.4m), New Homes Bonus scheme winds down (£1.9m).

The current MTFP includes a £10.2m additional budgeted contribution to contingency in 2021/22. This contribution provides some cover should the Fair Funding Review adversely impact on the Council's funding beyond the assumptions already made.

Although the impact of the Fair Funding Review is unclear, beyond 2021/22 the current working assumption is that the level of government support will remain stable as the review should deliver a clear and sustainable funding model.

Tax base growth is expected to be 4,977 Band D equivalent properties or 1.98% for 2020/21 and an increase in taxbase of 5,000 approximately 2.00% beyond. This is equivalent to around 15,000 new houses over the medium term to 2024. Given the

³ Excluding element of s31 grant for Business Rates compensation

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.

As set out in the Earmarked Reserves and General Balances Policy Statement (Section 4.7) it is expected that the Dedicated Schools Grant (DSG) High Needs Reserve will be in deficit at the end of 2019/20 and the medium term. This is a common position for upper tier local authorities and there is uncertainty about how this projected deficit should be accounted for. The current CIPFA guidance⁴ does not allow for useable reserves to be presented in a deficit provision which means that the deficit would need to be met from general balances. In contrast, the Department for Education issued a consultation in Autumn 2019 which proposed to amend the conditions of grant and regulations applying to the DSG to clarify that the DSG is a ring-fenced specific grant separate from the general funding of local authorities. Under this proposal, any deficit an authority may have on its DSG account would be carried forward and should not be covered by the authority's general reserves. The position taken by external auditors is in line with CIPFA guidance, that an authority cannot have a negative reserve and not planning to meet the shortfall from general balances or earmarked reserves could result in an adverse assessment of the authority's financial position. In order to help mitigate this risk, a demographic risk reserve has been created which will reach £17m over the MTFP. This reserve, combined with a planned higher level of general balances (as set out in Section 4.7), means that it is possible to offset the expected deficit over 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 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.

The capital programme is a ten-year programme which offers 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 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

⁴ [CIPFA LAAP Bulletin 99 'Local Authority Reserves and Balances'](#)

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.

The CIPFA Financial Resilience Index was published on 16 December. The index is a comparative analytical tool based on publicly available information. It is intended to support good financial management by providing an assessment of relative financial health, giving reassurance to councils that are relatively stable or prompting challenge where councils are outliers.

The index offers insight into the comparative level of earmarked and general balances held by local authorities. The level of reserves as a percentage of net revenue budget and the rate at which reserves are being depleted are both identified as indicators of financial stress. The Earmarked Reserves and General Balances Policy Statement (Section 4.7) considers the potential stress factors identified by index.

Financial Management

Financial indicators alone do 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.

CIPFA have recognised this and in November 2019 launched the first Code of Practice for Financial Management (the FM Code). The FM code is not statutory but compliance with the code is obligatory. It brings together elements that are already part of existing statutory guidance:

- Role of the Chief Financial Officer in Local Government
- Prudential Code for Capital Finance
- Code of Practice on Local Authority Accounting in the United Kingdom

The FM Code clarifies how Chief Finance Officers should satisfy their statutory responsibility for good financial administration as required in section 151 of the Local Government Act 1972. Importantly it emphasises the collective financial responsibility of the leadership team, including the relevant elected members, of which the Chief Finance Officer is one member.

The FM Code has six key themes:

- Organisational **leadership** – demonstrating a clear strategic direction based on a vision in which financial management is embedded into organisational culture.
- **Accountability** – based on medium-term financial planning that drives the annual budget process supported by effective risk management, quality supporting data and whole life costs.
- Financial management is undertaken with **transparency** at its core using consistent, meaningful and understandable data, reported frequently with evidence of periodic officer action and elected member decision making.
- Adherence to professional **standards** is promoted by the leadership team and is evidenced.
- Sources of **assurance** are recognised as an effective tool mainstreamed into financial management, including political scrutiny and the results of external audit, internal audit and inspection.
- The long-term **sustainability** of local services is at the heart of all financial management processes and is evidenced by prudent use of public resources.

The FM Code includes 19 standards which the Council must measure itself against to demonstrate compliance with the six key themes. An early assessment indicates that the Council is well placed for full compliance by April 2021. Where possible, compliance with standards will be achieved by 2020/21.

Indicator	2020/21 Target		Within MTFP period
Delivering to budget & Achieving Savings:			
Directorates deliver services and achieve planned performance within agreed budget	=<1% budget variation (with service outcomes achieved and planned activity delivered)		=<1% budget variation (with service outcomes achieved and planned activity delivered)
Total outturn variation	0%		0%
Achievement of planned savings	95% of all savings in year		n/a
Progress towards achieving savings in 2021/22	90% of all future savings are on track to be achieved		n/a
Systems and processes operate effectively and are well controlled to reduce and detect error and fraud:			
Positive assurance from Internal Audit and External Audit			
Late payments	>95%		>95%
Use of Grants / Earmarked Reserves			
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		<=2.5% of total programme
Debt Management			
Invoice Collection Rate	Corporate debtors	97.50%	98%
	ASC contribution debtors	92%	94%

Indicator	2020/21 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	>=0.85%		2021/22 >=0.75% 2022/23 >=0.75% 2023/24 >=0.75%
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 2020/21

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.

Level of General Balances

10. 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. CIPFA's Financial Resilience Index provides information on the level of general balances for all authorities. Excluding extremes, the average percentage of net revenue budget held for general balances in County Councils is 5.1%.
11. The risk assessment for 2020/21 has determined that balances should be held at £23.4m, compared to £19.3m for 2019/20. This is equivalent to 4.9% of the proposed net revenue budget for 2020/21. Based on the latest 2019/20 Business Management & Monitoring Report to Cabinet in January 2020, the expected level of balances at 31 March 2020 is currently £19.2m assuming the forecast directorate overspend is met from contingency.
12. The increase in the assessed risk from 2019/20 is primarily as a result of separately identifying the risk that known pressures will exceed the level of additional funding agreed and using the average percentage held for County Councils as a guide. Details of the risk assessment are set out at the end of this Appendix.
13. The proposed budget includes a contribution to balances of £3.0m in 2020/21. In addition, 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 current forecast level of balances at 31/3/2020, these contributions take the expected level to £23.2m at 1/4/2020.

Earmarked Reserves

14. Section 4.7.1 sets out the actual level of earmarked reserves at 31 March 2019 and expected level at 31 March each year to 2024. 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.
15. Excluding schools, earmarked reserves are forecast to be £54.1m at 1 April 2020, reducing over the medium term to £44.9m by 2023/24. This position takes into account an estimated deficit on the DSG High Needs Block Reserve by

2023/24 of £33.6m. Excluding schools, the forecast level of earmarked reserves at 31 March 2019 was £54.8m this time last year, with the actual position being £75.0m. In addition, forecast earmarked reserves, excluding schools, by the end of the MTFP period have increased from £35.3m per last years' Service & Resource Planning round to £44.9m this year.

Existing Earmarked Reserves

16. In 2017/18, 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. The existing MTFP includes the repayment, into this reserve of £8.1m used earlier years in 2020/21, 2021/22 and 2022/23, with a further addition of £1.8m proposed in 2023/24. The reserve is not currently earmarked for specific purposes, as budget priorities are addressed through the revenue budget proposals. After taking account of the transfer to the new Redundancy Reserve in 2019/20 (see Paragraph 17), the balance in this reserve is currently expected to be £10.7m by 2023/24. It is proposed that £3.0m is used to fund towards the redundancy Reserve; and £1.0m towards the Investment Pump Priming Reserve.
17. A new Redundancy Reserve of £1.0m has been created during 2019/20 to meet the costs associated with service redesign, of which £0.300m is forecast to be used in year. It is proposed that a further £3.0m is added to the reserve over the period 2020/21 and 2021/22 to meet further predicted costs. This will be achieved through a contribution from the Budget Priorities Reserve.
18. Based on the current profile of spend, the balance if funding remaining in the Transformation Reserve at the end of 2019/20 is £2.7m. The remaining sum will be used to meet the costs of further service redesign and organisational development.
19. It is expected that the Dedicated Schools Grant (DSG) High Needs Reserve will be in deficit at the end of 2019/20 and the medium term. The Department for Education (DfE) has recently consulted on changing the conditions of grant and regulations applying to the DSG, to clarify that it is ring-fenced specific grant separate from the general funding of local authorities. It also clarifies that any deficit an authority may have on its DSG account is expected to be carried forward and should not be covered by the authority's general reserves. The Government will make a decision on the proposed changes, in time to inform the setting of local authorities' budget for the financial year 2020/21. Based on current levels of demand, it is anticipated that the reserve could reach a deficit of £33.6m by 2023/24.
20. In light of the significant pressures relating to High Needs and other budgets with demographic volatility, last year the budget included £3.0m of on-going funding in 2019/20 (and rising in future years) to help manage demographic risk. The funding is intended to be held in the reserve until its need is determined. It is proposed that annual contributions are kept at £3.0m per year for 2020/21 and 2021/22, releasing ongoing funding of £0.6m in 2020/21, a further £1.0m in

2021/22. An additional annual contribution to the reserve of £1.0m remains for 2022/23. Therefore, the total in the reserve by 2023/24 is expected to be £17.0m.

21. 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 2020 is greater than the actuarial assessment, it is proposed that £1.0m is taken from the reserve and is used to help create the Investment Pump Priming reserve.
22. The Public Health Grant Reserve, which holds the balance of unspent grant and must be spent on public health related activity, is expected to have a balance of £1.2m at 31 March 2020. It is proposed that a contribution of £0.4m for both 2020/21 and 2021/22 is made to support the costs of up to ten system wide posts as part of the Family Safeguarding Model in Children's Services.
23. In 2015/16 a new reserve was created with an annual contribution of £0.5m to manage the impact of future year business Rates collection fund deficits. This reserve has not been used since 2016/17 and the balance of the reserve is £1.0m at the end of 2019/20. It is proposed that the annual contribution is stopped and the £0.5m instead added to the contingency budget.

New Earmarked Reserves

24. Following the adoption by Council of the Investment Strategy in September 2019, and updated approval as part of the Service & Resource Planning process each year, a new Investment Pump Priming reserve is proposed to be created to meet the initial costs of developing business cases and feasibility studies associated with the strategy. It is expected that this will generally work as a revolving fund, with costs being capitalised if projects proceed. It is proposed that a reserve of £2.0m is created for 2020/21, to be funded evenly from contributions from the Insurance Reserve and the Budget Priorities Reserve.

Financial Resilience Index

25. CIPFA's Financial Resilience Index is designed to support and improve discussions surrounding local authority financial resilience. It shows a council's performance against a range of measures associated with financial risk, including the level of earmarked reserves and general balances. The Index is a comparative tool to be used to support good financial management and generate a common understanding of the financial position within authorities.
26. For 2018/19, the Index shows that Oxfordshire had relatively high depletion of reserves compared to other County Councils, and that reserves were relatively lower than many other counties. However, for 2017/18 and earlier years, Oxfordshire compared more averagely to other counties. This position reflects the financial planning principles for 2018/19, which set out that a holistic approach would be taken in using reserves in 2018/19 to allow time for the actions to reduce demand start to take effect. £14.7m of earmarked reserves were used towards setting a balanced budget for 2018/19. £1.0m of earmarked reserves were used towards setting a balanced budget in 2019/20. No earmarked

reserves are proposed to be used to balance the budget in 2020/21. In addition, as set out above, the risk assessed level of General Balances has been increased to £23.4m, including an additional contribution as per the proposed 2020/21 Budget. This will increase the overall level of reserves,

2020/21 risk assessment for determining appropriate level of balances

	2020/21		2019/20
Area of risk	£m	Explanation of risk/justification of balances	£m
Emergencies	1.0	Expenditure below Bellwin Scheme threshold (0.2% of annual net operating budget).	0.9
Directorate overspends	3.9	Risk that directorates will overspend due to unforeseen pressures, demography or demand (based on a 2.0% adverse variance).	3.1
Non-achievement of planned savings	7.6	Risk that savings are not achieved. This is based on a risk assessment of savings which considers the deliverability of the savings proposals.	6.7
Pressures identified within Medium Term Financial Plan exceed budgeted amounts	2.1	Risk that pressures will exceed the level of additional funding agreed. The allowance is made based on an assessment of the volatility of pressures and the level of certainty about the level of funding required to meet the pressure.	0.0
Contingent liabilities & insurance risk	4.0	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)	3.9
Major contracts & 3rd party spend	4.8	Risk of contractors failing, mis-specification, or non-delivery plus contract costs increase by more than allowed for in the budget (1.5% of estimated annual value of 3rd party spend)	4.7
Total	23.4		19.3

Forecast Earmarked Reserves 2019/20 to 2023/24

	2019/20			2020/21		2021/22		2022/23		2023/24	
	Balance at 1 April £000	Movement £000	Forecast Balance at £000	Movement £000	Forecast Balance at £000	Movement £000	Forecast Balance at £000	Movement £000	Forecast Balance at £000	Movement £000	Forecast Balance at £000
Schools' Reserves	17,309	-4,751	12,558	-6,585	5,973	-3,175	2,798	-1,609	1,189	-422	767
Vehicle and Equipment Reserve	2,901	-2,124	777	-389	388	-198	190	-190	0	0	0
Grants and Contributions Reserve *	14,704	-19,319	-4,615	-8,564	-13,179	-6,425	-19,604	-6,200	-25,804	-5,072	-30,876
Government Initiatives	1,324	-451	873	-814	59	-59	0	0	0	0	0
Trading Accounts	325	138	463	-203	260	-130	130	-129	1	0	1
Council Elections	328	150	478	218	696	-582	114	218	332	218	550
Partnership Reserves	2,659	-699	1,960	-10	1,950	-10	1,940	-1,892	48	-10	38
On Street Car Parking	1,997	250	2,247	0	2,247	0	2,247	0	2,247	0	2,247
Transformation Reserve	3,193	-526	2,667	-467	2,200	-60	2,140	0	2,140	0	2,140
Demographic Risk Reserve	0	3,000	3,000	3,000	6,000	3,000	9,000	4,000	13,000	4,000	17,000
Youth Provision Reserve	0	500	500	-500	0	0	0	0	0	0	0
Budget Prioritisation Reserve	4,890	-3,286	1,604	603	2,207	823	3,030	1,823	4,853	1,823	6,676
Insurance Reserve	10,647	-1,000	9,647	-1,000	8,647	0	8,647	0	8,647	0	8,647
Business Rates Reserve	555	494	1,049	0	1,049	0	1,049	0	1,049	0	1,049
Capital Reserves	31,188	1,517	32,705	700	33,405	-8,600	24,805	-482	24,323	2,200	26,523
Budget Equalisation Reserve	280	-280	0	0	0	0	0	2,754	2,754	2,441	5,195
Redundancy Reserve	0	700	700	2,000	2,700	1,000	3,700	0	3,700	0	3,700
Investment Pump Priming Reserve	0	0	0	2,000	2,000	0	2,000	0	2,000	0	2,000
Total Reserves	92,300	-25,687	66,613	-10,011	56,602	-14,416	42,186	-1,707	40,479	5,178	45,657
Total Reserves Excluding Schools	74,991	-20,936	54,055	-3,426	50,629	-11,241	39,388	-98	39,290	5,600	44,890
* Includes DSG High Needs Reserve	0	-12,012	-12,012	-6,600	-18,612	-5,000	-23,612	-5,000	-28,612	-5,000	-33,612

