

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) 2017/18 – 2020/21
4.2		Variations to the MTFP
	4.2.1	Changes to the budget proposals since 24 January 2017
4.3		Council tax and precepts 2017/18
4.4		Detailed Revenue budget 2017/18
4.5		Treasury management strategy statement and annual investment strategy for 2017/18 (including prudential indicators and minimum revenue provision policy statement)
4.6		Balances and reserves
	4.6.1	2017/18 risk assessment for level of balances
	4.6.2	Summary of balances and reserves
4.7		Dedicated Schools Grant provisional allocation 2017/18
4.8		Virement rules for 2017/18
4.9		Capital programme 2016/17 – 2020/21
	4.9.1	Summary of Changes to the Capital Programme
	4.9.2	Highways Structural Maintenance Programme 2017/18 and 2018/19
	4.9.3	Strategic Property Asset Management Plan
	4.9.4	Flexible Use of Capital Receipts Policy
4.10		Social & Community Impact Statements

Medium Term Financial Plan 2017/18 - 2020/21

Summary

	INDICATIVE POSITION											
	2017/18			2018/19			2019/20			2020/21		
	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
Directorate Budgets												
People	293,700	7,046	300,746	300,746	4,229	304,975	304,975	-1,941	303,034	303,034	6,000	309,034
Communities	109,001	-17,351	91,651	91,651	1,448	93,099	93,099	-112	92,987	92,987	-218	92,769
Resources	7,313	12,502	19,815	19,815	302	20,117	20,117	-462	19,655	19,655	19	19,674
Inflation and Other Adjustments ⁽¹⁾					5,650	5,650	5,650	5,700	11,350	11,350	7,500	18,850
Directorate Budgets	410,014	2,197	412,211	412,211	11,629	423,840	423,840	3,185	427,025	427,025	13,301	440,326
Strategic Measures												
Capital Financing												
Principal	15,534	-7,099	8,435	8,435	1,191	9,626	9,626	776	10,402	10,402	400	10,801
Interest	17,561	-435	17,126	17,126	-945	16,181	16,181	-116	16,065	16,065	36	16,100
Interest on Balances	-5,818	1,045	-4,773	-4,773	-1,080	-5,852	-5,852	-765	-6,617	-6,617	-226	-6,843
Un-Ringfenced Specific Grants	-20,150	925	-19,226	-19,226	9,387	-9,839	-9,839	232	-9,607	-9,607	724	-8,883
Contingency	4,625	-140	4,485	4,485	-116	4,369	4,369	-108	4,261	4,261		4,261
Pensions - Past Service Deficit Funding		830	830	830		830	830		830	830		830
Public Health Saving	-1,250	750	-500	-500	-500	-1,000	-1,000		-1,000	-1,000		-1,000
Total Strategic Measures	10,501	-4,124	6,377	6,377	7,937	14,314	14,314	19	14,333	14,333	933	15,266
Contributions to/from reserves												
General Balances	2,000	2,700	4,700	4,700	-2,700	2,000	2,000		2,000	2,000		2,000
Prudential Borrowing Costs					950	950	950		950	950		950
Capital Rolling Fund Reserve												
Budget Reserve	-7,452	7,519	67	67	5,381	5,448	5,448	-189	5,259	5,259	126	5,385
Directorate Earmarked Reserves	-1,228	1,228										
Business Rates Reserve	-377	410	33	33	461	494	494		494	494		494
Insurance Reserve		-900	-900	-900	1,100	200	200	100	300	300	100	400
Transitional Fund	4,000	-4,000										
Total Contributions to/from reserves	-3,056	6,957	3,901	3,901	5,192	9,093	9,093	-89	9,004	9,004	226	9,230
Transformation Savings					-15,000	-15,000	-15,000		-15,000	-15,000		-15,000
Net Operating Budget	417,460	5,030	422,490	422,490	9,758	432,248	432,248	3,115	435,363	435,363	14,460	449,823

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

Medium Term Financial Plan 2017/18 - 2020/21**Financing**

	INDICATIVE POSITION											
	2017/18			2018/19			2019/20			2020/21		
	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	417,460	5,030	422,490	422,490	9,758	432,248	432,248	3,115	435,363	435,363	14,460	449,823
Funded by:												
Government Grant												
Revenue Support Grant	-39,331	20,666	-18,665	-18,665	12,797	-5,868	-5,868	5,868	0			0
Business Rates Top-up	-37,394	-427	-37,821	-37,821	-1,217	-39,038	-39,038	4,850	-34,188	-34,188	-598	-34,786
Total Government Grant	-76,725	20,239	-56,486	-56,486	11,580	-44,906	-44,906	10,719	-34,188	-34,188	-598	-34,786
Business Rates												
Business Rates local share	-29,886	-1,279	-31,165	-31,165	-899	-32,064	-32,064	-1,004	-33,068	-33,068	-566	-33,634
Collection Fund Surplus/Deficit	2,062	-1,601	461	461	-461	0	0	0	0	0	0	0
Total Business Rates	-27,823	-2,881	-30,704	-30,704	-1,360	-32,064	-32,064	-1,004	-33,068	-33,068	-566	-33,634
Council Tax Surpluses	-7,015	-262	-7,277	-7,277	3,277	-4,000	-4,000	0	-4,000	-4,000	0	-4,000
COUNCIL TAX REQUIREMENT	305,897	22,126	328,023	328,023	23,255	351,277	351,277	12,830	364,107	364,107	13,296	377,403
Council Tax Calculation												
Council Tax Base			243,776			248,652			252,705			256,824
Council Tax (Band D equivalent)			£1,345.59			£1,412.73			£1,440.84			£1,469.50
Increase in Council Tax (precept)			7.2%			7.1%			3.7%			3.7%
Increase in Band D Council Tax			4.99%			4.99%			1.99%			1.99%

Pressures and Savings Summary

Directorate	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
Adult Social Care	5.556	1.461	-7.466	0.000	-0.449
Total New Funding	5.556	1.461	-7.466	0.000	-0.449

Directorate	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
Children, Education and Families	8.150	1.411	1.300	0.000	10.861
Adult Social Care	0.815	0.193	0.161	0.000	1.169
Public Health					0.000
Fire & Rescue Service and Community Safety	0.115	0.000	0.000	0.000	0.115
Environment & Economy	0.951	0.310	0.670	-0.218	1.713
Corporate Services	1.200	0.000	-0.650	0.000	0.550
Corporate Measures	4.989	-3.101	0.054	0.019	1.961
Total New Pressures	16.220	-1.187	1.535	-0.199	16.369

Directorate	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
Children, Education and Families	0.671	0.000	0.000	0.000	0.671
Adult Social Care	5.660	5.070	-2.060	0.000	8.670
Public Health	2.500	0.000	0.000	0.000	2.500
Fire & Rescue Service and Community Safety	0.266	0.030	0.090	0.000	0.386
Environment & Economy	0.805	-0.395	0.000	0.000	0.410
Corporate Services	0.400	0.000	0.000	0.000	0.400
Corporate Measures	10.374	-8.831	-1.250	0.000	0.293
Total Changes to Existing MTFP	20.676	-4.126	-3.220	0.000	13.330

Directorate	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
Children, Education and Families	0.000	0.000	0.000	0.000	0.000
Adult Social Care	-8.777	-2.961	3.410	0.000	-8.328
Public Health	-0.500	-0.500	0.000	0.000	-1.000
Fire & Rescue Service and Community Safety	-0.381	-0.030	-0.090	0.000	-0.501
Environment & Economy	-1.325	1.325	0.000	0.000	0.000
Corporate Services	-0.300	0.300	0.000	0.000	0.000
Corporate Measures	-31.169	5.718	5.831	0.199	-19.421
Total Savings	-42.452	3.852	9.151	0.199	-29.250

Directorate	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
Children, Education and Families	8.821	1.411	1.300	0.000	11.532
Adult Social Care	3.254	3.763	-5.955	0.000	1.062
Public Health	2.000	-0.500	0.000	0.000	1.500
Fire & Rescue Service and Community Safety	0.000	0.000	0.000	0.000	0.000
Environment & Economy	0.431	1.240	0.670	-0.218	2.123
Corporate Services	1.300	0.300	-0.650	0.000	0.950
Corporate Measures	-15.806	-6.214	4.635	0.218	-17.167
Total Budget Changes	0.000	0.000	0.000	0.000	0.000

Children, Education & Families

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<u>New Pressures</u>					
18CEF1	SEN Home to School Transport - ongoing pressure from 2016/17 and expected demographic increase in each year.	1.850	0.800	0.800		3.450
18CEF2	Legal Recharges for Social Care - increasing number of cases	0.700				0.700
18CEF3	Looked After Children's Demography - pressure for Corporate Parent responsibilities, including internal and external placements from 2016/17 and expected increase in placements each year.	4.600	1.000	1.000		6.600
18CEF4	Education Services Grant Reduction - change to the profile already included in the MTFP.	0.529	-0.068	-0.500		-0.039
18CEF5	Children's Social Workers Compulsory Accreditation		0.150			0.150
18CEF7	SEND Reform Grant - Expenditure Budget	0.471	-0.471			0.000
	Total New Pressures	8.150	1.411	1.300	0.000	10.861
	Changes to Existing MTFP					
18CEF6	**15EE10 - SEN Home to School Transport - previously agreed saving that is no longer achievable	0.671				0.671
	Total Changes to Existing MTFP	0.671	0.000	0.000	0.000	0.671
	Total CEF Budget Changes	8.821	1.411	1.300	0.000	11.532

Adult Social Care

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<u>New Funding</u>					
18SCS20	Additional Funding from Social Care Precept	3.254	3.763	-7.466		-0.449
18SCS21	Additional Funding from Social Care Grant	2.302	-2.302			0.000
	Total New Funding	5.556	1.461	-7.466	0.000	-0.449
	<u>New Pressures</u>					
18SCS1	Prudential Borrowing Costs (relating to existing borrowing but not previously budgeted for)	0.143				0.143
18SCS2	Mental Health - additional expenditure relating to service users with needs not met through the Outcomes Based Contract. As noted in the 2016/17 Financial Monitoring Reports.	0.400				0.400
18SCS3	Deprivation of Liberty Safeguards - additional pressure to resource on-going responsibilities		0.193	0.161		0.354
18SCS4	Increase contribution to LD Pool to contribute towards the placement cost for service users transitioning from CEF	0.272				0.272
	Total New Pressures	0.815	0.193	0.161	0.000	1.169
	<u>Changes to Existing MTFP</u>					
18SCS5	** 17SCS16 - slippage in Older People's Pooled Budget Panel savings related to the timing of the go-live of Responsible Localities in October 2016	0.750		-0.750		0.000
18SCS6	** 15SCS2 - working with providers to generate efficiencies - saving cannot be achieved because of increased pressure on local care market	0.400				0.400
18SCS7	** 17SCS3 - OCP contract savings - cannot be achieved as would need to replace with more expensive care placements	0.870				0.870

Adult Social Care

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
18SCS8	** 17SCS21 - slippage in the Day Services review saving to reflect the current consultation timescale	0.500	-0.500			0.000
18SCS9	** 17SCS23 - replacing intermediate care beds - difficult to achieve due to pressure on intermediate beds and impact on Delayed Transfers of Care.		1.000			1.000
18SCS10	** 17SCS25 - Dementia Support Service - remove saving as the service will continue as part of the wider offer to carers subject to the outcome of the Carer's consultation in Autumn 2016.			0.400		0.400
18SCS11	** 15SCS8,14SCS8,16SCS18, 14SCS6 and 16SCS19 - £10.000m investment in 2014/15 to help meet increased demand for social care within the Older People's Pooled Budget was originally expected to be a one - off and reduce from 2015/16 onwards. However, this has been more than replaced by new placements so the reduction is not possible.	1.600				1.600
18SCS12	** 17SCS1 - Based on the current level of demand these planned reductions in expenditure within the Older People's Pooled Budget are not likely to be achievable.		1.700	1.700		3.400
18SCS23	** 17SCS17 - Based on current financial modelling of the potential saving from developing a payment by results contract through a Social Impact Bond for learning disability services, the planned saving needs to be deferred to outside of the current MTFP period.		1.000			1.000
18SCS24	Daytime Support Transition	0.350	0.300	-0.650		0.000
18SCS25	Grow, Develop & Build Resilience in External Workforce	0.505	0.505	-1.010		0.000
18SCS26	Transforming Delivery	0.685	1.065	-1.750		0.000
	Total Changes to Existing MTFP	5.660	5.070	-2.060	0.000	8.670

Adult Social Care

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<u>Savings</u>					
18SCS13	Additional saving achieved through removing the funding for planned support schemes (peripatetic warden schemes) from 1 April 2016. No further impact on service users beyond the original planned saving.	-0.300				-0.300
18SCS14	Additional potential (and earlier) saving arising from proposals to change carers' grants following consultation in Autumn 2016 but subject to Cabinet approval on 24 January 2016 - links to 17SCS28	-0.586				-0.586
18SCS15	Reduce duplication and overheads by redesigning emergency response and crisis services by combining the Crisis Response Service, the Emergency Carers Support Service and Telecare monitoring and response services. Additional contract saving achieved through tender process for new pathway.	-0.711				-0.711
18SCS16	Additional contract savings achieved through the retendering of the Re-ablement contract in 2016/17	-1.154				-1.154
18SCS17	Further saving from Day Services review following consultation in Autumn 2016 but subject to approval by Cabinet on 24 January 2016.	-0.104	-2.120			-2.224
18SCS19	Use Social Care precept to fund Adult Social Care Pressures	-2.080	-1.273			-3.353
18SCS22	Use of Social Care Grant to fund Demography Pressures	-2.302	2.302			0.000
18SCS27	Use of additional precept to fund one-off expenditure in 18SCS24, 18SCS25 and 18SCS26 above	-1.540	-1.870	3.410		0.000
	Total Savings	-8.777	-2.961	3.410	0.000	-8.328
	Total Adult Social Care Budget Changes	3.254	3.763	-5.955	0.000	1.062

Adult Social Care

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	Use of the Adult Social Care Precept					
18CM5	Replace part of £5m per annum ASC demography	2.698	3.888			6.586
18SCS19	Fund Adult Social Care Pressures	2.080	1.273			3.353
18SCS18	Balance of precept available to fund potential additional expenditure related to future increases in the National Living Wage and other ASC pressures	3.300	3.630	3.410		10.340
18SCS27	Additional precept	1.540	1.870	-3.410		0.000
	ASC Precept per current MTFP	9.618	10.661	0.000	0.000	20.279

Public Health

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<u>Changes to Existing MTFP</u>					
18PH1	** 15PH1 - More efficient contract negotiations - not achievable in short term due to ring fencing of grant	2.500				2.500
	Total Changes to Existing MTFP	2.500	0.000	0.000	0.000	2.500
	<u>Savings</u>					
18PH2	Public Health - one-off savings in 2017/18 of £0.5m	-0.500	0.500			0.000
18PH3	Ongoing savings of £1.0m from 2018/19 onwards assuming ringfence is removed.		-1.000			-1.000
	Total Savings	-0.500	-0.500	0.000	0.000	-1.000
	Total Public Health Budget Changes	2.000	-0.500	0.000	0.000	1.500