Provisional 2020/21 Dedicated Schools Grant Allocation

	Early Years Block	Schools Block	Central Schools Services Block	High Needs Block	Total DSG
	£000	£000	£000	£000	£000
2020/21 Initial Baseline	37,962	373,997	4,117	64,263	480,339
2019-20 import/export pupil adjustment (replaced SEN recoupment)				-2,307	-2,307
2020/21 Revised Baseline	37,962	373,997	4,117	61,956	478,032
Provisional 2020-21 import/export pupil adjustment (replaced SEN recoupment)				2,307	2,307
Increase in DSG per pupil rates	664	16,297	48		17,009
increase in Disability Access Fund (DAF)	13				13
Growth fund change		265		497	762
Additional funding 2020-21				8,379	8,379
- Facilities agreement funding			-64		-64
- Premises Mobility factors		-283			-283
Additional funding for Special Free Schools				-6	-6
School Pupil Population increase (pupil number increased from October 2019)		4,416	25		4,441
Total Provisional DSG 2020/21 per Department for Education (DfE)	38,639	394,692	4,126	73,133	510,590
Deductions for academy recoupment and high needs places funded directly by ESFA (draft recoupment and agreed planned special places, funding transfer to ESFA for distribution)				-12,760	-12,760
Deductions for academy recoupment, estimate as calculated by APT		-277,286			-277,286
As per DfE notification 19 December 2019, amended for recoupment	38,639	117,406	4,126	60,373	220,544

Capital & Investment Strategy - 2020/21 to 2029/30

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

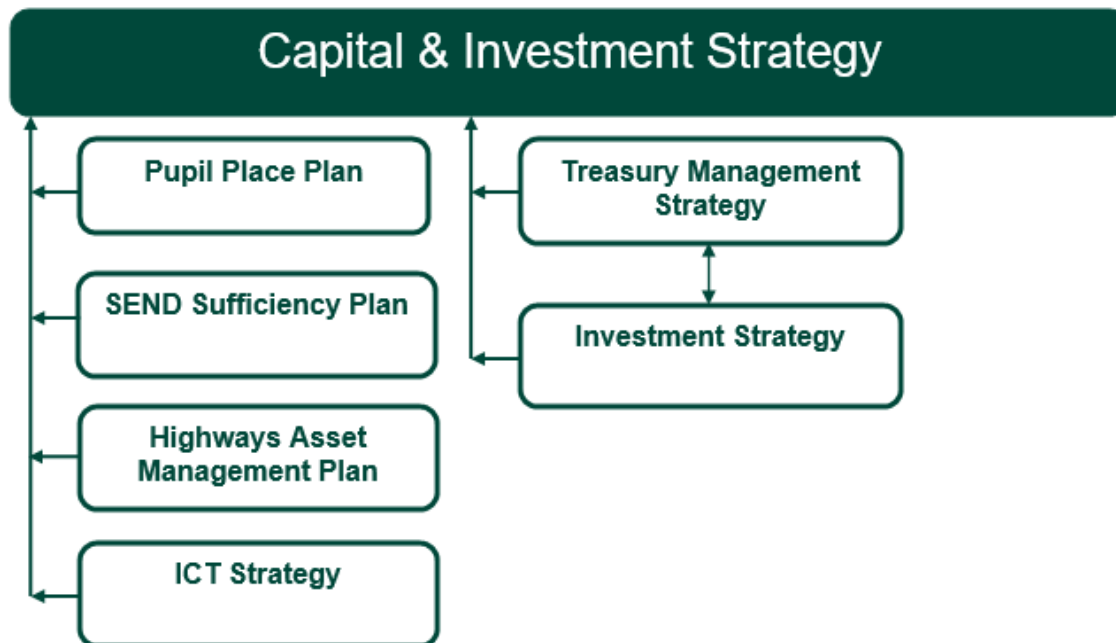
- Capital programme approach and overview of existing Capital Programme
- Capital investment proposals for 2020/21 – 2029/30
- Capital governance and decision-making
- Prudential Indicators for capital finance
- Treasury Management Strategy Statement (including external debt)

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)
 - Oxfordshire Local Industrial Strategy
 - Oxfordshire Joint Statutory Spatial Plan
 - The Financial Strategy including the Medium Term Financial Plan
8. This strategy reflects the ambition for the Capital Programme where the schemes contained in the programme will all be defined from council strategies that determine the management of its assets, services and needs. The structure of the Capital Programme has been amended and is now based around the supporting strategies rather than the previous structure that was presented on a Directorate basis. The main supporting strategies include Pupil Place Planning, Highways Asset Management Plan, Investment Strategy, Oxfordshire Infrastructure Strategy, the developing Property Strategy (see paragraph 24), and the ICT Strategy.
9. During 2021/22 there will be a fundamental review of the capital programme against these strategies, but in the forthcoming year, the proposal is that only essential requirements will be built into the programme.
10. The new capital programme is structured as follows:
 - **Pupil Place Plan:** including basic need (new schools and expansion), maintenance, health and safety and improvements
 - **Property and Estates:** including health & safety, maintenance, improvements and the Investment Strategy
 - **Highways and structural maintenance:** including street lighting, and bridges
 - **ICT Strategy:** including broadband and End User equipment
 - **Passported Funds:** including Disabled Facilities Grant and Devolved Schools Capital
 - **Vehicles and Equipment:** including fire and rescue vehicles and equipment

- **Major Infrastructure:** including Growth Deal
- **Corporate:** including earmarked reserves and contingency

- The proposed 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 add specific schemes to the programme.
- This diagram shows relationship between the Capital and Investment Strategy and supporting plans and strategies:



- 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.
- 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.
- 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

16. 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 embraces the Council's philosophy of putting residents at the heart of everything we do; and, through the delivery of programmes and schemes will ensure adherence to the Council's own strategy for Climate Action. This strategy also seeks to ensure that resources are used in the most efficient way and support the Council's objectives most effectively.

Partnership Working

17. 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.
18. The Council 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.
19. 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.

Capital Investment Principles

20. 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

21. 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.

Investment Strategy

22. In September 2019 Council approved the Investment Strategy. This is required to be approved by Council annually and is included at Section 4.9.4. The Investment Strategy sets out an investment framework under which the Council can undertake investments against the following broad categories:
- investments in property funds, bond funds, equities and multi asset classes;
 - maximising the use of and value of our own assets (land & buildings);
 - acquisitions & investments, which derive a service outcome or Council priority, and which generate a commercial return;
 - investments for policy, social, community benefits.
23. 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. Currently there are no such investments but going forward these will be included in the annual update of this strategy.

Developing Property Strategy

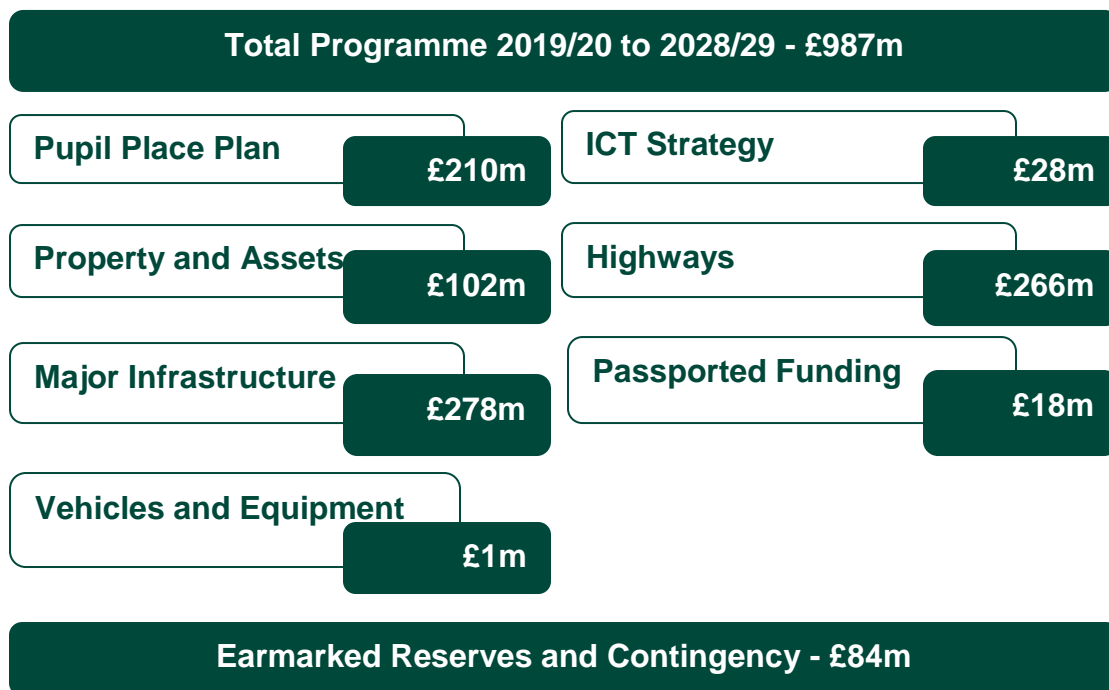
24. The Investment Strategy will be supported by the development of a Property Strategy which in turn will be informed by an organisation wide workforce strategy.
25. The Property Strategy will act as a mechanism for assessing the property portfolio from all angles and will be directly linked with the wider ongoing work to:
- a. support service areas across the county to deliver their services to residents
 - b. enable and support the Council's workforce strategy
 - c. act as a catalyst for service co-location and integration
 - d. inform opportunities that can feed into the investment strategy
26. The development of the property strategy will involve all the service directorates of the Council, who will be responsible for providing the information required in terms of their service delivery needs from a property point of view. In that way we will be able to develop the most appropriate strategy which fits exactly the needs and objectives of each area to enable them to execute their delivery strategies in the future.
27. A draft Implementation plan will then be generated that captures models for operational and non-operational sites which optimises the use of existing

assets and considers the necessity of the creation of new assets to meet the ongoing needs of the council over the next five to 10 years.

28. Various workshops will be facilitated by the Property, Investment and Facilities Management team with all key stakeholders to establish some key principles for the development of the property strategy. This will include items such as:
- a. Clear direction of each directorate's service short/medium/long-term delivery strategies
 - b. Engagement and co-location opportunities with partners
 - c. Localities, community hubs and area-based service designs
 - d. Climate Action impact
 - e. Financial impact
 - f. Identify and evaluate key assets for investment opportunities

Capital Programme Overview

29. The current capital programme for 2019/20 to 2028/29 totals £968m¹. The diagram below sets out the current programme summary:



30. The existing programme includes 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. The current programme also

¹ Based on the Capital Programme presented to Cabinet in December 2019

includes investments in the street lighting estate (£41m) funded by prudential borrowing. The borrowing cost for this investment will be funded by the reduction in revenue costs in relation to street lighting.

31. The programme includes a further £120m investment in highways maintenance (£80m) and property (£40m) funded by prudential borrowing. This borrowing can be afforded based on an assumption that the growth in the Council Tax base will be above the level assumed in the Medium Term Financial Plan.
32. The £80m investment in highways maintenance was approved by Cabinet in September 2018. The investment has enabled an increase to the annual maintenance programme over the 10-year programme. Making repairs to roads already in poor condition will 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.
33. In September 2018 Cabinet approved a £40m investment in Property to manage legacy issues relating to property maintenance and the demise of Carillion. That investment has enabled essential works to be completed, with clarity to the programme work required going forward. The priority is to ensure that the estate remains compliant with statutory and health and safety requirements.
34. The Pupil Place Plan programme includes an investment of £19.5m 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.

Capital investment proposals 2019/20 - 2029/30

35. The new Capital Programme proposed alongside this strategy, extends the programme period to 2029/30. Details of proposed new capital investments are set out in Section 4.9.2.
36. In addition to extending the programme by a year, the allocations have been reviewed in light of emerging proposals, agreed programmes and revised funding levels.

37. The Pupil Place Plan² sets out the need for school expansions and new schools. Section 3.3 of the plan sets out the schemes already in development as a result of adopted Local Plans and other known growth. An additional allocation of £50.7m is proposed over the ten year programme to meet the identified need.
38. The proposed programme includes a £10.0m allocation within the Property and Asset programme for the new Investment Strategy. As business cases come forward they will be subject to the governance arrangements and criteria as set out in the Investment Strategy.
39. Within the Highways and Structural Maintenance programme an allocation of £53m is proposed for urgent works to Kennington Bridge. A submission has been made to Department for Transport for grant funding of £30m and third-party contributions of £18m are also sought. The remaining £5m coming from corporate resources. This may need to be reviewed if the grant application is unsuccessful.
40. The Information and Communication Technology Strategy was approved by Cabinet on 19 December 2019. The proposed ICT programme includes the reallocation of existing £9m block to meet the initial outcomes of the strategy. This includes investment of £7.8m in an End User Computing refresh to improve ICT services for all staff and customers which is tangible in the day to day use of technology and in how ICT staff operate. It is expected that investment in ICT will support better decision making, reduce the overall cost of ICT to the Council and provide better value for money.

Governance Arrangements

41. 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.
42. The capital governance arrangements were reviewed during 2019 and interim arrangements were agreed which are still in place. The governance arrangements will be reviewed during 2020.

Council and Cabinet

43. 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

² [Pupil Place Plan Annex 3 Appendix D - Cabinet 21 January 2020](#)

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.

Delegated Powers to Officers

44. Delegations to officers are set out in full in Section 5 of the Council's Financial Regulations. In addition, all officers are bound by the scheme of delegation.
45. The Section 151 Officer, jointly with the Corporate Director Communities, are responsible for ensuring that appropriate arrangements are in place to monitor the capital programme and resources, control expenditure against approved budgets, and address any problems of overspending or resource re-allocation.

Capital Programme Implementation

46. 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.
47. 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

48. 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>

Minimum Revenue Provision Policy Statement for 2020/21

49. 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.
50. Legislation³ 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.
51. 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.
52. The Council is recommended therefore to approve the following statement:

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.