Fire & Rescue Service and Community Safety

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<u>New Pressures</u>					
18FRS1	Gypsy & Traveller Service - loss of income from other authorities who have changed their contract arrangements	0.050				0.050
18FRS2	Fire Reform Programme - additional post to manage the requirements of the reform.	0.065				0.065
	Total New Pressures	0.115	0.000	0.000	0.000	0.115
	<u>Changes to Existing MTFP</u>					
18FRS3	** 15SCS43 - Carterton Resources - additional funding due to fallout in 2017/18 but still required	0.216				0.216
18FRS4	** 15SCS28 - Development of Commercial Training Unit (Income Generation)	0.025				0.025
18FRS5	** 15SCS29 - Collaboration Efficiencies - Revenue reductions associated with implementation of Thames Valley Fire Control Service (TVFCS)	0.025				0.025
18FRS6	** 17FRS8 - Fire Cadets - move to self-financing or sponsorship model - work has not started and looking to expand programme to LAC		0.030			0.030
18FRS7	** 17FRS6 - Reduce number of operational Group Manager posts - needs to fully evaluated before implementation			0.090		0.090
	Total Changes to Existing MTFP	0.266	0.030	0.090	0.000	0.386
	<u>Savings</u>					
18FRS8	Vacancy management - Fire & Rescue and Emergency Planning	-0.250				-0.250
18FRS9	Transformational crewing models		-0.010	-0.090		-0.100
18FRS10	Gypsy & Traveller Sites - keep Brent contract	-0.050				-0.050
18FRS11	Fire collaboration (procurement, training & operational alignment)	-0.081	-0.020			-0.101
	Total Savings	-0.381	-0.030	-0.090	0.000	-0.501
	Total Fire & Rescue Service Budget Changes	0.000	0.000	0.000	0.000	0.000

Environment & Economy

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<u>New Pressures</u>					
18EE1	Climate Change Levy charge increase - Corporate Estate and Street Lighting			0.120		0.120
18EE2	HWRC - increased contract costs		0.500			0.500
18EE3	HWRC Prudential Borrowing costs - future investment			0.850	-0.018	0.832
18EE4	Phase 2 of Minerals & Waste Plan	0.050	0.050	0.100	-0.200	0.000
18EE5	Oxfordshire Spatial Plan	0.100	-0.100			0.000
18EE6	Investment into OSM to achieve higher income	0.200	0.200	-0.400		0.000
18EE7	Potential pressure arising from redundancy liability should Natural England no longer have funding for 17/18 onwards	0.090	-0.090			0.000
18EE8	Pressures arising from Deregulation Act increasing the level of Service for Definitive Map work.	0.080				0.080
18EE14	Flood Defence Levy	0.011				0.011
18EE15	Additional Grass Cutting activity	0.170				0.170
18EE16	Communities Fund	0.250	-0.250			0.000
	Total New Pressures	0.951	0.310	0.670	-0.218	1.713
	<u>Changes to Existing MTFP</u>					
18EE9	** 17EE6 - Explore further opportunities for generating funding from OCC transport model system.	0.025	0.025			0.050
18EE10	** 15EE28 - Street Lighting - Energy Saving plus reduction in inspection frequencies and cleaning regimes	0.420	-0.420			0.000
18EE11	** 16EE11 - Increase in parking charges not achievable	0.200				0.200
18EE12	** 17EE26 - Prioritising essential Gully emptying work, meaning a reduction in frequency from once every three years to once every four years.	0.160				0.160
	Total Changes to Existing MTFP	0.805	-0.395	0.000	0.000	0.410
	<u>Savings</u>					
18EE13	Use S278 Funding on a one-off basis	-1.325	1.325			0.000
	Total Savings	-1.325	1.325	0.000	0.000	0.000
	Total Environment & Economy Budget Changes	0.431	1.240	0.670	-0.218	2.123

Corporate Services - ICT

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<u>New Pressures</u>					
18CS1	Data Centre Costs	0.250				0.250
18CS2	Council Infrastructure	0.650		-0.650		0.000
18CS3	Loss of Recharge Income	0.300				0.300
	Total New Pressures	1.200	0.000	-0.650	0.000	0.550
	<u>Changes to Existing MTFP</u>					
18CS4	** 15EE39 - ICT Rationalisation - including implementation of new telephony technology	0.400				0.400
	Total Changes to Existing MTFP	0.400	0.000	0.000	0.000	0.400
	<u>Savings</u>					
18CS5	Charge loss of recharge income to Transition Fund in 2017/18.	-0.300	0.300			0.000
	Total Savings	-0.300	0.300	0.000	0.000	0.000
	Total ICT Budget Changes	1.300	0.300	-0.650	0.000	0.950

Corporate Measures

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<u>New Pressures</u>					
18CM1	School Related Overheads & Income	1.417	0.088	0.120		1.625
18CM2	Impact of 2017 Rates Revaluation	0.103	0.064	0.068	0.019	0.254
18CM14	Contribution to Balances	2.700	-2.700			0.000
18CM15	Business Rates Top-Up allocation	0.308	-0.092	-0.134		0.082
18CM17	Deficit on Business Rates Collection Fund	0.461	-0.461			0.000
	Total New Pressures	4.989	-3.101	0.054	0.019	1.961
	<u>Changes to Existing MTFP</u>					
18CM3	Transformation Savings	10.374	6.169	-1.250		15.293
18CM4	Reprofile Transformation Savings		-15.000			-15.000
	Total Changes to Existing MTFP	10.374	-8.831	-1.250	0.000	0.293
	<u>Savings</u>					
18CM5	Reduction in demography allocation	-2.698	-3.888			-6.586
18CM6	Review of annual contribution to reserves	-1.950	-3.050			-5.000
18CM7	Strategic Measures	-5.321	0.114	-0.105	0.209	-5.103
18CM8	Increased Taxbase and Council Tax Surplus	-4.759	2.163	-0.871	-0.136	-3.603
18CM9	Apprenticeship Levy will be charged to Schools	-0.820				-0.820
18CM10	Use of Budget Reserve	-7.111	10.382	-0.189	0.126	3.208
18CM11	Social Care Precept	-3.254	-3.763	7.466		0.449
18CM12	Social Care Grant	-2.302	2.302			0.000
18CM13	Other Grant Changes	-0.318	0.526	-0.470		-0.262
18CM16	Saving on Inflation	-0.800				-0.800
18CM18	SEND Reform Grant - income	-0.471	0.471			0.000
18CM19	Contribution from Business Rates Reserve	-0.461	0.461			0.000
18CM20	Business Rates from District Councils	-0.690				-0.690
18CM21	Section 31 Grant for Business Rate Reliefs	-0.214				-0.214
	Total Savings	-31.169	5.718	5.831	0.199	-19.421
	Total Corporate Measures	-15.806	-6.214	4.635	0.218	-17.167

Changes to the Budget Proposals Since January 2017

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	Position in 24 January Cabinet Report	0.000	0.000	0.000	0.000	0.000
18CM8	Council Tax Surpluses	-0.411	0.411			0.000
18CM17	Deficit on Business Rates Collection Fund	0.461	-0.461			0.000
18CM19	Contribution from the Business Rates Reserve	-0.461	0.461			0.000
18CM20	Business Rates from Districts	-0.690				-0.690
18CM21	Section 31 Grant for Business Rate Reliefs	-0.214				-0.214
18CEF4	Education Services Grant - transitional grant higher than expected.	-0.642				-0.642
18CM18	Special Educational Needs and Disabilities Reform Grant	-0.471	0.471			0.000
18CEF7	Special Educational Needs and Disabilities Reform Grant - Expenditure Budget	0.471	-0.471			0.000
	Additional Funding	-1.957	0.411	0	0	-1.546
18CEF3	Looked After Children's Demography - pressure for Corporate Parent responsibilities, including internal and external placements from 2016/17 and expected increase in placements each year.	0.600				0.600
18EE15	Additional Grass Cutting activity	0.170				0.170
18EE16	Pilot Communities Fund	0.250	-0.250			0.000
18CM7	Contribution to Contingency	0.200				0.200
18CM14	Contribution to Balances	0.700	-0.700			0.000
18EE14	Flood Defence Levy - additional cost	0.011				0.011
18CM10	Use of the Budget Reserve	0.026	0.539			0.565
	Proposed Use of Additional Funding	1.957	-0.411	0.000	0.000	1.546
	TOTAL CHANGES TO BUDGET PROPOSALS	0.000	0.000	0.000	0.000	0.000