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).

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).

³ Statutory Instrument 2008 no. 414 s4

Prudential Indicators for Capital Finance

53. The Prudential Code for Capital Finance in Local Authorities (2017) requires the Council to set and monitor against Prudential Indicators in the following categories:

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

54. The indicators have been based on the February 2020 capital programme which will be approved by Council on 11 February 2020 with the Service & Resource Planning Report.

55. The capital expenditure figures for beyond 2020/21 will be able to be revised in twelve months' time.

Prudence

Estimates of Capital Expenditure

56. The Council is required to make reasonable estimates of the total of capital expenditure that it plans to incur during 2020/21 and the following two financial years. The Council must also approve the actual expenditure for 2018/19 and revised expenditure for 2019/20.

	Actual	Estimates				
	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Capital Expenditure	102.451	163.562	192.448	204.437	180.108	104.951

	Actual	Estimates				
	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Prudential Borrowing	0.221	22.477	19.351	66.171	54.494	54.494
Grants and Contributions	93.101	140.935	172.568	118.339	35.585	35.585
Capital Receipts	0	0	0	19.913	1.920	1.920
Revenue	9.129	0.150	0.529	0.014	0	0
Reserves	0	0	0	0	5.711	5.711
TOTAL	102.451	163.562	192.448	204.437	180.108	98.710

The Capital Financing Requirement

57. 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 2019 that are recommended for approval are:

Year	Actual/Estimate	£m
2018/19	Actual	367.643
2019/20	Estimate	379.879
2020/21	Estimate	388.308
2021/22	Estimate	441.142
2022/23	Estimate	498.286
2023/24	Estimate	479.821

58. 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

59. 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.
60. 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.

61. 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).
62. 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.

	2019/20 probable outturn	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
	£m	£m	£m	£m	£m
Operational Boundary for External Debt					
Borrowing	360.000	365.000	415.000	475.000	475.000
Other long-term liabilities	25.000	25.000	25.000	25.000	25.000
TOTAL	385.000	390.000	440.000	500.000	500.000
Authorised Limit for External Debt					
Borrowing	370.000	380.000	440.000	500.000	500.000
Other long-term liabilities	30.000	30.000	30.000	30.000	30.000
TOTAL	400.000	410.000	470.000	530.000	530.000

Actual External Debt

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

Total External Debt as at 31.03.19	£m
External Borrowing	343.383
Other Long-term Liabilities	17.483
Total	360.866

Gross Debt and the Capital Financing Requirement

64. 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.

65. In 2018/19 the CFR was higher than gross debt, indicating a level of internal borrowing. The forecast for 2019/20 onwards indicates an increased level of internal borrowing over the medium term, consistent with the approach set out in the Treasury Management Strategy, taking into account current commitments, existing plans and the proposals in the approved budget.

Debt	31.03.19 Actual £m	31.03.20 Revised £m	31.03.21 Estimate £m	31.03.22 Estimate £m	31.03.23 Estimate £m	31.03.24 Estimate £m
External Borrowing	343.383	341.383	335.383	338.383	379.383	367.383
Long Term Liabilities	17.483	16.970	16.391	15.736	14.997	14.161
Total Debt	360.866	358.353	351.774	354.119	394.380	381.544

Affordability

The Ratio of Financing Costs to the Net Revenue Stream

66. 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 %
2018/19	Actual	21.140	454.206	4.65%
2019/20	Estimate	18.976	469.289	4.04%
2020/21	Estimate	20.833	502.155	4.15%
2021/22	Estimate	23.655	489.028	4.84%
2022/23	Estimate	25.730	505.538	5.09%
2023/24	Estimate	26.758	522.173	5.12%

67. Financing costs include interest payable on borrowing, interest and investment income and the amount required for the minimum revenue provision (MRP).

Capital Programme 2020/21 - 2029/30

Council
11 February 2020



CAPITAL PROGRAMME: 2019/20 TO 2029/30

Strategy/Programme		Capital Investment Programme (latest forecast)					CAPITAL INVESTMENT TOTAL £'000s	
		Current Year	Firm Programme	Provisional Programme				
		2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	2023 / 24 £'000s		up to 2029 / 30 £'000s
Pupil Places		35,779	41,620	40,260	26,406	17,976	98,981	261,022
Major Infrastructure		60,082	74,939	56,058	75,970	2,612	8,098	277,759
Highways Asset Management Plan		34,104	46,254	56,237	60,882	62,733	91,415	351,625
Property & Estates, and Investment Strategy		10,280	10,848	14,697	12,971	8,801	28,360	85,957
ICT		10,806	5,414	3,970	1,460	1,210	7,039	29,899
Passport Funding		7,565	900	1,900	1,700	1,619	4,333	18,017
Vehicles & Equipment		629	303	450	0	0	0	1,382
TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE		159,245	180,278	173,572	179,389	94,951	238,226	1,025,661
Earmarked Reserves		4,317	12,170	30,865	719	10,000	21,064	79,135
TOTAL ESTIMATED CAPITAL PROGRAMME		163,562	192,448	204,437	180,108	104,951	259,290	1,104,796
TOTAL ESTIMATED PROGRAMME IN-YEAR RESOURCES		179,327	159,469	165,382	159,143	92,999	247,113	1,003,433
In-Year Shortfall (-) /Surplus (+)		15,765	-32,979	-39,055	-20,965	-11,952	-12,177	-101,363
Cumulative Shortfall (-) / Surplus (+)	82,945	98,710	65,731	26,676	5,711	-6,241	-18,418	-18,418

SOURCES OF FUNDING		2019 / 20	2020 / 21	2021 / 22	2022 / 23	2023 / 24	up to 2029 / 30	CAPITAL RESOURCES TOTAL
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
SCE(C) Formulaic Capital Allocations - Un-ringfenced Grant		83,225	131,580	71,273	50,000	21,850	129,400	487,328
Devolved Formula Capital- Grant		800	800	800	600	519	1,700	5,219
Prudential Borrowing		22,477	19,351	66,171	72,314	54,494	1,208	236,015
Grants		22,334	9,095	13,894	20,600	8,117	11,169	85,209
Developer Contributions		34,235	30,864	32,364	13,706	4,576	60,236	175,981
District Council Contributions		0	226	0	0	0	0	226
Other External Funding Contributions		313	3	8	3	1,523	3	1,853
Revenue Contributions		150	529	14	0	0	2,500	3,193
Schools Contributions		28	0	0	0	0	0	28
Use of Capital Receipts		0	0	19,913	10,526	1,920	40,897	73,256
Use of Capital Reserves		0	0	0	12,359	5,711	0	18,070
TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED		163,562	192,448	204,437	180,108	98,710	247,113	1,086,378
TOTAL ESTIMATED IN YEAR RESOURCES AVAILABLE		179,327	159,469	165,382	159,143	92,999	247,113	1,003,433
Capital Grants Reserve C/Fwd	41,098	55,654	21,062	0	0	0	0	0
Usable Capital Receipts C/Fwd	23,171	24,683	26,599	8,606	0	0	0	0
Capital Reserve C/Fwd	18,676	18,373	18,070	18,070	5,711	0	0	0

PUPIL PLACES STRATEGY CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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	2023 / 24 £'000s	up to 2029 / 30 £'000s			
Provision of School Places (Basic Need)										
Existing Demographic Pupil Provision (Basic Needs Programme)	1,969	1,326	9,770	14,986	17,000	15,000	88,824	148,875	146,906	145,580
11/12 - 17/18 Basic Need Programme Completions	3,556	268	230	743	0	0	0	4,797	1,241	973
Matthew Arnold - 1FE Expansion (ED877)	1,980	1,350	50	0	0	0	0	3,380	1,400	50
East Hanney, St James - Expansion to 1FE (ED859)	1,693	193	0	0	0	0	0	1,886	193	0
Bloxham, Warriner - 2FE Expansion (ED901)	2,497	2,850	0	353	0	0	0	5,700	3,203	353
Marcham - Expansion to 1FE (ED882)	306	500	750	113	0	0	0	1,669	1,363	863
John Blandy - Expansion to 1.5FE (ED887)	295	950	1,500	148	0	0	0	2,893	2,598	1,648
North Leigh - Repl of Temporary Classroom (ED926)	4	363	0	0	0	0	0	367	363	0
John Watson - Additional Capacity & Improvements (Primary Site) (ED849)	1,364	1,400	250	86	0	0	0	3,100	1,736	336
Cholsey - Expansion to 2FE (ED911)	251	200	1,700	68	0	0	0	2,219	1,968	1,768

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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	2023 / 24 £'000s	up to 2029 / 30 £'000s			
Chesterton - Expansion to 1FE (ED898)	190	500	1,350	83	0	0	0	2,123	1,933	1,433
West Witney - Expansion to 2FE (ED889)	458	600	2,300	223	0	0	0	3,581	3,123	2,523
Benson - Expansion to 1.5FE (ED914)	175	500	1,100	197	0	0	0	1,972	1,797	1,297
Provision of School Places Total	14,738	11,000	19,000	17,000	17,000	15,000	88,824	182,562	167,824	156,824
<u>Growth Portfolio - New Schools</u>										
The Swan Free School (Financial Contribution) (ED917)	63	2,074	0	37	0	0	0	2,174	2,111	37
Bicester, South West (Whitelands) - Secondary (ED880)	988	9,000	4,500	1,512	0	0	0	16,000	15,012	6,012
Oxford, Barton Park - 1.5FE Primary School (ED868)	784	3,700	4,000	316	0	0	0	8,800	8,016	4,316
Banbury, Southam Road - 1FE Primary School (ED907)	489	4,000	2,000	491	0	0	0	6,980	6,491	2,491
North East Wantage, Crab Hill: GEMS, Wantage - 2FE Primary School (ED918).	23	100	350	227	0	0	0	700	677	577
West Witney, Curbridge - 1.5FE Primary School (ED927)	29	50	50	400	371	0	0	900	871	821
Bicester, Graven Hill - 2FE Primary School	4	50	50	350	300	876	0	1,630	1,626	1,576

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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	2023 / 24 £'000s	up to 2029 / 30 £'000s			
Northfield Special School - Replacement & Expansion	15	500	5,000	6,250	985	0	0	12,750	12,735	12,235
Wallingford - 2FE Primary School	0	0	2,800	4,400	1,520	0	0	8,720	8,720	8,720
Faringdon - 2FE Primary School	0	0	1,000	6,000	3,880	0	0	10,880	10,880	10,880
Project Development Budget	6	0	0	100	100	100	100	406	400	400
New School Programme Completions	992	182	0	404	0	0	0	1,578	586	404
Growth Portfolio Total	3,393	19,656	19,750	20,487	7,156	976	100	71,518	68,125	48,469
<u>Annual Programmes</u>										
Schools Access Initiative	346	350	300	250	250	200	1,200	2,896	2,550	2,200
Temporary Classrooms - Replacement & Removal	187	350	200	250	250	200	1,200	2,637	2,450	2,100
School Structural Maintenance (inc Health & Safety)	979	4,000	1,900	1,750	1,500	1,350	6,632	18,111	17,132	13,132
Northfield Special School - Reinstatement works & Temporary Accommodation at Iffley Academy (ED931)	660	30	20	0	0	0	0	710	50	20
Annual Programme Total	2,172	4,730	2,420	2,250	2,000	1,750	9,032	24,354	22,182	17,452

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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	2023 / 24 £'000s	up to 2029 / 30 £'000s			
<u>Early Years Programmes</u> Capacity Building - Early Yrs Entitlement	3,034	200	250	250	250	250	1,025	5,259	2,225	2,025
Early Years Programme Total	3,034	200	250	250	250	250	1,025	5,259	2,225	2,025
<u>Retentions</u>										
Retentions Total	727	193	200	273	0	0	0	1,393	666	473
PUPIL PLACES STRATEGY CAPITAL PROGRAMME EXPENDITURE TOTAL	24,064	35,779	41,620	40,260	26,406	17,976	98,981	285,086	261,022	225,243

MAJOR INFRASTRUCTURE CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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	2023 / 24 £'000s	up to 2029 / 30 £'000s			
<u>GROWTH DEAL - INFRASTRUCTURE</u>										
Infrastructure Programme	0	12,946	13,527	32,061	63,732	0	0	122,266	122,266	109,320
Oxford, Botley Rd (NPIF-funded)	562	3,621	3,080	8	1,829	0	0	9,100	8,538	4,917
Watlington Relief Rd	0	1,262	5,000	5,095	1,151	0	0	12,508	12,508	11,246
Oxford Parks Cycle Route (con'n)	19	0	0	0	0	0	0	19	0	0
Collinwood Rd, crossing and link	1	9	0	0	0	0	0	10	9	0
Knights Rd, extension	1	9	0	0	0	0	0	10	9	0
Littlemore, pedestrian and cycle bridge	0	10	0	0	0	0	0	10	10	0
Benson Relief Rd	0	120	0	0	0	0	0	120	120	0
Milton Heights Bridge	0	492	0	0	0	0	0	492	492	0
NW Bicester u'bridge realigned A4095	0	180	0	0	0	0	0	180	180	0
GROWTH DEAL PROGRAMME TOTAL	583	18,649	21,607	37,164	66,712	0	0	144,715	144,132	125,483
<u>CITY DEAL PROGRAMME</u>										
<u>Science Transit</u>										
Kennington & Hinksey Roundabouts	7,376	85	12	0	0	0	0	7,473	97	12
Hinksey Hill Northbound Slip Road	797	50	750	5,500	1,603	0	0	8,700	7,903	7,853

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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	2023 / 24 £'000s	up to 2029 / 30 £'000s			
<u>Access to Enterprise Zone</u>										
Harwell Link Rd Section 1 B4493 to A417	10,859	222	0	0	0	0	0	11,081	222	0
Harwell Link Rd Section 2 Hagbourne Hill	5,326	644	45	0	0	0	0	6,015	689	45
Featherbed Lane and Steventon Lights	2,349	100	400	400	3,400	1,075	0	7,724	5,375	5,275
Harwell, Oxford Entrance	466	1,393	141	0	0	0	0	2,000	1,534	141
<u>Northern Gateway</u>										
Loop Farm Link Road	582	500	500	3,000	2,718	0	0	7,300	6,718	6,218
Other City Deal Programme spend	187	0	0	0	0	0	0	187	0	0
<u>Completed Projects</u>										
Cuttesslowe Roundabout	4,976	178	23	0	0	0	0	5,177	201	23
Wolvercote Roundabout	5,337	0	25	0	0	0	0	5,362	25	25
CITY DEAL PROGRAMME TOTAL	38,255	3,172	1,896	8,900	7,721	1,075	0	61,019	22,764	19,592
<u>LOCAL PINCH POINT PROGRAMME</u>										
Milton Interchange	11,994	350	162	38	0	0	0	12,544	550	200
A34 Chilton Junction Improvements	9,694	485	346	358	0	0	0	10,883	1,189	704
LOCAL PINCH POINT PROGRAMME TOTAL	21,688	835	508	396	0	0	0	23,427	1,739	904

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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	2023 / 24 £'000s	up to 2029 / 30 £'000s			
<u>LOCAL GROWTH FUND PROGRAMME</u>										
Eastern Arc Phase 1 Access to Headington	11,344	1,850	3,433	0	0	0	0	16,627	5,283	3,433
Science Vale Cycle Network Improvements	973	307	3,175	151	0	0	0	4,606	3,633	3,326
Oxford Science Transit Phase 2 - A40 Public Transport improvements (project development)	3,736	0	25	0	0	0	0	3,761	25	25
Didcot Northern Perimeter Road 3 (project development)	531	210	9	0	0	0	0	750	219	9
A34 Lodge Hill Slips	437	1,533	6,000	7,839	0	0	0	15,809	15,372	13,839
Oxford Queen's Street Pedestrianisation	732	434	4	0	0	0	0	1,170	438	4
Ox Pub Transport Imps Bus Stops	0	25	0	0	0	0	0	25	25	0
RTI enhancements	0	230	0	0	0	0	0	230	230	0
Digitisation of bus gates & lanes	0	175	0	0	0	0	0	175	175	0
LOCAL GROWTH DEAL PROGRAMME TOTAL	17,753	4,764	12,646	7,990	0	0	0	43,153	25,400	20,636
<u>SCIENCE VALE UK</u>										
Milton Park Employment Access Link: Backhill Tunnel	1,045	17	212	0	0	0	0	1,274	229	212
Wantage, Crab Hill (contribution)	0	2,000	2,500	0	0	0	0	4,500	4,500	2,500

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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	2023 / 24 £'000s	up to 2029 / 30 £'000s			
HIF1 DGT OBC development	303	95	0	0	0	0	0	398	95	0
HIF1 A4130 Dualing	18	0	0	0	0	0	0	18	0	0
HIF1 Didcot Science Bridge	57	0	0	0	0	0	0	57	0	0
HIF1 Culham river crossing	0	0	0	0	0	0	0	0	0	0
HIF1 Clifton Hampden bypass	27	0	0	0	0	0	0	27	0	0
SCIENCE VALE UK LOCALITY PROGRAMME TOTAL	1,450	2,112	2,712	0	0	0	0	6,274	4,824	2,712
<u>OXFORD</u>										
Oxford, Rising Bollards	8	20	221	0	0	0	0	249	241	221
Iffley Fields Controlled Parking Zone	56	144	0	0	0	0	0	200	144	0
Wood Farm CPZ	0	50	0	0	0	0	0	50	50	0
Old Greyfriars School signal change	0	10	15	0	0	0	0	25	25	15
Woodstock Rd, ROQ	719	0	0	0	0	0	0	719	0	0
Riverside routes to Oxford city centre	2,061	1,970	0	0	0	0	0	4,031	1,970	0
OXFORD LOCALITY PROGRAMME TOTAL	2,844	2,194	236	0	0	0	0	5,274	2,430	236
<u>BICESTER</u>										
Bicester Perimeter Road (Project Development)	0	750	250	0	0	0	0	1,000	1,000	250
BICESTER LOCALITY PROGRAMME TOTAL	0	750	250	0	0	0	0	1,000	1,000	250

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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	2023 / 24 £'000s	up to 2029 / 30 £'000s			
<u>BANBURY</u>										
A361 Road Safety Improvements	637	3,621	111	201	0	0	0	4,570	3,933	312
Farmfield Road / Oxford Road - Junction Improvement	0	99	0	0	0	0	0	99	99	0
BANBURY LOCALITY PROGRAMME TOTAL	637	3,720	111	201	0	0	0	4,669	4,032	312
<u>WITNEY AND CARTERTON</u>										
A40 N G'way (Ox N) bus lane	7	50	18	0	0	0	0	75	68	18
HIF2 West Oxon OBC development	64	237	0	0	0	0	0	301	237	0
HIF2 A40 Westbound bus lane	96	0	0	0	0	0	0	96	0	0
HIF2 A40 Dualing Witney-Eynsham	17	0	0	0	0	0	0	17	0	0
HIF2 Dukes Cut Bridge	49	0	0	0	0	0	0	49	0	0
HIF2 B4044 cycle route	24	0	0	0	0	0	0	24	0	0
HIF2 A40 Cycleway to NCN5	13	0	0	0	0	0	0	13	0	0
Witney, A40 Downs Road junction (contribution)	1,250	0	0	0	0	0	0	1,250	0	0
WITNEY AND CARTERTON LOCALITY PROGRAMME TOTAL	1,520	287	18	0	0	0	0	1,825	305	18

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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	2023 / 24 £'000s	up to 2029 / 30 £'000s			
COUNTYWIDE AND OTHER										
East-West Rail (contribution)	72	737	737	737	737	737	7,298	11,055	10,983	10,246
Small schemes (developer and other funded)	0	552	600	600	800	800	800	4,152	4,152	3,600
Completed schemes	275	35	133	70	0	0	0	513	238	203
COUNTYWIDE AND OTHER INTEGRATED TRANSPORT TOTAL	347	1,324	1,470	1,407	1,537	1,537	8,098	15,720	15,373	14,049
MAJOR INFRASTRUCTURE TOTAL	85,077	37,807	41,454	56,058	75,970	2,612	8,098	307,076	221,999	184,192
THIRD PARTY LOCAL GROWTH FUND & HOUSING DEAL										
<u>Local Growth Fund</u>										
Smart Oxford Culham City	1,230	770	0	0	0	0	0	2,000	770	0
LGF3 Prodrive	495	5	0	0	0	0	0	500	5	0
Osney Mead Innovation	4,500	0	1,700	0	0	0	0	6,200	1,700	1,700
<u>Housing Deal</u>										
Housing	6,715	21,500	31,785	0	0	0	0	60,000	53,285	31,785
THIRD PARTY GROWTH & HOUSING DEAL TOTAL	12,940	22,275	33,485	0	0	0	0	68,700	55,760	33,485
MAJOR INFRASTRUCTURE CAPITAL PROGRAMME EXPENDITURE TOTAL	98,017	60,082	74,939	56,058	75,970	2,612	8,098	375,776	277,759	217,677

HIGHWAYS ASSET MANAGEMENT PLAN CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure	Latest Forecast								
		Firm Programme		Provisional Programme				Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2019 / 20	2020 / 21	2021 / 22	2022 / 23	2023 / 24	up to 2029 / 30			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<u>STRUCTURAL MAINTENANCE PROGRAMME</u>										
Carriageways	0	3,215	7,972	8,073	8,609	10,762	23,517	62,148	62,148	58,933
Surface Treatments	0	8,443	5,651	5,482	5,313	5,166	14,351	44,406	44,406	35,963
Structural Highway Improvements	0	0	8,731	7,450	5,828	5,766	18,443	46,218	46,218	46,218
Footways/cycleways	0	750	750	850	1,000	1,200	2,524	7,074	7,074	6,324
Drainage	0	900	1,450	1,450	1,800	2,000	4,449	12,049	12,049	11,149
Bridges	0	2,406	2,300	2,300	3,100	5,000	8,434	23,540	23,540	21,134
Public Rights of Way Foot Bridges	0	100	225	225	300	350	730	1,930	1,930	1,830
Electrical	0	965	1,512	1,308	1,327	1,427	3,701	10,240	10,240	9,275
Traffic Signals	0	322	0	0	0	0	0	322	322	0
Section 42 contributions	0	1,700	1,700	1,700	1,700	1,700	4,516	13,016	13,016	11,316
Safety Fences	0	0	0	75	75	750	598	1,498	1,498	1,498
Minor Works	0	0	430	430	430	430	1,152	2,872	2,872	2,872
Highways & Associated Infrastructure	0	10,133	0	0	0	0	0	10,133	10,133	0
STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL	0	28,934	30,721	29,343	29,482	34,551	82,415	235,446	235,446	206,512

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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	2023 / 24 £'000s	up to 2029 / 30 £'000s			
<u>IMPROVEMENT PROGRAMMES</u>										
Accessibility & Road Safety Schemes	0	0	2,000	2,000	2,000	2,000	2,000	10,000	10,000	10,000
Bus Journey Time Reliability	0	0	1,000	1,000	1,000	1,000	1,000	5,000	5,000	5,000
IMPROVEMENT PROGRAMMES TOTAL	0	0	3,000	3,000	3,000	3,000	3,000	15,000	15,000	15,000
<u>Major schemes and other programme</u>										
Street Lighting LED replacement	31	2,000	7,800	11,400	11,400	8,182	0	40,813	40,782	38,782
Tetsworth Embankment Works	848	200	1,400	129	0	0	0	2,577	1,729	1,529
Kennington Railway Bridge	2,159	400	685	40	0	0	0	3,284	1,125	725
Kennington Railway Bridge	0	0	2,000	11,000	17,000	17,000	6,000	53,000	53,000	53,000
Oxford, Cowley Road	141	1,284	135	0	0	0	0	1,560	1,419	135
A40 London Rd	0	1,036	100	0	0	0	0	1,136	1,136	100
A478 Playhatch Road (project development)	124	0	0	0	0	0	0	124	0	0
Network Rail Electrification Bridge Betterment Programme	456	250	250	1,310	0	0	0	2,266	1,810	1,560
Completed Major Schemes	0	0	163	15	0	0	0	178	178	178
STRUCTURAL MAINTENANCE MAJOR SCHEMES TOTAL	3,759	5,170	12,533	23,894	28,400	25,182	6,000	104,938	101,179	96,009
HIGHWAYS ASSET MANAGEMENT PLAN CAPITAL PROGRAMME EXPENDITURE TOTAL	3,759	34,104	46,254	56,237	60,882	62,733	91,415	355,384	351,625	317,521

PROPERTY & ESTATES, AND INVESTMENT STRATEGY CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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	2023 / 24 £'000s	up to 2029 / 30 £'000s			
<u>SERVICE ESTATE PROGRAMME</u>										
Carterton Fire Station	158	0	0	0	0	0	0	158	0	0
Fire Review Development Budget	0	400	100	1,000	1,600	201	0	3,301	3,301	2,901
Relocation of Rewley Training Facility	0	50	50	500	0	0	0	600	600	550
Bicester Library (CS13)	710	250	250	240	0	0	0	1,450	740	490
Westgate Library - Redevelopment	2,664	701	235	0	0	0	0	3,600	936	235
Barton Library Access (CS20)	2	0	87	0	0	0	0	89	87	87
Adult Social Care Programme	563	50	50	250	500	750	2,087	4,250	3,687	3,637
Crisis Provision (ED941)	0	50	0	0	0	0	0	50	50	0
Re-provision of Maltfield (ED932)	0	500	250	1,750	500	0	0	3,000	3,000	2,500
CEF Transformation Programme - Children & Family Centres (ED895)	1,170	212	0	118	0	0	0	1,500	330	118
SERVICE ESTATE PROGRAMME TOTAL	5,267	2,213	1,022	3,858	2,600	951	2,087	17,998	12,731	10,518

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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	2023 / 24 £'000s	up to 2029 / 30 £'000s			
<u>CORPORATE ESTATE PROGRAMME</u>										
Corporate Estate & One Public Estate	72	500	10	0	0	0	325	907	835	335
Didcot Library & Community Hub (CS19)	28	200	100	800	472	0	0	1,600	1,572	1,372
CORPORATE ESTATE PROGRAMME TOTAL	100	700	110	800	472	0	325	2,507	2,407	1,707
<u>CLIAMTE ACTION PROGRAMME</u>										
SALIX Energy Programme	486	130	100	14	0	0	0	730	244	114
Electric Vehicles Charging Infrastructure	30	60	20	0	0	0	0	110	80	20
One-Fleet EV Charging Point	0	0	100	300	0	0	0	400	400	400
Climate Action Recycling Fund	0	0	100	400	500	500	1,000	2,500	2,500	2,500
CLIAMTE ACTION PROGRAMME TOTAL	516	190	320	714	500	500	1,000	3,740	3,224	3,034

Project/ Programme Name	Previous Years Actual Expenditure	Latest Forecast								
		Firm Programme		Provisional Programme				Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2019 / 20	2020 / 21	2021 / 22	2022 / 23	2023 / 24	up to 2029 / 30			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
STRUCTURAL MAINTENANCE (Non-School) PROGRAMMES										
Minor Works Programme	31	340	500	500	250	250	1,569	3,440	3,409	3,069
F&RS - Replacement Fire Doors	0	100	100	0	0	0	0	200	200	100
Health & Safety (Non-Schools)	66	75	75	75	100	100	650	1,141	1,075	1,000
Defect Liability Programme	1,151	3,000	6,000	3,000	1,849	0	0	15,000	13,849	10,849
Corporate Structural Maintenance 2020-22	0	0	1,500	1,500	0	0	0	3,000	3,000	3,000
Asset Condition Programme	0	0	0	3,000	5,000	5,000	12,000	25,000	25,000	25,000
STRUCTURAL MAINTENANCE PROGRAMMES TOTAL	1,248	3,515	8,175	8,075	7,199	5,350	14,219	47,781	46,533	43,018
INVESTMENT STRATEGY										
Investment Startegy	0	0	250	500	2,000	2,000	5,250	10,000	10,000	10,000
Purchase of Land	49	0	0	0	0	0	5,451	5,500	5,451	5,451
INVESTMENT STRATEGY PROGRAMME TOTAL	49	0	250	500	2,000	2,000	10,701	15,500	15,451	15,451
WASTE MANAGEMENT PROGRAMME										
Waste Recycling Centre InfrastructureProgramme	15	400	75	0	0	0	28	518	503	103
WASTE MANAGEMENT PROGRAMME TOTAL	15	400	75	0	0	0	28	518	503	103

Project/ Programme Name	Previous Years Actual Expenditure	Latest Forecast								
		Firm Programme		Provisional Programme				Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2019 / 20	2020 / 21	2021 / 22	2022 / 23	2023 / 24	up to 2029 / 30			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES										
Cogges Manor Farm	58	762	230	0	0	0	0	1,050	992	230
New Salt Stores & Accommodation (R20)	1,858	2,500	597	0	0	0	0	4,955	3,097	597
Drayton Depot	0	0	50	750	200	0	0	1,000	1,000	1,000
CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES TOTAL	1,916	3,262	877	750	200	0	0	7,005	5,089	1,827
Retentions (completed schemes)	0	0	19	0	0	0	0	19	19	19
PROPERTY & ESTATES, AND INVESTMENT STRATEGY CAPITAL PROGRAMME EXPENDITURE TOTAL	9,111	10,280	10,848	14,697	12,971	8,801	28,360	95,068	85,957	75,677