Council Tax and Precepts 2017/18

Council Tax Data

1. In order to set its budget for 2017/18, 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 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 **£328,022,682** as shown in the proposed Medium Term Financial Plan (Section 4.1) the calculation of the Band D Council Tax for 2017/18 is as follows:

Council Tax Calculation 2017/18

	£m
County Council net expenditure after specific grants	422.490
Less: Revenue Support Grant	-18.665
Business Rates Top Up	-37.821
Non-Domestic Rating Income	-31.165
Council Tax Collection Fund Adjustments	-7.277
Business Rates Collection Fund Adjustments	0.461
Council Tax Requirement (R)	328.023
Council Tax Base (assuming losses on collection) (T)	243,776
Band D Council Tax (R/T)	£1,345.59

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 £1,345.59, the council tax for other bands is as follows:

Property Band	Property Values	Band D Proportion	2017/18 £ p
A	Up to £40,000	6/9	897.06
B	Over £40,000 and up to £52,000	7/9	1,046.57
C	Over £52,000 and up to £68,000	8/9	1,196.08
D	Over £68,000 and up to £88,000	9/9	1,345.59
E	Over £88,000 and up to £120,000	11/9	1,644.61
F	Over £120,000 and up to £160,000	13/9	1,943.63
G	Over £160,000 and up to £320,000	15/9	2,242.65
H	Over £320,000	18/9	2,691.18

Table 2**Allocation of Precept to Districts**

The County Council precept (£328,022,682) is the sum of the council tax income required to fund the Council's budget.

District Council	Tax Base Number	Assumed Precept Due
		£
Cherwell	51,639.50	69,485,594.81
Oxford City	44,623.40	60,044,800.81
South Oxfordshire	55,557.20	74,757,212.75
Vale of White Horse	49,406.00	66,480,219.54
West Oxfordshire	42,550.00	57,254,854.50
TOTAL	243,776.10	328,022,682.41

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 2017.

Detailed Revenue Budget 2017/18

February 2017

Draft Revenue Budget 2017/18
Summary

		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
		£000	£000	£000	£000	£000	£000	£000	£000
People	Expenditure	629,654	4,795	458	-4,751	-3,346	8,848	-28	635,630
	Recharge Income	-11,779	-1,195	0	0	100	0	-410	-13,284
	DSG income (*)	-243,608	-3,873	0	3,537	0	0	665	-243,279
	Grant income	-52,635	11,332	0	792	0	0	1	-40,510
	Other Income	-27,932	-11,478	-4	0	0	0	1,603	-37,811
		293,700	-419	454	-422	-3,246	8,848	1,831	300,746
Communities	Expenditure	195,156	-34,168	1,938	-106	-10,002	3,484	4,126	160,428
	Recharge Income	-64,635	18,925	0	-58	29	-1,759	-2,268	-49,766
	Grant income	-2,421	-310	0	0	0	0	0	-2,731
	Other Income	-19,099	3,152	-183	0	950	-1,100	0	-16,280
		109,001	-12,401	1,755	-164	-9,023	625	1,858	91,651
Resources	Expenditure	24,631	36,945	391	0	-10,899	12,374	3,517	66,959
	Recharge Income	-11,492	-20,955	0	-293	366	626	-7,895	-39,643
	Grant income	-642	0	0	0	0	0	0	-642
	Other Income	-5,184	-1,401	-52	0	-170	0	-52	-6,859
		7,313	14,589	339	-293	-10,703	13,000	-4,430	19,815
Strategic Measures and Contributions to/from Reserves	Expenditure	35,265	-1,769	0	0	16,402	-14,749	0	35,149
	Recharge Income	-4,492	0	0	0	-2,495	3,202	0	-3,785
	Grant income	-20,150	0	0	924	0	0	0	-19,226
	Other Income	-3,176	0	0	0	-87	1,403	0	-1,860
		7,447	-1,769	0	924	13,820	-10,144	0	10,278
Net Operating Budget		417,461	0	2,548	45	-9,152	12,329	-741	422,490

**Draft Revenue Budget 2017/18
Summary**

		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
		£000	£000	£000	£000	£000	£000	£000	£000
General Government Grant	Grant income	-76,725	0	0	0	0	0	20,239	-56,486
Business Rates from District Councils	Other Income	-27,824	0	0	0	0	0	-2,880	-30,704
Collection Fund Surpluses/Deficits	Other Income	-7,015	0	0	0	0	0	-262	-7,277
COUNCIL TAX REQUIREMENT		305,897	0	2,548	45	-9,152	12,329	16,356	328,023
	Expenditure	884,706	5,803	2,787	-4,857	-7,845	9,957	7,615	898,166
	Recharge Income	-92,398	-3,225	0	-351	-2,000	2,069	-10,573	-106,478
	DSG income (*)	-243,608	-3,873	0	3,537	0	0	665	-243,279
	Grant income	-152,573	11,022	0	1,716	0	0	20,240	-119,595
	Other Income	-90,230	-9,727	-239	0	693	303	-1,591	-100,791
COUNCIL TAX REQUIREMENT		305,897	0	2,548	45	-9,152	12,329	16,356	328,023

(*) Notes

1. DSG = Dedicated Schools Grant.

2. For CEF further changes will be required to reflect revised pupil numbers and academy conversions.

[References to the "Service and Resource Planning: Service Analysis 2016/17" publication have been added throughout this document to show the movement from 2016/17 to 2017/18.](#)

Draft Revenue Budget 2017/18

People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
CEF1	CEF1	<u>EDUCATION & LEARNING</u>									
CEF1-1	CEF1-1	Management & Central Costs (including admin and support service recharges)	expenditure recharge Income DSG income grant income income	2,854 0 -424 0 0	-131 0 131 0 0	20 0 0 0 0	-180 0 -241 0 0	0 0 0 0 0	0 0 0 0 0	-427 0 0 0 0	2,136 0 -534 0 0
				2,430	0	20	-421	0	0	-427	1,602
CEF1-2	CEF1-2	Additional & Special Educational Needs	expenditure recharge Income DSG income grant income income	33,991 -570 -31,272 0 -644	2,905 -3 -2,958 0 -32	22 0 0 0 0	1,911 0 -1,911 0 0	-250 0 0 0 0	471 0 0 0 0	-37 0 0 0 0	39,013 -573 -36,141 0 -676
				1,505	-88	22	0	-250	471	-37	1,623
CEF1-4	CEF1-4	Education	expenditure recharge Income DSG income grant income income	9,437 -1,140 -4,432 -665 -1,830	1,267 660 -1,823 655 -758	8 0 0 0 0	-2,062 0 1,849 0 0	-984 0 0 0 0	0 0 0 0 0	-1,548 7 0 0 1,537	6,118 -473 -4,406 -10 -1,051
				1,370	1	8	-213	-984	0	-4	178
CEF1-5	CEF1-5	School Organisation & Planning (Including Home to School Transport recharge)	expenditure recharge Income DSG income grant income income	19,781 -113 -4,044 0 0	308 -288 -59 0 0	9 0 0 0 0	-63 0 61 0 0	-681 0 0 0 0	2,521 0 0 0 0	312 0 0 0 0	22,187 -401 -4,042 0 0
				15,624	-39	9	-2	-681	2,521	312	17,744
		SUBTOTAL EDUCATION & LEARNING		20,929	-126	59	-636	-1,915	2,992	-156	21,147

Draft Revenue Budget 2017/18

People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
CEF2	CEF2	<u>CHILDREN'S SOCIAL CARE</u>									
CEF2-1	CEF2-1	Management & Central Costs (including admin and support service recharges)	expenditure recharge Income DSG income grant income income	5,290 -37 0 0 0	-845 0 0 0 0	34 0 0 0 0	180 0 0 0 0	0 0 0 0 0	700 0 0 0 0	973 0 0 0 0	6,332 -37 0 0 0
				5,253	-845	34	180	0	700	973	6,295
CEF2-3	CEF2-3	Social Care	expenditure recharge Income DSG income grant income income	25,678 -369 -1,352 -1,207 -301	2,103 -2,432 1,352 21 0	102 0 0 0 0	0 0 0 0 0	-238 0 0 0 0	4,100 0 0 0 0	-6,881 0 0 0 0	24,864 -2,801 0 -1,186 -301
				22,449	1,044	102	0	-238	4,100	-6,881	20,576
CEF2-4	-	Locality & Community Support Service	expenditure recharge Income DSG income grant income income	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	1,297 0 0 0 0	1,297 0 0 0 0
				0	0	0	0	0	0	1,297	1,297
CEF2-5	-	Family Support Service	expenditure recharge Income DSG income grant income income	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	11,822 -458 0 0 0	11,822 -458 0 0 0
				0	0	0	0	0	0	11,364	11,364
CEF2-6	-	Education, Employment & Training	expenditure recharge Income DSG income grant income income	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	1,725 0 0 0 -950	1,725 0 0 0 -950
				0	0	0	0	0	0	775	775

Draft Revenue Budget 2017/18
People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
CEF4	CEF4	<u>SCHOOLS</u>									
CEF4-1	CEF4-1	Delegated Budgets	expenditure	207,990	4,052	0	-12,944	0	0	0	199,098
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-167,494	-4,052	0	12,944	0	0	0	-158,602
			grant income	-18,101	10,671	0	0	0	0	0	-7,430
			income	-22,395	-10,671	0	0	0	0	0	-33,066
				0	0	0	0	0	0	0	0
CEF4-2	CEF4-2	Early Years Single Funding Formula (Nursery Education Funding)	expenditure	25,027	-281	0	8,815	0	0	0	33,561
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-25,027	281	0	-8,815	0	0	0	-33,561
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
CEF4-3	CEF4-3	Non-Delegated Schools Costs	expenditure	1,061	0	0	-51	0	0	0	1,010
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-618	0	0	-42	0	0	0	-660
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				443	0	0	-93	0	0	0	350
CEF4-4	CEF4-4	Schools Support Service Recharges	expenditure	5,149	-1,755	0	-357	0	0	0	3,037
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-5,149	1,755	0	344	0	0	0	-3,050
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	-13	0	0	0	-13
CEF4-5	CEF4-5	Capitalised Repairs & Maintenance	expenditure	1,567	0	0	0	0	0	0	1,567
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-1,567	0	0	0	0	0	0	-1,567
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
		SUBTOTAL SCHOOLS		443	0	0	-106	0	0	0	337

Draft Revenue Budget 2017/18
People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
CEF5	CEF5	<u>CHILDREN, EDUCATION & FAMILIES</u> <u>(CEF) CENTRAL COSTS</u>									
CEF5-1	CEF5-1	Management, Admin & Central Support Service Recharges	expenditure recharge Income DSG income grant income income	545 0 0 0 0	-202 0 0 0 0	4 0 0 0 0	0 0 -476 0 0	199 0 0 0 0	0 0 0 0 0	-9 0 0 0 0	537 0 -476 0 0
				545	-202	4	-476	199	0	-9	61
CEF5-2	CEF5-2	Premature Retirement Compensation (PRC)	expenditure recharge Income DSG income grant income income	3,860 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	3,860 0 0 0 0
				3,860	0	0	0	0	0	0	3,860
CEF5-3	CEF5-3	Joint Commissioning Recharge	expenditure recharge Income DSG income grant income income	1,255 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 -176 0 0	-250 0 0 0 0	0 0 0 0 0	0 0 0 0 0	1,005 0 -176 0 0
				1,255	0	0	-176	-250	0	0	829
		SUBTOTAL CEF CENTRAL COSTS		5,660	-202	4	-652	-51	0	-9	4,750
			expenditure recharge Income DSG income grant income income	388,259 -2,405 -243,608 -20,509 -26,000	6,640 -2,051 -3,873 11,332 -12,039	430 0 0 0 0	-4,751 0 3,537 0 0	-6,416 0 0 0 0	8,292 0 0 0 0	-1,371 -410 665 1 1,603	391,083 -4,866 -243,279 -9,176 -36,436
		BUDGET CONTROLLABLE BY DIRECTORATE		95,737	9	430	-1,214	-6,416	8,292	488	97,326

Draft Revenue Budget 2017/18

People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17 £000	Permanent Virements Agreed in 2016/17 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2017/18 £000
		Non Negotiable Support Service Recharge	support service recharge expenditure	10,859	0	0	0	0	0	360	11,219
			support service 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
		TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGE		10,859	0	0	0	0	0	360	11,219
			expenditure	399,118	6,640	430	-4,751	-6,416	8,292	-1,011	402,302
			recharge income	-2,405	-2,051	0	0	0	0	-410	-4,866
			DSG income	-243,608	-3,873	0	3,537	0	0	665	-243,279
			grant income	-20,509	11,332	0	0	0	0	1	-9,176
			income	-26,000	-12,039	0	0	0	0	1,603	-36,436
		DIRECTORATE TOTAL		106,596	9	430	-1,214	-6,416	8,292	848	108,545

Draft Revenue Budget 2017/18
People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
SCS1	SCS1	<u>ADULT SOCIAL CARE</u>									
		<u>Pooled Budget Contributions</u>									
SCS1-1A		Older People	Expenditure	66,922	7,888	24	0	-2,628	1,408	48	73,662
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				66,922	7,888	24	0	-2,628	1,408	48	73,662
SCS1-1B		Physical Disabilities	Expenditure	882	11,118	-132	0	0	0	-74	11,794
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				882	11,118	-132	0	0	0	-74	11,794
SCS1-1C		Learning Disabilities	Expenditure	0	68,245	1	0	350	272	0	68,868
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	68,245	1	0	350	272	0	68,868
SCS1-1D		Mental Health	Expenditure	0	8,975	0	0	0	400	0	9,375
SCS1-1E			Recharge Income	0	0	0	0	0	0	0	0
			income	0	-51	0	0	0	0	0	-51
				0	8,924	0	0	0	400	0	9,324
		Subtotal Pooled Budget Contributions		67,804	96,175	-107	0	-2,278	2,080	-26	163,648
SCS1-2		Adult Protection & Mental Capacity									
SCS1-2		Including: Safeguarding,	Expenditure	76,596	-73,118	26	0	-585	0	0	2,919
A to E		Deprivation of Liberty Standards,	Recharge Income	-4,550	4,286	0	0	0	0	0	-264
		Emergency Duty Team	income	-20	-10	0	0	0	0	0	-30
				72,026	-68,842	26	0	-585	0	0	2,625
		Adult Protection & Mental Capacity		72,026	-68,842	26	0	-585	0	0	2,625
SCS1-3		Provider & Support Services									
SCS1-3A to		Including: Money Management,	Expenditure	8,993	243	72	0	0	0	-5	9,303
SCS1-3H		Shared Lives, Employment Services,	Recharge Income	0	-6,778	0	0	0	0	0	-6,778
		Daytime Support Services	income	-53	-808	-4	0	0	0	0	-865
				8,940	-7,343	68	0	0	0	-5	1,660
		Subtotal Provider & Support Services		8,940	-7,343	68	0	0	0	-5	1,660