ICT STRATEGY CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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	2023 / 24 £'000s	up to 2029 / 30 £'000s			
ICT STRATEGY PROGRAMME										
Children Services - ICT (Phase 1&2)	1,430	1,350	500	1,270	0	0	0	4,550	3,120	1,770
Better Broadband For Oxfordshire (BBFO)	17,167	2,560	25	0	0	0	0	19,752	2,585	25
Broadband for Businesses in Rural Oxfordshire (BiRO)	0	4,525	1,789	0	0	0	0	6,314	6,314	1,789
Digital Infrastructure	0	2,371	3,100	2,700	1,460	1,210	7,039	17,880	17,880	15,509
ICT STRATEGY	18,597	10,806	5,414	3,970	1,460	1,210	7,039	48,496	29,899	19,093
ICT STRATEGY CAPITAL PROGRAMME EXPENDITURE TOTAL	18,597	10,806	5,414	3,970	1,460	1,210	7,039	48,496	29,899	19,093

PASSPORTED FUNDING CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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	2023 / 24 £'000s	up to 2029 / 30 £'000s			
PASSPORTED FUNDING										
<u>Disabled Facilities Grant</u> Disabled Facilities Grant	0	5,868	0	0	0	0	0	5,868	5,868	0
<u>Public Health Directorate</u> PHE Alcohol Grant (SC127)	0	215	0	0	0	0	0	215	215	0
<u>Schools Capital</u> Devolved Formula Capital	1,704	800	800	800	600	519	1,700	6,923	5,219	4,419
PASSPORTED FUNDING TOTAL	1,704	6,883	800	800	600	519	1,700	13,006	11,302	4,419
SPECIALIST HOUSING & FINANCIAL ASSISTANCE										
ECH - New Schemes & Adaptations to Existing Properties	22	500	0	1,000	1,000	1,000	2,419	5,941	5,919	5,419
Deferred Interest Loans (CSDP)	0	100	50	50	50	50	109	409	409	309
Loans to Foster/Adoptive Parents (Prudentially Funded)	0	75	50	50	50	50	105	380	380	305
SPECIALIST HOUSING & FINANCIAL ASSISTANCE TOTAL	22	675	100	1,100	1,100	1,100	2,633	6,730	6,708	6,033
Completed Projects	14	7	0	0	0	0	0	21	7	0
PASSPORT FUNDING CAPITAL PROGRAMME EXPENDITURE TOTAL	1,740	7,565	900	1,900	1,700	1,619	4,333	19,757	18,017	10,452

VEHICLES & EQUIPMENT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		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	2023 / 24 £'000s	up to 2029 / 30 £'000s			
<u>Vehicles & Equipment</u>										
Fire Equipment (SC112)	0	0	103	0	0	0	0	103	103	103
F&R - Replacement Vehicles	1,371	629	0	0	0	0	0	2,000	629	0
Fire Protective Equipment	0	0	200	450	0	0	0	650	650	650
VEHICLES & EQUIPMENT PROGRAMME TOTAL	1,371	629	303	450	0	0	0	2,753	1,382	753
VEHICLES & EQUIPMENT CAPITAL PROGRAMME EXPENDITURE TOTAL	1,371	629	303	450	0	0	0	2,753	1,382	753

CAPITAL INVESTMENT PLANNING 2020/21 - 2029/30

Changes to existing Capital Programme

Strategy - Capital Investment Need	Proposed Additions £'000	Proposed Reallocations £'000	Specific Funding £'000	Corporate Resource Requirement £'000
Pupil Places				
Basic Need	49,714	0	-44,886	4,828
School Structural Maintenance Programme	1,600	0	0	1,600
School Access Programme	200	0	0	200
Temporary Classrooms Programme - Replacement & Removal	100	0	0	100
Schools Accommodation Intervention & Support Programme	0	-900	0	-900
Pupil Places - Total	51,614	-900	-44,886	5,828
Highways / Structural Maintenance				
Kennington Bridge	53,000	0	-48,000	5,000
Drayton Depot	1,000	0	0	1,000
Accessibility and Road Safety Schemes	10,000	0	0	10,000
Bus Journey Time Reliability	5,000	0	0	5,000
Structural Maintenance	13,900	0	0	13,900
Integrated Transport Block (inc Incentive funding)	0	0	0	0
Small developer funded highway projects	3,200	0	-3,200	0
Highways / Structural Maintenance - Total	86,100	0	-51,200	34,900
Property & Estates				
Corporate Estate				
Urgent Structural Maintenance - Corporate Estate 2020-22	3,000	0	0	3,000
Corporate Minor Works Programme	500	0	0	500
Health & Safety Programme	116	0	0	116
Latent Defects Programme	0	-3,000	0	-3,000
Waste Strategy	0	-14,000	1,000	-13,000
Asset Utilisation Programme	0	-3,000	0	-3,000
Investment Strategy	10,000	0	0	10,000
Museum Service - Reconfiguration	0	-750	0	-750
Crisis Provision	0	-950	0	-950
Adult Social Care new build	0	-10,500	10,500	0
Climate Action	0	0	0	0
One fleet - EV Charging point	400	0	0	400
Climate Action Revolving Fund	2,500	0	-2,500	0
Property & Estates- Total	16,516	-32,200	9,000	-6,684
ICT Strategy				
End User Computing refresh	7,800	0	0	7,800
Wide Area Network replacement (Zero Trust)	1,850	0	0	1,850
Programme Delivery	3,280	0	0	3,280
ICT Strategy 6-10yrs	2,000	0	0	2,000
ICT Strategy 1-5yrs	1,000	0	0	1,000
ICT Replacement (Realign to above)	0	-9,000	0	-9,000
ICT Transformation	0	-5,000	0	-5,000
Broadband	0	0	5,000	5,000
ICT Strategy - Total	15,930	-14,000	5,000	6,930
Earmarked Reserves				
Use of earmarked reserves	0	-5,000	0	-5,000
Earmarked Reserves - Total	0	-5,000	0	-5,000
TOTAL PROPOSED STRATEGY CHANGES	170,160	-52,100	-82,086	35,974
Additional Corporate Resources (additional year of funding)				
Schools Basic Need				-5,000
Schools Annual Programmes (e.g. Maintenance)				-1,000
Highways Maintenance				-18,000
TOTAL ADDITIONAL CORPORATE RESOURCES				-24,000
Current Capital Programme Balance: Shortfall (+) Surplus (-)				6,440
TOTAL OVERALL CAPITAL PROGRAMME BALANCE: Shortfall (+) Surplus (-)				18,414

Highways Maintenance Programme 2020/21 – 2024/25

		TOTAL	£30,646,510	£29,301,191	£28,252,302	£32,552,500	£18,064,120
Programme Group	Project	Current Stage	2020/21	2021/22	2022/23	2023/24	2024/25
Carriageways	Major Resurfacing Schemes	2	£2,020,000	£1,875,000	£1,875,000	£2,955,000	
Carriageways	Resurfacing Schemes	2	£2,875,500	£2,875,500	£2,875,500	£3,875,500	£2,875,500
Carriageways	Edge Strengthening Schemes	2	£400,000	£400,000	£400,000	£400,000	£200,000
Carriageways	Overlay Schemes	2	£200,000	£200,000	£300,000	£400,000	£200,000
Carriageways	Recycling Schemes	2	£312,000	£375,000	£450,322	£500,000	£300,000
Carriageways	Combined Safety Schemes	2	£1,350,500	£1,350,000	£1,350,000	£1,350,000	£1,350,000
Carriageways	Advance Design/Site Investigation	1	£451,637	£523,455	£777,357		
Carriageways	Imaterial and method innovation	0	£300,000	£300,000	£300,000	£300,000	£300,000
Surface Treatments	Surface Dressing	2	£3,255,949	£3,005,949	£2,755,949	£2,527,620	£1,927,620
Surface Treatments	Iron work strengthening programme	2	£200,000	£200,000	£200,000	£200,000	£90,000
Surface Treatments	Preventative repair programme (dragon patching treatment)	2	£1,300,000	£1,300,000	£1,300,000	£1,300,000	£380,000
Surface Treatments	Micro Asphalt Programme	2	£757,100	£838,100	£919,100	£1,000,100	£276,100
Surface Treatments	Retexturing Programme	2	£137,900	£137,900	£137,900	£137,900	£137,900
Structural Highway Improvements	Surface Dressing Pre-Patching Schemes	2	£975,000	£900,000	£825,000	£842,540	£400,000
Structural Highway Improvements	Structural Patching	2	£3,205,849	£2,930,307	£2,360,041	£2,506,940	£1,800,000
Structural Highway Improvements	Minor Patching	2	£4,230,000	£3,097,500	£1,965,000	£1,965,000	£550,000
Footway and Cycleway Works	Footway and Cycleway Programme	2	£750,000	£750,000	£900,000	£1,000,000	£750,000
Drainage	Drainage Programme	2	£1,450,000	£1,450,000	£1,800,000	£1,800,000	£1,100,000
Bridges	Structures Programme	2	£2,300,000	£2,300,000	£3,100,000	£5,000,000	£2,300,000
Public Rights of Way Foot Bridges	PROW Programme	2	£225,000	£225,000	£300,000	£350,000	£100,000
Electrical	Street Lighting Programme	2	£979,000	£775,000	£775,000	£775,000	£775,000
Electrical	Traffic Signals Programme	2	£533,074	£533,074	£552,000	£652,000	£552,000
Safety Fences	Safety Fence Renewal	2			£75,000	£750,000	
City Contribution (Section 42 & 101)	City Contribution	2	£1,700,000	£1,700,000	£1,700,000	£1,700,000	£1,700,000
Minor Works	Parish Support Programme	2	£230,000	£230,000	£230,000	£230,000	
Major Projects	Kennington Railway Bridge (previous commitment / assumption)	1	£500,000				
Major Projects	Tetsworth	1	£8,000	£1,000,000			

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		TOTAL	£31,105,404	£18,603,008	£23,768,762	£23,408,251	£3,000,000
Programme Group	Project	Current Stage	2020/21	2021/22	2022/23	2023/24	2024/25
Major Projects	Kennington Railway Bridge (new funding)	1	£4,051,851	£12,329,008	£17,768,762	£17,408,251	£1,442,112
Major Projects	Street Lighting LED replacement	2	£9,000,000	£9,000,000	£12,000,000	£3,168,000	
Major Projects	Drayton Depot (EA permit)	0	£1,000,000				
Major Projects	Network Rail Electrification Bridge Betterment Programme	2	£250,000	£250,000	£500,000	£600,000	
Integrated Transport	Accessibility, Health & Road Safety Schemes	1	£5,051,851	£2,000,000	£2,000,000	£2,000,000	£2,000,000
Integrated Transport	Bus Journey time reliability	1	£1,000,000	£1,000,000	£1,000,000	£1,000,000	£1,000,000
Local Growth Fund	Oxford, Rising Bollards	2	£221,000				
Local Growth Fund	Old Greyfriars School signal change	2	£15,000				
Minor Projects	Small schemes (developer and other funded)	2	£412,000	£274,000	tbc	tbc	tbc
New Inclusions			£11,103,702	£15,329,008	£20,768,762	£20,408,251	£4,442,112

Investment Strategy 2020/21

Introduction

1. This strategy sets out a new investment framework, under which the Council can undertake investments against the following broad categories:
 - investments in property funds, bond funds, equities and multi asset classes;
 - maximising the use of and value of our own assets (land & buildings);
 - acquisitions & investments, which derive a service outcome or Council priority, and which generate a commercial return;
 - investments for policy, social, community benefits.
2. Continuing reductions in Central Government funding, at a time when Councils are facing increasing demand for services and an aging population, means that alternative sources of income and optimisation of council assets and resources need to be identified. The investment strategy is intended to enhance the financial resilience of the Council by investing to:
 - secure new sources of income,
 - increase income from existing assets, and/or
 - increase capital growth.
3. The development of an investment portfolio is considered appropriate so long as authorities have a clear and transparent strategy with suitable governance arrangements in place, having access to the necessary skills to understand and manage the commercial risk involved, and establish affordability over the long term.
4. The Council has a key leadership role to play in placemaking in Oxfordshire. The investment decisions that it makes have the potential to greatly enhance the well-being and prosperity of communities across the county. The Council will consider the community value and social value of investment opportunities when making its decisions. Similarly, investments can also support the development of new delivery models for the benefit of residents, businesses, and visitors. The Council will also prioritise opportunities that are carbon neutral, use/generate green energy, or reduce travel and waste. This is all part of our contribution to healthy place shaping and climate change.
5. The Council has existing property and land portfolios which, for a number of reasons, may be surplus to requirements. There is therefore an opportunity to review these assets and resources, and then evaluate the most suitable options in order to optimise operational efficiency, customer access, and economic and financial value.
6. Furthermore, there are opportunities to support regeneration or growth using Council assets to lever in further investment or combine with other private or public sector assets to achieve specific regeneration and growth objectives.

7. An investment strategy also offers opportunities for generating income from assets and the opportunity to deliver a long term and sustainable income. This may be achieved through the capital programme or various investment vehicles which offer a range of diverse options to generate income, particularly where there can be a margin between the net return and the funding costs. Each investment opportunity will be evaluated against stringent financial criteria to ensure each delivers gross income aspirations whilst taking consideration of the costs of operating, including lending, acquisition and operating costs where relevant.

Statutory Framework

8. The Ministry for Housing, Communities and Local Government (MHCLG) has policy responsibility for the Prudential System. This covers the responsibility for ensuring that the statutory guidance drives local authorities to make borrowing and investment decisions in a way that is commensurate with their statutory responsibilities and the best value duty. It also includes overall responsibility for the Local Government finance system, including understanding the risks to the system from changes in the types of borrowing and investment activities that local authorities are undertaking.
9. 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. The Government also recognises that local authorities have a key role in local economic regeneration, and this may mean that they choose to take on projects that the private sector would not consider.