Draft Revenue Budget 2017/18
People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
SCS1-4		Domestic Violence									
		Domestic Violence	Expenditure	15,650	-15,212	0	0	0	0	200	638
			Recharge Income	-2,083	2,083	0	0	0	0	0	0
			Grant income	0	0	0	0	0	0	0	0
			income	-1,268	1,268	0	0	0	0	0	0
				12,299	-11,861	0	0	0	0	200	638
		Subtotal Domestic Violence		12,299	-11,861	0	0	0	0	200	638
SCS1-5		Housing Related Support									
SCS1-5A		Including: Housing Support, Drugs and Alcohol	Expenditure	11,925	-9,442	0	0	-500	0	-200	1,783
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				11,925	-9,442	0	0	-500	0	-200	1,783
		Subtotal Housing Related Support		11,925	-9,442	0	0	-500	0	-200	1,783
SCS1-6		Other Funding									
		including: ASC Precept	Expenditure	119	2,136	0	0	6,364	-1,524	3	7,098
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				119	2,136	0	0	6,364	-1,524	3	7,098
		Subtotal Other Funding		119	2,136	0	0	6,364	-1,524	3	7,098
SCS1-7		Adult Social Care Recharges									
SCS1-8			Expenditure	0	137	0	0	0	0	63	200
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	137	0	0	0	0	63	200
		Subtotal Adult Social Care Recharges		0	137	0	0	0	0	63	200
		ADULT SOCIAL CARE		173,113	960	-13	0	3,001	556	35	177,652

Draft Revenue Budget 2017/18
People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
SCS2	SCS2	<u>JOINT COMMISSIONING</u>									
SCS2-1 to SCS2-4		Including: Leadership Team, Children & Young People, Adults, Quality, Procurement & Contracts	Expenditure	7,014	-2,815	37	0	69	0	-17	4,288
			Recharge Income	-2,564	1,265	0	0	100	0	0	-1,199
			income	-414	162	0	0	0	0	0	-252
				4,036	-1,388	37	0	169	0	-17	2,837
		TOTAL JOINT COMMISSIONING		4,036	-1,388	37	0	169	0	-17	2,837
			Expenditure	188,101	-1,845	28	0	3,070	556	18	189,928
			Recharge Income	-9,197	856	0	0	100	0	0	-8,241
			Grant income	0	0	0	0	0	0	0	0
			Income	-1,755	561	-4	0	0	0	0	-1,198
		BUDGET CONTROLLABLE BY DIRECTORATE		177,149	-428	24	0	3,170	556	18	180,489
		Non Negotiable Support Service Recharges	support service recharge expenditure	9,955	0	0	0	0	0	1,757	11,712
			support service recharge income	0	0	0	0	0	0	0	0
			Grant income	0	0	0	0	0	0	0	0
			Income	0	0	0	0	0	0	0	0
		TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES		9,955	0	0	0	0	0	1,757	11,712
			Expenditure	198,056	-1,845	28	0	3,070	556	1,775	201,640
			Recharge Income	-9,197	856	0	0	100	0	0	-8,241
			Grant income	0	0	0	0	0	0	0	0
			Income	-1,755	561	-4	0	0	0	0	-1,198
		DIRECTORATE TOTAL		187,104	-428	24	0	3,170	556	1,775	192,201

The Adult Social Care budget is shown using the revised structure due to the extensive restructure that took place during 2016/17.

Draft Revenue Budget 2017/18
People

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
PH1	PH1	LA Commissioning Responsibilities - Nationally Defined	Expenditure	18,121	0	0	0	0	0	-498	17,623
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		SUBTOTAL LA COMMISSIONING RESPONSIBILITIES - NATIONALLY DEFINED		18,121	0	0	0	0	0	-498	17,623
PH2	PH2	LA Commissioning Responsibilities - Locally defined	expenditure	13,688	0	0	0	0	0	-294	13,394
			recharge income	-177	0	0	0	0	0	0	-177
			grant income	0	0	0	0	0	0	0	0
			income	-177	0	0	0	0	0	0	-177
		SUBTOTAL LA COMMISSIONING RESPONSIBILITIES - LOCALLY DEFINED		13,334	0	0	0	0	0	-294	13,040
PH3	PH3	Public Health Recharges	expenditure	99	572	0	0	0	0	0	671
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		SUBTOTAL PUBLIC HEALTH RECHARGES		99	572	0	0	0	0	0	671
PH4	PH4	Grant Income	expenditure	0	0	0	0	0	0	0	0
			recharge income	0	0	0	0	0	0	0	0
			grant income	-32,126	0	0	792	0	0	0	-31,334
			income	0	0	0	0	0	0	0	0
		SUBTOTAL GRANT INCOME		-32,126	0	0	792	0	0	0	-31,334
			expenditure	31,908	572	0	0	0	0	-792	31,688
			recharge income	-177	0	0	0	0	0	0	-177
			grant income	-32,126	0	0	792	0	0	0	-31,334
			income	-177	0	0	0	0	0	0	-177
		BUDGET CONTROLLABLE BY DIRECTORATE		-572	572	0	792	0	0	-792	0
			support service recharge expenditure	572	-572	0	0	0	0	0	0
			PH grant income	0	0	0	0	0	0	0	0
		TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES		572	-572	0	0	0	0	0	0
			Expenditure	32,480	0	0	0	0	0	-792	31,688
			Recharge Income	-177	0	0	0	0	0	0	-177
			Grant Income	-32,126	0	0	792	0	0	0	-31,334
			Income	-177	0	0	0	0	0	0	-177
		DIRECTORATE TOTAL		0	0	0	792	0	0	-792	0

Draft Revenue Budget 2017/18
Communities

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
EE1	EE1	<u>STRATEGY & INFRASTRUCTURE</u>									
EE1-1 to EE1-5	EE1-1 to EE1-4	Strategy & Infrastructure	expenditure recharge income grant income income	9,736 -851 -635 -3,473	-1,771 467 635 284	59 0 0 -10	-1 0 0 0	-461 0 0 265	375 0 0 -1,325	-5 0 0 0	7,932 -384 0 -4,259
				4,777	-385	49	-1	-196	-950	-5	3,289
EE1-6	EE1-6	Local Enterprise Partnership	expenditure recharge income grant income income	750 0 -750 0	1,368 -314 -635 -83	0 0 0 0	0 0 0 0	-50 0 0 0	0 0 0 0	0 0 0 0	2,068 -314 -1,385 -83
				0	336	0	0	-50	0	0	286
EE1-7	EE1-5	Flood Defence Levy	expenditure recharge income grant income income	541 0 0 0	-541 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0
				541	-541	0	0	0	0	0	0
		SUBTOTAL STRATEGY & INFRASTRUCTURE		5,318	-590	49	-1	-246	-950	-5	3,575
EE2	EE2	<u>COMMERCIAL SERVICES</u>									
EE2-1	EE2-1	Commercial Services Management	expenditure recharge income grant income income	-905 0 0 -95	-1 0 0 95	5 0 0 0	0 0 0 0	-2,651 0 0 0	0 0 0 0	-111 0 0 0	-3,663 0 0 0
EE2-1	EE2-1	Commercial Services Management		-1,000	94	5	0	-2,651	0	-111	-3,663
EE2-2	EE2-2	Property & Procurement									
EE2-21	EE2-21	Property & Procurement Management	expenditure recharge income grant income income	334 0 0 0	0 0 0 0	2 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	-22 0 0 0	314 0 0 0
				334	0	2	0	0	0	-22	314
EE2-22	EE2-22	Property & Facilities Management	expenditure recharge income grant income income	27,864 -9,819 0 -679	-48 457 0 2	191 0 0 -1	-106 -58 0 0	-3,870 29 0 -85	83 91 0 0	-341 119 0 0	23,773 -9,181 0 -763
				17,366	411	190	-164	-3,926	174	-222	13,829

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Communities**

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17 £000	Permanent Virements Agreed in 2016/17 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2017/18 £000
EE2-23	EE2-23	Property Programme Office	expenditure	536	0	10	0	-190	0	0	356
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				536	0	10	0	-190	0	0	356
EE2-2	EE2-2	Subtotal Property & Procurement		18,236	411	202	-164	-4,116	174	-244	14,499
EE2-3	EE2-3	Network & Asset Management									
EE2-31 to EE2-34	EE2-31 to EE2-34	Network & Asset Management	expenditure	11,573	654	350	0	-655	431	0	12,353
			recharge income	-752	72	0	0	0	0	0	-680
			grant income	0	0	0	0	0	0	0	0
			income	-1,303	20	-24	0	0	0	0	-1,307
				9,518	746	326	0	-655	431	0	10,366
EE2-35	EE2-35	Countryside & Records	expenditure	2,222	-129	12	0	0	170	0	2,275
			recharge income	-5	-4	0	0	0	0	0	-9
			grant income	-242	0	0	0	0	0	0	-242
			income	-195	0	-2	0	0	0	0	-197
				1,780	-133	10	0	0	170	0	1,827
EE2-36	EE2-36	On/Off Street Parking and Park & Rides	expenditure	6,064	0	5	0	0	31	1	6,101
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-6,064	0	-121	0	-100	200	0	-6,085
				0	0	-116	0	-100	231	1	16
EE2-3	EE2-3	Subtotal Network & Asset Management		11,298	613	220	0	-755	832	1	12,209
EE2-4	EE2-4	Delivery	expenditure	7,736	-149	0	0	-175	330	-5	7,737
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-217	147	0	0	0	0	0	-70
EE2-4	EE2-4	Subtotal Delivery		7,519	-2	0	0	-175	330	-5	7,667

**Draft Revenue Budget 2017/18
Communities**

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
EE2-5	EE2-5	Highways, Transport & Waste									
EE2-51A	EE2-51A	Waste Management	expenditure	26,698	-1,085	504	0	945	-11	2	27,053
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-1,155	1,025	-2	0	-150	0	0	-282
				25,543	-60	502	0	795	-11	2	26,771
EE2-51B	EE2-51B	Supported Transport (including Integrated Transport Unit)	expenditure	30,148	1,115	599	1	-2,348	1,850	7	31,372
			recharge income	-17,178	59	0	0	0	-1,850	-315	-19,284
			grant income	-794	-310	0	0	0	0	0	-1,104
			income	-665	-1,057	-12	0	1,045	0	0	-689
				11,511	-193	587	1	-1,303	0	-308	10,295
EE2-52	EE2-52	H&T Contract & Performance Mgt	expenditure	1,691	251	6	0	-118	0	0	1,830
			recharge income	-35	-13	0	0	0	0	0	-48
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				1,656	238	6	0	-118	0	0	1,782
EE2-53	EE2-53	Area Stewards	expenditure	1,947	-345	15	0	0	250	0	1,867
			recharge income	-15	0	0	0	0	0	0	-15
			grant income	0	0	0	0	0	0	0	0
			income	0	-21	0	0	0	0	0	-21
				1,932	-366	15	0	0	250	0	1,831
EE2-5	EE2-5	Subtotal Highways, Transport & Waste		40,642	-381	1,110	1	-626	239	-306	40,679
EE2-6	EE2-6	Major Infrastructure Delivery	expenditure	235	925	12	0	0	0	0	1,172
			recharge income	-133	-776	0	0	0	0	0	-909
			grant income	0	0	0	0	0	0	0	0
			income	-150	-91	0	0	0	0	0	-241
EE2-6	EE2-6	Subtotal Major Infrastructure Delivery		-48	58	12	0	0	0	0	22
		SUBTOTAL COMMERCIAL SERVICES		76,647	793	1,549	-163	-8,323	1,575	-665	71,413

Draft Revenue Budget 2017/18
Communities

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17 £000	Permanent Virements Agreed in 2016/17 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2017/18 £000
			expenditure	157,632	-30,218	1,770	-106	-9,573	3,509	-474	122,540
			recharge income	-35,629	6,789	0	-58	29	-1,759	-196	-30,824
			grant income	-2,421	-310	0	0	0	0	0	-2,731
			income	-16,826	3,151	-172	0	975	-1,125	0	-13,997
		BUDGET CONTROLLABLE BY DIRECTORATE		102,756	-20,588	1,598	-164	-8,569	625	-670	74,988
		Non Negotiable Support Service Recharges	support service recharge expenditure	9,458	-3,949	0	0	0	0	3,990	9,499
			support service recharge income	-29,002	12,136	0	0	0	0	-2,072	-18,938
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES		-19,544	8,187	0	0	0	0	1,918	-9,439
			Expenditure	167,090	-34,167	1,770	-106	-9,573	3,509	3,516	132,039
			Recharge Income	-64,631	18,925	0	-58	29	-1,759	-2,268	-49,762
			Grant income	-2,421	-310	0	0	0	0	0	-2,731
			Income	-16,826	3,151	-172	0	975	-1,125	0	-13,997
		DIRECTORATE TOTAL		83,212	-12,401	1,598	-164	-8,569	625	1,248	65,549

**Draft Revenue Budget 2017/18
Communities**

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
SCS3	SCS3-1	<u>FIRE & RESCUE SERVICE and COMMUNITY SAFETY</u>									
SCS3-1	SCS3-1	Fire and Rescue Service	Expenditure	22,899	-102	150	0	-429	25	44	22,587
			Recharge Income	-4	0	0	0	0	0	0	-4
			income	-929	102	-7	0	-25	25	0	-834
				21,966	0	143	0	-454	50	44	21,749
SCS3-2	SCS3-2	Emergency Planning	Expenditure	258	0	2	0	0	-50	1	211
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				258	0	2	0	0	-50	1	211
SCS3-3	SCS3-3	Gypsy & Traveller Services	Expenditure	962	101	3	0	0	0	7	1,073
			Recharge Income	0	0	0	0	0	0	0	0
			income	-1,054	-101	-3	0	0	0	0	-1,158
				-92	0	0	0	0	0	7	-85
SCS3-4	SCS3-4	Trading Standards	Expenditure	1,621	0	13	0	0	0	74	1,708
			Recharge Income	0	0	0	0	0	0	0	0
			income	-290	0	-1	0	0	0	0	-291
				1,331	0	12	0	0	0	74	1,417
		TOTAL FIRE & RESCUE SERVICE and COMMUNITY SAFETY		23,463	0	157	0	-454	0	126	23,292
			Expenditure	25,740	-1	168	0	-429	-25	126	25,579
			Recharge Income	-4	0	0	0	0	0	0	-4
			Grant income	0	0	0	0	0	0	0	0
			Income	-2,273	1	-11	0	-25	25	0	-2,283
		BUDGET CONTROLLABLE BY DIRECTORATE		23,463	0	157	0	-454	0	126	23,292

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Communities**

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
		Non Negotiable Support Service Recharges	support service recharge expenditure	2,326	0	0	0	0	0	484	2,810
			support service recharge income	0	0	0	0	0	0	0	0
			Grant income	0	0	0	0	0	0	0	0
			Income	0	0	0	0	0	0	0	0
		TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES		2,326	0	0	0	0	0	484	2,810
			Expenditure	28,066	-1	168	0	-429	-25	610	28,389
			Recharge Income	-4	0	0	0	0	0	0	-4
			Grant income	0	0	0	0	0	0	0	0
			Income	-2,273	1	-11	0	-25	25	0	-2,283
		DIRECTORATE TOTAL		25,789	0	157	0	-454	0	610	26,102