Investment Objectives

10. The Council's investment objectives are defined as follows:
- To support growth, regeneration, and help deliver the Council's strategic objectives;
 - To reinvest income in line with agreed targets to ensure growth of the portfolio and maximise long term returns/income;
 - To ensure the portfolio is governed and administered in a way that supports long term sustainability for the Council and residents of Oxfordshire.
 - To reinvest equivalent funding whenever we release key property & investment assets to ensure the portfolio size is maintained and increased over time.¹

¹ Contributions of £40m from land development and disposal are already formally committed to the Capital Programme

Investment Categories

11. Investments have been grouped into four broad categories as set out below

A	B	C	D
Investments in property funds, bond funds, equities and multi asset classes (either through treasury management activities or capital)	Maximise use of and value of our own assets (land & buildings) linked to the Council's forthcoming Property Strategy	Investments, which derive a service outcome or Council priority, and which generate a commercial return	Investments for policy, social, community benefits (which may be at a cost)

Category A

12. The Council already has a portfolio of investments as part of its Treasury Management activities. The strategic approach to these investments is reviewed on an annual basis as part of the Treasury Management Strategy Statement & Annual Investment Strategy. It is proposed that any change to investments that are classified under Category A are managed using the current Treasury Management governance framework. However, it is important to consider the portfolio of investments as a whole, especially as some investments in this category may be classified as capital expenditure rather than treasury management activity.

Category B

13. The Council already owns a sizeable property portfolio (buildings and land) comprising of operational and non-operational assets. Assets which are determined as surplus to operational requirements, via the upcoming Property Strategy, will be considered for investment purposes.² The resource to undertake effective management of our property assets already exists in-house, and investment in our own assets can be seen as a continuation and extension of work already underway. However, should the scale and nature of the work change significantly then it may be necessary to review the way in which this work is managed and delivered to ensure the organisation has the correct capacity and skills.

14. Non-operational Sites - as part of OCC's decision to release its small-holdings estates in the 1990s, the organisation purposely held onto sites that were recognised to hold long term potential for residential development. Since this time staff have worked to promote development of these sites through the local plan process seeking approval for collaboration agreements and disposals via Cabinet. There are currently a number of major development sites totalling 86 hectares, that are in progress, with anticipated receipts expected from 2024. £40m of the anticipated receipts are already included with

² Please note that on occasions assets may be released in part, with the remaining space retained for operational purposes.

the capital programme funding up to 2028/29.³ The table below shows the extent of our remaining non-operational land holdings that have development value.

Phases	Land Holdings	Indicative Timescales
In Progress	~86 hectares	Major Receipts 2024 onwards
Medium Term	~17 hectares	Receipts c.2035-40 onwards
Long Term	~29 hectares	Receipts c.2040-50 onwards

15. Operational Sites - closely linked to Transformation and the Property Strategy, the Council has the potential to make further changes to how staff work in and use buildings in order to rationalise space and better match customer requirements. Using operational space more efficiently has the ability to both reduce running costs and generate income from the commercial market. Over the last decade there has been significant work to improve the utilisation of sites leading to a 25% reduction in running costs. A number of key Council-owned sites in central Oxford were reviewed in 2018 with input from external property consultants, validating the case for releasing and redeveloping specific sites in order to generate income.⁴ With access to funding, under the investment strategy, there is potential across the estate to further optimise the use of our assets and invest in them to maximise capital values and/or rental yields.

Category C

16. This type of investment reflects the acquisition of assets, that we would then manage and/or develop for others to lease. Such investments would be undertaken for the primary purpose of achieving policy benefits or service outcomes (whether this is supporting economic growth, delivery of services, as well as making a financial return and therefore support our other Council objectives).
17. In relation to land acquisitions, where the intention of the purchase is to increase land value rather than contribute towards service delivery objectives, is considered to be a low risk commercial activity. Likewise, transfers of existing land holdings with an expected future increase in value, is also considered to be a low risk commercial activity.

Category D

18. These investments aim to deliver a wider social, service, or community benefit, and may come at a cost. They may include:
- Delivery of projects that otherwise might stall or not progress if left in private sector hands but will fulfil Council objectives;
 - Momentum where intervention by a Council can then unlock or lead to confidence in the market from third parties;

³ The majority of these receipts will not be realised until at least 2024 onwards.

⁴ Or in some case, increase a capital receipt which could then be reinvested.

- Non-financial gains where inward investment can create/maintain jobs/ training;
- Purchase of underperforming property assets which provide key strategic regeneration opportunities to generate the catalyst for economic development;
- Partnering with others to deliver broader benefits and unlock financial investments for the area that would otherwise be lost.

Reporting and Management of Investment Portfolio

19. All investment activity will be grouped and reported as a single portfolio and reflected in the Council's Capital & Investment Strategy, which requires agreement via the annual budget setting process. As part of this, a new portfolio will be created in the Capital Programme to cover dedicated funding for investments. Investments and returns will be monitored and appropriately balanced across the 4 investment categories. Decisions over the use and reinvestment of proceeds of the portfolio will be taken with a due regard for the long-term growth of the portfolio.

Governance

20. It is proposed that investments in Category C will follow the governance route set out below. Investments in Categories A, B, & D will follow existing governance routes in line with the Council's Constitution and Financial Procedure Rules (FPRs). Categories B & D will require submission of a Capital Business Case or equivalent. However, all categories will be reported annually as part of the Council's Capital & Investment Strategy as part of the governance of the Council's budget setting process.
21. The property investment market is very competitive and needs consistent and quick decisions if the Council is going to be successful in managing assets in this environment. It is therefore proposed that an Investment Advisory Panel is established to act as an advisory body for these initial decisions. They should ensure the decisions fall within the Corporate Strategy and are based upon the approved investment matrix (See Appendix A). They will then report their recommendations to Cabinet or Full Council in line with current governance, along with appropriate due diligence to support decision-making.
22. The Investment Advisory Panel will be made up of:

Members

- Leader of the Council
- Deputy Leader of the Council
- Cabinet Member with responsibility for Finance & Property
- Leader of the Opposition
- Performance Scrutiny Chair
- Leader of the secondary Opposition Group⁵

⁵ N.B. The Leader of the second largest Opposition Group will only attend, when the roles of Leader of the Opposition and the Chair of Performance Scrutiny are held by the same person.

Officers

- Chief Executive
- Senior Officer with responsibility for Finance (Section 151 Officer)
- Senior Officer with responsibility for Investment
- Senior Officer with responsibility for Property
- Monitoring Officer

23. The primary purposes of the Investment Advisory Panel would be two-fold:

- To consider recommendations from officers regarding the potential purchase of a property asset, prior to submission of a bid. This would include consideration of the yield, and the Investment Evaluation based on the criteria set out. The ultimate consideration would be whether to submit a bid or not, and at what value.
- To consider the results of the due diligence process, (following acceptance of an offer from Council to purchase an asset), with the ultimate consideration of whether to endorse the purchase and proceed to exchange of contracts.

24. Due to the pace at which this sector operates, where there is no alternative, decisions to submit bids, approve purchases and exchange of contracts would be taken as urgent decisions by the Leader and S151 Officer in consultation with the Investment Advisory Panel and reported to the next available meeting of Cabinet and any other existing governance routes as appropriate. Where a decision is not time-bound they will go via current governance arrangements and be approved by Cabinet or Full Council as required. It should be noted that a number of investment decisions are likely to be time critical, and whilst not requiring the 'urgent decision' process, may require entry onto the Cabinet forward plan at short notice or potentially an extraordinary Cabinet meeting.

25. Given the need to react quickly and take timely decisions, meetings of the Investment Advisory Panel may need to be convened on a 'virtual' basis. In order to ensure the necessary governance, the meeting should include:

Members - at least two of:

- Leader of the Council;
- Deputy Leader of the Council
- Cabinet Member with responsibility for Finance & Property.

Officers - must include:

- Senior Officer with responsibility for Finance (Section 151 Officer), or Deputy Section 151 Officer;

And at least one of:

- Chief Executive;
- Senior Officer with responsibility for Investment;
- Senior Officer with responsibility for Property;
- Monitoring Officer.

26. No substitutes may vote at the Panel or contribute to the voting quorum. However, the Section 151 Officer may send their Deputy Section 151 Officer. Meetings must be held in person or as a conference call/video call. Prior to the meeting taking place the following completed documentation should be circulated (in confidence) to all members of the panel at least 3 working days before the meeting. If any member is unable to attend they can submit questions to be considered by the panel at their meeting.
- For potential purchase: completed proforma (see Appendix B) detailing the background information and overview of the asset, completed initial scoring matrix (see Appendix A) and reasons for the scores and any other initial external views of the asset that may be relevant at that time;
 - For properties being considered for endorsement of purchase: completed due diligence as agreed at previous investment panel.
27. A proposition will not be considered if it does not meet the investment criteria i.e. it falls below the minimum score of 50% on the scoring matrix. Where a Category C investment relates to land acquisition and cannot properly be assessed via the current scoring matrix it will be assessed via a scoring matrix for land acquisitions, which will be developed in due course. Following the meeting a note of the recommendations made and the reasons for these to be completed will be recorded and circulated to all members of the group, whether in attendance or not. Appended is an Investment Matrix and Proforma, which helps in assessing the link to corporate objectives, suitability and return from any investments, and the risk profile that the Council is prepared to accept in considering any potential investments.

Implementation Plan

28. Although investment strategy will enable the Council to respond to opportunities as they arise, there is also a need to develop a programme of planned investment projects linked particularly to Type B investments. Following adoption of this strategy there will likely be a need to resource and forward fund elements of this work. There are also key interdependencies with Transformation and the Strategic Asset Management Plan that will need to be worked through in order to align activities that impact staff and operational sites.

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Section 4.9.4

Scoring Criteria	Score	4	3	2	1	0	Initial Unweighted Score	Weighted Score
	Weighting Factor	EXCELLENT/ VERY GOOD	GOOD	ACCEPTABLE	MARGINAL	UNACCEPTABLE		
Location - In county /Adjacent to county and can still add value	25.0	Prime	Good	Secondary	Tertiary	Remote		0
Tenancy - Strong Covenant	15.0	Single tenant with strong financial management	Multiple tenants with strong financial covenant	Single tenant with good financial covenant	Multiple tenants with average financial covenants	Tenants with poor financial covenant strength		0
Tenure	10.0	Freehold	150+ year unexpired with no LL controls	150+ with minimal landlord controls/gearing below 5%	Lease under 150 years	Lease under 100 years		0
FAULT - Weighted Average Unexpired Lease Term	20.0	20 years +	15 years +	10 years +	5 years +	Less than 5 years		0
Repairing Terms	10.0	FRI	75% + on FRI	50% + on FRI	Internal repairing Only, Cap Ex required	Short term leases with high landlord responsibilities, Cap Ex required		0
Profile	10.0	Super Core	Core	Value Add	Opportunistic			0
Management Resources	10.0	Minimum. Single tenant, FRI	Minimum. Fully let, no more than 3 tenants	Moderate. Common parts, service charge etc.	Active but well managed to date	Active and historical lack of management		0

Treasury Management Strategy Statement & Annual Investment Strategy for 2020/21

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 2020/21 is based upon the views of the Council's Treasury Management Strategy Team (TMST)¹, informed by market forecasts provided by the Council's treasury advisor, Arlingclose Limited.
5. It is proposed that any further changes required to the Annual Treasury Management Strategy & Annual Investment Strategy, continue to be delegated to the Director of Finance in consultation with the Leader of the Council and Cabinet Member for Finance.

Treasury Limits for 2020/21 to 2023/24

6. 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'.
7. The capital investment relevant to this indicator 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.

¹Comprising the Director of Finance, Service Manager (Pensions), Head of Corporate Finance and Treasury Manager.

Forecast Treasury Portfolio Position

8. The Council's treasury forecast portfolio position for the 2020/21 financial year comprises:

	Principal £m	Average Rate %
Opening External Debt Balance		
PWLB	291.383	4.493
LOBO	45.000	3.943
Money Market Loans	5.000	3.950
TOTAL EXTERNAL DEBT	341.383	
2019/20 <u>Average Cash Balance</u>		
Average In-House Cash	294.775	
Average Externally Managed	101.006	
TOTAL INVESTMENTS	395.781	

9. The average forecast cash balance for 2020/21 is comprised of the following:

	Average Balance £m
Earmarked Reserves	68.000
Capital and Developer Contributions	174.012
General Balances	28.000
Cashflow and Working Capital Adjustments	110.188
Provisions and Deferred Income	15.581
TOTAL	395.781

Prospects for Interest Rates

Economic Background – Provided by Arlingclose

10. The Bank of England maintained Bank Rate to 0.75% in November following a 7-2 vote by the Monetary Policy Committee. Despite keeping rates on hold, MPC members did confirm that if Brexit uncertainty drags on or global growth fails to recover, they are prepared to cut interest rates as required. Moreover, the downward revisions to some of the growth projections in the Monetary Policy Report suggest the Committee may now be less convinced of the need to increase rates even if there is a Brexit deal.
11. Growth in Europe remains soft, driven by a weakening German economy which saw GDP fall -0.1% in Q2 and is expected to slip into a technical recession in Q3. Euro zone inflation was 0.8% year on year in September, well below the European Central Bank's target of 'below, but close to 2%' and leading to the central bank holding its main interest rate at 0% while cutting the deposit facility rate to -0.5%. In addition to maintaining interest rates at ultra-low levels, the ECB announced it would recommence its quantitative easing programme from November.

12. In the US, the Federal Reserve began easing monetary policy again in 2019 as a pre-emptive strike against slowing global and US economic growth on the back of the ongoing trade war with China. At its last meeting the Fed cut rates to the range of 1.50-1.75% and financial markets expect further loosening of monetary policy in 2020. US GDP growth slowed to 1.9% annualised in Q3 from 2.0% in Q2.

Credit outlook – Provided by Arlingclose:

13. Credit conditions for larger UK banks have remained relatively benign over the past year. There remains some concern over a global economic slowdown, this has yet to manifest in any credit issues for banks. Meanwhile, the post financial crisis banking reform is now largely complete, with the new ringfenced banks embedded in the market.
14. Looking forward, the potential for a “no-deal” Brexit and/or a global recession remain the major risks facing banks and building societies in 2020/21 and a cautious approach to bank deposits remains advisable.

Interest rate forecast – Provided by Arlingclose:

15. Arlingclose is forecasting that Bank Rate will remain at 0.75% until the end of 2022. The risks to this forecast are deemed to be significantly weighted to the downside. The Bank of England, having previously indicated interest rates may need to rise if a Brexit agreement was reached, stated in its November Monetary Policy Report and its Bank Rate decision (7-2 vote to hold rates) that the MPC now believe this is less likely even in the event of a deal.
16. Gilt yields have risen but remain at low levels and only some very modest upward movement from current levels are expected based on Arlingclose’s interest rate projections. The central case is for 10-year and 20-year gilt yields to rise to around 1.00% and 1.40% respectively over the time horizon, with broadly balanced risks to both the upside and downside. However, short-term volatility arising from both economic and political events over the period is a near certainty.

Treasury Management Strategy Team’s View

17. 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 2020/21 and over the medium term. TMST forecast no change in base rate over the medium term. The Bank Rate forecasts set out below represent the average rate for the financial year:

- 2020/21 0.75%
- 2021/22 0.75%
- 2022/23 0.75%
- 2023/24 0.75%

18. 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:

- 2020/21 0.85%
- 2021/22 0.75%
- 2022/23 0.75%
- 2023/24 0.75%

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

Borrowing Strategy

20. It is expected that the Bank Rate will remain at 0.75% during 2020/21 and that there will continue to be a high “cost of carry²” 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.

21. 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.

22. 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

23. The Council’s TMST have agreed that they should maintain 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 will also be used to finance prudential schemes.

24. If market conditions change unexpectedly during the 2020/21 financial year such that the policy to borrow internally is no longer in the short term or long-term interests of the Council, the TMST will review the borrowing strategy and report any changes to Cabinet.

25. As the Accountable Body for OxLEP Ltd, the Council will be required to prudentially borrow £41m on their behalf for project funding from 2020/21 onwards. The loans will be repaid through the retained business rates of the enterprise zone. The

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

TMST monitor interest rates and will consider forward borrowing on behalf of OxLEP at the end of 2019/20 if it is determined to be cost-effective.

26. 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.
27. 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.
28. 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

29. The Council's Capital Financing Requirement (CFR) represents the Council's underlying need to finance capital expenditure by borrowing. 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 26 and increased investment in the Council's Capital Programme, and the previously agreed £120m infrastructure investment.
30. The Council's external debt is also forecast to increase over the medium term financial plan as new external borrowing required for OxLEP projects and the infrastructure investment is forecast to exceed the rate at which existing long term debt is repaid upon maturity.

Borrowing Instruments

31. The main source of borrowing for the Council is the PWLB. The borrowing rate from the PWLB is directly linked to UK Government Gilt yield. There are three rates offered by the PWLB; the standard rate, the certainty rate and local infrastructure rate, which are 200, 180 and 60 basis points over gilts, respectively.
32. In October 2019, the PWLB increased the standard and certainty rates from 100 and 80 basis points to 200 and 180 basis points.
33. The Council will apply to qualify for the certainty rate and infrastructure rate each year as appropriate.

34. The TMST forecast for available rates from the PWLB over the medium term are as follows:
- 3.10 – 3.20% for the Certainty rate
 - 1.90 – 2.00% for the Infrastructure rate
35. 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 2020/21. As at 30 November 2019, LOBOs represent 14.06% of the total external debt.
36. The Council has five £5m LOBO's with call options in 2020/21, three of which have two call options in year, whilst two have 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.
37. Other sources of funding be available to the Council include the money market, other Local Authorities and the Municipal Bond Fund. The TMST will consider all available funding sources when entering into any new borrowing arrangements.

Arlingclose's View on borrowing rates

38. Arlingclose have forecast gilt yields and borrowing rates over the medium term to be as follows:

Duration	Gilt Yield %	PWLB Infrastructure Rate %	PWLB Certainty Rate %
50 year	1.20 – 1.40	1.80 – 2.00	3.00 – 3.20
20 year	1.20 – 1.40	1.80 – 2.00	3.00 – 3.20
10 year	0.75 – 1.00	1.35 – 1.60	2.55 – 2.80
5 year	0.50 – 0.60	1.10 – 1.20	2.30 – 2.40

39. Arlingclose's forecasts have an upside variation range of between 30 and 45 basis points, and a downside variation range of between 40 and 60 basis points depending on the economic and political climate.

Treasury Management Prudential Indicators for Debt

Gross and Net Debt

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

Upper Limit of net debt:	2019/20	2020/21	2021/22	2022/23	2023/24
Net Debt / Gross Debt	70%	70%	70%	70%	70%

Upper and lower limits to maturity structure of fixed rate borrowing

41. 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.
42. 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.
43. 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	40	95

Annual Investment Strategy

44. 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
45. 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.
46. 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 2019. The statement has been reviewed and there are no revisions proposed.

Investment Instruments

47. Investment instruments identified for use in the 2020/21 financial year are set out in the Specified and Non Specified instrument tables below
48. 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.

49. 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.
50. All specified investments will be sterling denominated, with maturities up to a maximum of 1 year, meeting the 'high' credit rating criteria where applicable.
51. 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.
52. A maximum of 50% of internal investments, and 100% of external investments will be held in non-specified investments.

Specified Investment Instrument	Minimum Credit Criteria	Use
Term Deposits – UK Government	N/A	In-house
Term Deposits – other Local Authorities	N/A	In-house
Debt Management Agency Deposit Facility	N/A	In-house and Fund Managers
Treasury Bills	N/A	In-house and Fund Managers
UK Government Gilts	N/A	In-house on a buy and hold basis and Fund Managers
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 ³	Minimum equivalent credit rating of A+. These funds do not have short-term or support ratings.	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

³ 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.

Non Specified Investment Instrument	Minimum Credit Criteria	Use	Max Maturity Period	Non Specified Investment Instrument
Term Deposits – other Local Authorities (maturities in excess of 1 year)	N/A	In-house	5 years	Term Deposits – other Local Authorities (maturities in excess of 1 year)
UK Government Gilts with maturities in excess of 1 year	N/A	In-house and Fund Managers	5 years in-house, 10 years fund managers	UK Government Gilts with maturities in excess of 1 year
Collective Investment Schemes ⁴ but which are not credit rated	N/A	In-house and Fund Managers	Pooled Funds do not have a defined maturity date	Collective Investment Schemes ⁵ but which are not credit rated
Registered Providers	As agreed by TMST in consultation with the Leader and the Cabinet Member for Finance	In-house	5 years	Registered Providers
Term Deposits – Banks and Building Societies (maturities in excess of 1 year)	Short-term F1+, Long-term AA-	In-house and Fund Managers	3 years	Term Deposits – Banks and Building Societies (maturities in excess of 1 year)
Structured Products (e.g. Callable deposits, range accruals, snowballs, escalators etc.)	Short-term F1+, Long-term AA-	In-house and Fund Managers	3 years	Structured Products (e.g. Callable deposits, range accruals, snowballs, escalators etc.)
Bonds issued by Multilateral Development Banks	AAA	In-house and Fund Managers	25 years	Bonds issued by Multilateral Development Banks

⁴ Pooled funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.

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

Non Specified Investment Instrument	Minimum Credit Criteria	Use	Max Maturity Period	Non Specified Investment Instrument
Bonds issued by a financial institution which is guaranteed by the UK Government	AA	In-house and Fund Managers	5 years in-house	Bonds issued by a financial institution which is guaranteed by the UK Government
Sovereign Bond Issues	AAA	In-house on a buy and hold basis. Fund Managers	5 year in-house, 30 years fund managers	Sovereign Bond Issues
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	3 years	Reverse Repurchase Agreements - maturity in excess of 1 year, or/and counterparty not of high credit quality.
Covered Bonds	AAA	In-house and Fund Managers	20 years	Covered Bonds

Changes to Instruments

53. With the prospect of interest rate remaining low for the medium term, and with an increase in peer to peer lending rates amongst Local Authorities, it is proposed to increase the duration for deposits with other Local Authorities to 5 years (from 3 years)

Credit Quality

54. The CIPFA Code of Practice on Treasury Management (2017) 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 64 and 65 respectively.
55. 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.

56. 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. Appropriate action will be taken for any change in rating.
57. 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 65 and 66), that counterparty will be immediately removed from the lending list.
58. 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

59. 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

60. 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.
 - Actively seeking to reduce exposure to banks with bail in risk
61. 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 65 and 66 will still apply.
62. Counterparty limits as set out in paragraphs 65 and 66, 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.

63. Any changes to the approved lending list will be reported to Cabinet as part of the Financial Monitoring and Business Strategy Delivery Report.
64. The Council also manages its credit risk by setting counterparty limits. The matrix below sets out the maximum proposed limits for 2020/21. 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

65. 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

Structured Products

66. As at 30 November 2019, 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.

External Funds

67. 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.
68. As at 30 November 2019, the Council had £101m invested in external funds (excluding MMFs), representing 21% of the Council's total investment portfolio.
69. 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.
70. 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

71. The TMST will aim to maintain the balance between medium and long 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.

Treasury Management Indicators for Investments

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

72. 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.
73. During 2019/20 the limit for longer term lending was increased from £150 to £180m to reflect the higher than forecast cash balances and to take advantage of high peer to peer lending rates. Cash balances were higher than forecast due to higher levels of Developer Contributions and slippage in the capital programme. It is proposed to increase this limit to £200m for 2020/21, then reduce back down to £150m by 2023/24 as the average forecast balance reduces.

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Upper limit on principal sums invested longer than 364 days	200	170	155	150

Upper limits on fixed and variable rate interest exposures

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

Fixed interest rate exposure

75. 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	2019/20	2020/21	2021/22	2022/23	2023/24
Net principal re fixed rate borrowing / investments	£350m	£350m	£350m	£350m	£350m

76. 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

77. The council will maintain a zero (or negative) net variable interest rate exposure. This is maintained by insuring the Council's variable rate debt is lower than variable rate investments

78. 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 2019/20 and the Treasury Management Mid-Term Review 2020/21, which will be considered in July and November 2020 respectively.

Policy on Use of Financial Derivatives

79. 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.

80. 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.

81. It is the view of the TMST that the use of standalone financial derivatives will not be required for Treasury Management purposes during 2020/21. The Council will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use.

Performance Monitoring

82. The Council will monitor its Treasury Management performance against other authorities through its membership of the CIPFA Treasury Management benchmarking club.
83. 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.
84. 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.
85. Latest performance figures will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2019/20, and the Treasury Management Mid-Term Review 2020/21, which will be considered in July and November 2020 respectively.

Investment Training

86. 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.
87. 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.

Budget Consultation 2020/21

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.

Executive Summary

- We received 86 responses to the budget consultation, compared to over 500 last year. Last year the majority of proposals related to concerns about changes to mental health support.
- Responses with regards to the proposal to increase Council Tax were the dominant theme of this year's budget consultation, generating 50 unique representations.
- Of these responses, 16 were in favour of the Council Tax proposal. With comments reflecting a desire to see the Council undertaking to provide better services, protecting the most vulnerable and improving infrastructure. 44 responses were critical with regards to the proposed increase, citing issues such as an above inflation increase and value for money.
- Transport (in all forms but particularly public transport in rural areas) was also a key theme of response, with an emphasis on improving road repairs and street lighting receiving the highest number of responses.
- Further areas for comment included the growth agenda, where infrastructure following and supporting growth is a public concern, as is concern about levels of housing. Comments with regards to efficiencies were also made, reflecting the public's desire to receive good quality services.

Consultation Approach

2. Between 7 January 2020 and 29 January 2020, the Council invited comments on its budget proposals. The proposals were set out in a summary consultation document linked to full details published for the Performance Scrutiny Committee on Thursday 9 January 2020.
3. The consultation was primarily carried out online, with paper copies of the consultation document and feedback form available in all county libraries and council receptions. Residents and stakeholders were invited to share feedback using the online form, submitting an online response document, or by email or letter.
4. The proposals were promoted through the news media, key stakeholders and published on the news section of the County Council website. Communication via social media had a far greater reach than previous, as shown below:

Communication	This year	Last year
URL Clicks (to consultation response or news pages)	9,270	53
Reach on Facebook and Instagram (unique individuals who have seen the information)	64,940	4,317
Impressions on Facebook, Instagram and Twitter (total number of appearances in people's social media feeds)	209,083	15,043
Engagement (likes, shares, comments and video views)	8,173	63

Business engagement

5. In addition to publicising the overall budget proposals through news and social media, we have targeted businesses using of LinkedIn with a tailored business briefing.

• Click throughs to consultation pages	29
• Impressions (appearances in people's news feeds)	8,064
• Engagement (likes, comments, shares, video views)	9

All comments received via social media and from business contacts have been incorporated in this report.

Analysis and response

6. In total, the budget consultation received 86 responses and the consultation document was downloaded 138 times. The Council received 80 online questionnaire responses, three emailed responses and three hard copy responses. These include responses from one public sector partner and a significant Oxfordshire employer. All other responders identified themselves as Oxfordshire residents. Some of these responses include feedback from employees of local businesses, but such responses were not provided as representative views of those businesses.
7. All the responses to the budget consultation exercises have been read and coded where appropriate. The main themes are summarised in this report. Nearly all the questions were open-ended, inviting detailed comments rather than simple 'tick box' questions.
8. 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.

Main themes in response to budget proposals
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Key findings:**Council Tax**

9. Feedback regarding the proposal to raise Council Tax was more negative than positive, with approximately a third of respondents supporting the proposals. Many responses state the rate of rise is too high, not in line with local salaries or inflation and does not reflect the level or standard of services they receive. (Out of responses mentioning Council Tax, 16 are in acceptance of the increase; 44 expressing comments against)
10. Those that support the proposals have stated that the increase should be spent directly on improving services.
11. There are some critical comments about the Council's pursuit of the 'growth agenda' without sufficient infrastructure being in place first. There is a view amongst several respondents that the Council is not considering improving services for existing residents when supporting large increases in population in the county.

Transport, traffic, highways maintenance and street lighting

12. Approximately 90 individual comments relate to the Council's proposals on transport, traffic, highways, potholes, street lighting and road repairs in general. Of particular concern are reported poor standards of roads and repairs.
13. There are many comments about the perceived high cost for street lighting replacement with LED technology (spending £40 million replacing 56,000 light bulbs).
14. Imposing more traffic restrictions are mentioned frequently, as well as lack of provision for cyclists, improving cycle routes and cyclists' safety. Comments were, in a few cases, linked to climate change proposals.
15. There are a high proportion of comments about poor and infrequent bus services (mostly rural) and the high cost of public transport not encouraging less use of private cars.
16. A further theme for bus services is connected to the poor quality of roads and the effect on passengers' safety.

Climate change

17. Only one comment has been received responding directly to the climate change proposals, linked to a need for more measures to reduce diesel fuel pollution. Some respondents mentioned climate change in the context of other proposals, with most supporting the aspirations of the Council to adopt the climate change

agenda. Some people felt that climate change should not eclipse the need for vital services to be delivered.

Suggestions for savings and providing better value for money and suggestions for how the Council might improve services

18. Many suggestions for savings are focused on a perception that the Council's staffing levels are excessive, on streamlining services and on reducing bureaucracy within the organisation.
19. Themes which are consistent across all responses include transport, particularly rural transport, potholes/road maintenance, street lighting and the proposal to increase Council Tax above inflation (specifically regarding value for money).
20. Some responses suggested that the Council should listen more to residents.
21. A number of people also provided specific comments directly about one or more of the Council's budget proposals and these are summarised in the table below:

Investing in services and increasing capacity	
Children's Services	
1) Fostering project	No comments
2) Family Safeguarding Model	No comments
3) Children with SEN and disabilities	No comments
Public Health	
1) Weight management	One comment linked to improving cycle paths to schools, encouraging cycling and healthy school meals
Adult Services	
	Saving levels questioned in relation to aspirations in furthering a joined-up health and social care services
1) Support to people with LD	No comments
2) Community Networks	More engagement with local communities is needed
Communities	
1) Highway maintenance	Many negative comments relating to transport, traffic, highways, potholes/road repairs and street lighting
2) School catering	Healthy eating in schools mentioned

Climate Change	One direct comment of support; several linked to the promotion of cycling and walking facilities
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Savings

Children's Services	General comments are in the context of improving health through encouraging cycling and walking
1) Redesign	No direct comments but see below, with reference to specific budget items

Adult Services	
1) Home Care Support	No comments
2) Re-ablement	No comments
3) Improved purchasing and procurement	No comments

Communities	
1) Highway maintenance changes	Positive comments in the context of co-ordinating road repairs, but poor standard of works cited many times
2) Traffic signal expenditure	No comments

Public Health	
1) Sexual Health	No comments

Commercial Development, Assets and Investment	No comments
1) Review of Property, Investment and Facilities	
2) Review of project related workload and current delivery model	

Customers and Organisational Development	No comments
1) ICT Support and maintenance	

22. Representation from businesses and organisations

Two institutional responses were received in response to the budget proposals:

Public sector organisation

Whilst acknowledging the challenges of balancing budgets, the organisation sought reassurance that partnership working would not be adversely affected by the proposals.

Prevention measures linked with Public Health were of particular interest, with reference to sexual health services and weight management.

Additionally, interest was expressed about proposals for community networks and to explore opportunities for aligning networks, where appropriate.

Oxfordshire employer

Overall feedback was positive, including the aim for a zero carbon Oxfordshire, improved local road safety, accessibility and better bus stops.

However, some caveats were included in the response concerning whether funding proposals would be effective in countering traffic and congestion challenges across Oxfordshire.

Partnership working was welcomed in developing travel options for Oxfordshire residents. Further suggestions to direct funding towards transforming transport in Oxfordshire were made, although the Council's proposals were broadly supported.

23. Some people used the consultation as an opportunity to comment on other budget items, ask points of clarification about specific proposals/background information, make representations against austerity in general, raise concerns about aspects of council spending and to request further investment in services.

Comment	Number of mentions
Criticism of children's and young people's mental health and autism services, unacceptable waiting times, lack of adequately qualified staff	3
Benefits of providing a vision screening service to all children, particularly at school entry age. (21PH4)	6
Funding for Educational Health Care Plans (21CS3)	1
Funding to support care leavers (21CS17)	1

Cross-Cutting Service and Community Impact Assessment (SCIA)

Medium Term Financial Plan 2020/21-2023/23

Context

Oxfordshire County Council has delivered significant savings over the last decade, both as part of our role in bringing down the public sector deficit through reduced government funding, and in order to reinvest in meeting demand growth and funding priorities.

The County Council's budget is designed to enable us to meet our key priorities for a Thriving Oxfordshire – thriving people, thriving communities, and a thriving economy. This is achieved through priority-based budget setting and listening to residents so that we can continuously improve our services and provide value for money.

Meeting the rising demand of caring for older people, adults with disabilities and keeping children safe remain key priorities.

To meet these pressures, we need to work more efficiently, redesign our services delivery to reflect the changing needs of our communities and maximise our income and investment opportunities.

Service and Community Impact Assessments

At each annual budget, and when major changes are proposed outside of the budget setting process, Service and Community Impact Assessments (SCIAs) enable us to review the potential impact of new and updated policies and service delivery decisions on specific individuals, communities, partner organisations and providers.

A SCIA does not guarantee that a change will never have a negative impact but it is intended to ensure policies meet the diverse needs of individuals. SCIAs also ensure that the outcomes of a proposal are considered, with the potential benefits maximised and possible challenges mitigated, to the extent possible within the overall funding available.

We publish the SCIAs produced every year during the budget setting process, in addition to completing an overarching SCIA drawing together the information from across the budget into a coherent high-level assessment.

In considering the impact of budget proposals before they are formally agreed, the Council undertakes a detailed process of democratic and community engagement. This includes:

- Using the Oxfordshire Joint Strategic Needs Assessment of health and wellbeing needs, and the associated Equalities Briefing, to consider the impact of proposals as they are drawn up, as SCIAs for each proposal are developed, and as the cross-cutting SCIA is prepared. The Council's

JSNA can be found here: <http://insight.oxfordshire.gov.uk/cms/joint-strategic-needs-assessment>

- A democratic process including agreement of proposals by Cabinet, analysis and comment on those proposals by Performance Scrutiny, and adoption of a budget by Full Council, at each of which the public, and representatives of particular organisations or population groups, are entitled to request to speak, in order

Individual SCIA's are produced for each proposal to ensure the appropriate level of detailed analysis is completed and action taken where identified to mitigate any potential negative impacts and maximise potential benefits and so that all decisions are taken with full understanding of their potential implications.

Equalities

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. This proposal is such a function. 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.

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

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

- remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
- 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.

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

These 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

Assessing Service and Resource Planning Proposals:

Potential Impact on Individuals and Communities:

- **Age**

Oxfordshire's population during the last JSNA assessment in March 2019 was estimated to be 682,400. The 85+ population is predicted to increase by 63% (10,900) by 2032.

The proposal to reduce care home placements by 1% (approximately 7-8 placements) is more likely to impact on older people. Our overarching aim is to ensure that people are supported to live in their own homes as independently as possible for as long as possible. In order to mitigate the loss of care home placement packages, better support will be provided to enable people to stay in their own homes which is in line with the wishes of older people who were consulted as part of developing our Older People's Strategy.

For younger people, the JSNA highlights that Oxfordshire has a higher than average rate of people aged 0-4 and 20-24 but this includes students attending the universities.

The proposal to reduce floating support for people at risk of homelessness by up to 5% may result in greater pressure on adult and young people's homelessness pathway services and may have an adverse effect on families, particularly children who may need to move or miss education if at risk of homelessness. Further work will be required to fully understand the potential impact of this and develop appropriate mitigating actions, working closely with Children and Family Services, providers, and service users. A full impact assessment will be developed alongside the proposal itself.

The proposal to increase self-testing services for sexually transmitted infections (STIs) and HIV as part of the Integrated Sexual Health Service (ISHS) may impact more positively on younger people. The proposal involves users accessing self-sampling testing kits through the post rather than needed to attend a sexual health clinic for a face-to-face appointment. Intelligence gathered from service users as part of moving to the tariff-based system suggested that an online service may appeal more to those aged under 25 than those aged 35+. In order to appeal to all age groups, face-to-face appointments will still be offered alongside the promotion of the digital service.

- **Disability**

The JSNA highlights that around 16% of the South East population has a known disability which would equate to around 129,700 people in Oxfordshire.

Proposals to reduce care home placements by 1% will be offset by facilitating people to live independently in their own homes for as long as possible and this would include those living with long-term health conditions and disabilities.

The Learning Disability outreach service currently supports 51 adults with a learning disability. The proposal will see services purchased by individuals through their personal budgets when the contract comes to an end. To mitigate the effects of this change, the Council is currently developing its strength-based approach to community services which will focus on prevention and may result in lower demand for the service. For individuals affected by the change, the Council will work with providers to understand how provision can be prioritised and delivered. A full impact assessment will be developed alongside the proposal itself to consider the potential impact and mitigating actions. The Council will ensure it continues to comply with its statutory duties under the Care Act and meet the care needs of people who are eligible.

In Oxfordshire, whilst levels of smoking are generally relatively lower, it is noticeably higher for those with a serious mental illness (36.4% locally, compared to 38.5% regionally and 40.5% nationally) and 22.7% of those living with a long-term mental health condition are likely to be smokers. These groups will continue to be a priority area for advice and support.

- **Gender reassignment**

No specific issues relating to gender reassignment have been assessed as likely to be impacted as a result of this budget round. The Integrated Sexual Health Service (ISHS) already provides services for those who have undergone gender reassignment and will continue to do so.

- **Pregnancy and maternity**

Whilst smoking levels in the County are relatively low at 10.4%, the proportion of women who smoke whilst they are pregnant is 7.5% in the County compared to 9.7% regionally and 10% nationally. The proposal to move from a universal smoking cessation service towards a targeted service that focuses on tobacco control will therefore continue to have pregnant women and young mothers who smoke as a high priority area for targeted support. Further engagement will take place with smokers and non-smokers as part of a wider needs assessment for the service.

- **Race – this includes ethnic or national origins, colour or nationality**

In 2011 107,000 people in Oxfordshire were of an ethnic minority background which was an increase of 60,900 from 2001. The JSNA highlights that around 16% of the county's population is from an ethnic minority background.

The floating support service that aims to prevent people being made homeless is often used by Black and Ethnic Minority communities, particularly Asian women and non-white British people. Proposed reductions in the service may be more likely to affect these groups. To mitigate this, service providers will be encouraged to collaborate and share expertise to ensure that services are sensitive to cultural needs and individuals are able to access appropriate support. A full impact assessment will be developed alongside the proposal, including engagement with current providers and service users, to inform further mitigating actions where appropriate.

- **Religion or belief – this includes lack of belief**

No specific issues relating to religion or belief have been assessed as likely to be impacted as a result of this budget round.

- **Sex**

Asian women are a more common user of the homeless prevention floating support service, it is our intention that we encourage service providers to work together and share good practice to be aware of cultural sensitivities and to ensure that this group continues to receive the support that they need.

- **Sexual orientation**

Our sexual health screening services actively encourage men who have sex with men to get regular tests as this group is at higher risk of STIs and HIV, the proposed budget changes will not affect promotion to this group.

- **Marriage and civil partnership**

No specific issues relating to marriage and civil partnership have been assessed as likely to be impacted as a result of this budget round.

- **Rural communities**

Oxfordshire is the most rural county in the South East and the majority of residents are concentrated in Oxford city centre. Rural districts have a much higher proportion of older people. In 2017 the older population made up around 20% of people living in rural areas compared to 12% in the city centre this means that our proposal to reduce care home placements by 1% may be more likely to affect people living in rural areas if they are older.

The proposal to increase the availability of online/self-testing STI screening may be a benefit to people living in rural areas as they would otherwise need to travel to attend a face-to-face appointment.

The proposal to remove the Oxfordshire Fire and Rescue Resilience Pump may result in reduced operational cover in more rural communities which otherwise rely on on-call Firefighters to provide emergency response. In order to mitigate against this, the changes are initially being introduced on a trial basis for the first two years to assess the impact and wholetime staff will be able to provide more flexible cover including at different locations.

- **Areas of deprivation**

Oxfordshire has low overall levels of deprivation relative to England overall. However there are ten areas in Oxford City, four in Banbury and one in Abingdon which fall within the 20% most deprived areas in the country, with two of the Oxford city areas falling within the 10% most deprived. Inequalities also exist beyond these specific areas, with averages across an area not always telling the story of the individuals and families within it.

These communities and individuals are necessarily often more frequent users of many public services. The overall budget proposals have been developed with the objective of effectively targeting services so that we continue to meet our obligations to protect the most vulnerable and fulfil our statutory duties.

The proposal to increase the availability of online/self-testing STI screening may benefit people living in areas of deprivation. Online service will increase access to service which will be delivered to the choice and convenience of service users.

17% of people who work in routine and manual occupations in Oxfordshire are likely to be smokers (compared to 25% regionally and 25.4% nationally) and are also more likely to live in areas of deprivation. This group will therefore remain a priority area for support to stop smoking.

Potential Impact on Staff:

Proposals to reduce the number of hot desks available at Jubilee House will have a potential impact on Oxfordshire County Council staff that use these facilities as there will fewer places to work at this location. Consultation with staff has been undertaken prior to the proposal and has highlighted that current hot desks are not used at full capacity; staff will also be able to use Wi-Fi facilities in breakout areas if all hotdesking facilities are in use.

Potential Impact on other Council services:
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Proposals to reduce community outreach facilities for adults with learning disabilities and people at risk of homelessness may increase demand on other service areas including those delivering statutory services. There may also be increased work for Customer Services, complaints and social work teams as any changes are implemented, this will be mitigated by preparing a full communications plan to ensure staff are aware of changes and how to signpost to advice.

A full needs assessment will be undertaken prior to implementing any proposed changes in order to understand the potential impact on other service areas and we will continue to work with voluntary and partner organisations to explore alternative methods of service delivery.

Potential Impact on Providers:

The proposal to remove four minor civils gangs (contractors who carry out minor highways repairs and are funded through the capital programme) may impact on our provider (SKANSKA). Mitigations are in place to redeploy individuals affected wherever possible and have been accepted by the provider.

Reducing the overall number of care placements may put additional pressure on services that provide support at home, the Council is committed to developing a range of different services that provide this care as set out in its most recent Market Position Statement.

The proposal to reduce Community Outreach service contract value may affect the financial viability of the voluntary and community sector providers that currently deliver these services. We will work with providers to stage any reductions in staffing and activity in line with reductions in income.

Social Value

If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area.

How might the proposal improve the economic well-being of the relevant area?

The budget proposals are intended to maximise the economic wellbeing of the area, both by working more efficiently, redesigning our services delivery to reflect the changing needs of our communities and maximising our income and investment opportunities.

Meeting the rising demand of caring for older people, adults with disabilities and keeping children safe remain key priorities. This includes ensuring that any negative financial impact on individuals is minimised and that the sustainability of provision is maintained and improved.

How might the proposal improve the environmental well-being of the relevant area?

The Council has acknowledged the climate emergency, and made a number of commitments to address this by reducing its own use of carbon and encouraging others to do the same. All proposals have been developed within this context, and will be tested to ensure their climate and overall environmental impact is minimised.

Some proposals (such as implementation of LED streetlighting) are intended to have a direct positive impact on the environment, whereas others (such as reducing care home placements and people being supported in their own homes for longer) could have an indirect impact by reducing people's need to travel to visit family and friends.

Monitoring and review:

Person responsible for assessment: Ben Threadgold, Policy and Performance Service Manager

Version	Date	Notes (e.g. Initial draft, amended following consultation)
1	30/12/2019	Initial draft completed, missing information from Communities and requiring updated versions of SCIA's from other areas to address initial feedback
2	08/01/2019	Updated draft completed with additional information from Communities SCIA's and addressing feedback from service areas
3	10/01/2019	Minor updates following comments from the Performance Scrutiny meeting on 9/01/2019

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