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Resources

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18	
				£000	£000	£000	£000	£000	£000	£000	£000	
CEO1	CEO1	Corporate Services	expenditure	409	399	2	0	135	0	-1	944	
			recharge income	0	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0	0
				409	399	2	0	135	0	-1	944	
CEO2	CEO2	Human Resources	expenditure	4,903	-689	29	0	80	0	2	4,325	
			recharge income	-1,479	454	0	0	0	0	0	0	-1,025
			income	-104	-38	0	0	0	0	0	0	-142
				3,320	-273	29	0	80	0	2	3,158	
CEO3	CEO3	Corporate Finance & Internal Audit	expenditure	6,624	-135	56	0	-100	0	1	6,446	
			recharge income	-1,239	409	0	-133	0	0	0	0	-963
			income	-1,379	129	0	0	0	0	0	0	-1,250
				4,006	403	56	-133	-100	0	1	4,233	
CEO4	CEO4	Law & Culture	expenditure	8,971	-110	41	0	0	700	-1	9,601	
			recharge income	-2,016	59	0	0	0	-700	0	-2,657	
			grant income	-642	0	0	0	0	0	0	0	-642
			income	-3,701	1	-35	0	-182	0	0	0	-3,917
				2,612	-50	6	0	-182	0	-1	2,385	
CEO5	CEO5	Policy	expenditure	885	3,816	43	0	-166	0	1	4,579	
			recharge income	-401	1,862	0	0	150	0	0	0	1,611
			income	0	-101	-2	0	0	0	0	0	-103
				484	5,577	41	0	-16	0	1	6,087	
CEO6	CEO6	Corporate & Democratic Core	expenditure	1,697	-1,618	0	0	0	0	5	84	
			recharge income	0	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0	0
				1,697	-1,618	0	0	0	0	5	84	
CEO7	EE3	Transformation (Moved from EE3)	expenditure	0	26,687	220	0	-10,848	11,674	134	27,867	
			recharge income	0	-8,575	0	-160	216	1,326	0	-7,193	
			income	0	-1,392	-15	0	12	0	-52	-1,447	
				0	16,720	205	-160	-10,620	13,000	82	19,227	
			expenditure	23,489	28,350	391	0	-10,899	12,374	141	53,846	
			recharge income	-5,135	-5,791	0	-293	366	626	0	-10,227	
			grant income	-642	0	0	0	0	0	0	-642	
			income	-5,184	-1,401	-52	0	-170	0	-52	-6,859	
		BUDGET CONTROLLABLE BY DIRECTORATE		12,528	21,158	339	-293	-10,703	13,000	89	36,118	

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Resources

Ref. 2017/18	Ref. 2016/17	Service Area		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
				£000	£000	£000	£000	£000	£000	£000	£000
		Non Negotiable Support Service	support service recharge expenditure	1,142	8,595	0	0	0	0	3,376	13,113
			support service recharge income	-6,357	-15,164	0	0	0	0	-7,895	-29,416
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES		-5,215	-6,569	0	0	0	0	-4,519	-16,303
			expenditure	24,631	36,945	391	0	-10,899	12,374	3,517	66,959
			recharge income	-11,492	-20,955	0	-293	366	626	-7,895	-39,643
			grant income	-642	0	0	0	0	0	0	-642
			income	-5,184	-1,401	-52	0	-170	0	-52	-6,859
		DIRECTORATE TOTAL		7,313	14,589	339	-293	-10,703	13,000	-4,430	19,815

Draft Revenue Budget 2017/18
Strategic Measures

		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
		£000	£000	£000	£000	£000	£000	£000	£000
<u>CAPITAL FINANCING</u>									
Principal	Expenditure	15,534				85	-7,185		8,434
Interest	Expenditure	17,561				-157	-278		17,126
Net Interest on Balances (split income and expenditure)	Expenditure	600				237	-465		372
	Recharge Income	-3,242				-1,245	1,202		-3,285
	Other income	-3,176				-87	1,403		-1,860
		-5,818	0	0	0	-1,095	2,140	0	-4,773
SUBTOTAL CAPITAL FINANCING		27,277	0	0	0	-1,167	-5,323	0	20,787
Contingency	Expenditure	4,625	-1,776			1,636	0		4,485
Pensions Past Service Deficit Funding	Expenditure	0				830			830
Recharge to Public Health	Recharge Income	-1,250				-1,250	2,000		-500
Transition Fund	Expenditure	4,000				-4,000			0
<u>CONTRIBUTIONS TO/FROM BALANCES</u>									
General Balances	Expenditure	2,000					2,700		4,700
SUBTOTAL CONTRIBUTIONS TO/FROM BALANCES		2,000	0	0	0	0	2,700	0	4,700
<u>CONTRIBUTIONS TO/FROM RESERVES</u>									
Reserves	Expenditure	-9,055	7			16,821	-8,571		-798
	Other income	0							0
		-9,055	7	0	0	16,821	-8,571	0	-798
Prudential Borrowing costs	Expenditure	0				950	-950		0
SUBTOTAL CONTRIBUTIONS TO/FROM RESERVES		-9,055	7	0	0	17,771	-9,521	0	-798

Draft Revenue Budget 2017/18
Strategic Measures

		Budget 2016/17	Permanent Virements Agreed in 2016/17	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2017/18
		£000	£000	£000	£000	£000	£000	£000	£000
<u>UNRINGFENCED SPECIFIC GRANT INCOME</u>	Grant income	-20,150			924				-19,226
TOTAL UNRINGFENCED SPECIFIC GRANT INCOME		-20,150	0	0	924	0	0	0	-19,226
Strategic Measures	Expenditure	35,265	-1,769	0	0	16,402	-14,749	0	35,149
	Recharge Income	-4,492	0	0	0	-2,495	3,202	0	-3,785
	Grant Income	-20,150	0	0	924	0	0	0	-19,226
	Other income	-3,176	0	0	0	-87	1,403	0	-1,860
STRATEGIC MEASURES TOTAL		7,447	-1,769	0	924	13,820	-10,144	0	10,278
<u>COUNCIL TAX COLLECTION FUND SURPLUSES/DEFICITS</u>	Other income	-7,015						-262	-7,277
TOTAL COLLECTION FUND SURPLUSES/DEFICITS		-7,015	0	0	0	0	0	-262	-7,277
<u>BUSINESS RATES FROM DISTRICT COUNCILS</u>	Other income	-29,886						-1,279	-31,165
<u>BUSINESS RATES COLLECTION FUND SURPLUSES/DEFICITS</u>	Other income	2,062						-1,601	461
TOTAL BUSINESS RATES FROM DISTRICT COUNCILS		-27,824	0	0	0	0	0	-2,880	-30,704
<u>GENERAL GOVERNMENT GRANT INCOME</u>									
Revenue Support Grant	Grant income	-39,331						20,666	-18,665
Business Rates Top-Up	Grant income	-37,394						-427	-37,821
TOTAL GENERAL GOVERNMENT GRANT INCOME		-76,725	0	0	0	0	0	20,239	-56,486

TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY FOR 2017/18

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 2017/18 in respect of the following aspects of the treasury management function is based upon the views of the Council's Treasury Management Strategy Team (TMST)¹, informed by market forecasts provided by the Council's treasury advisor, Arlingclose Limited. The strategy covers:
 - Treasury limits in force which limit the treasury risk and activities of the Council;
 - Treasury Management Prudential Indicators for 2017/18, 2018/19 and 2019/20;
 - the current treasury position;
 - prospects for interest rates;
 - the borrowing strategy;
 - the borrowing requirement and
 - the Annual Investment Strategy.
5. It is a statutory requirement for the Council to produce a balanced budget and to calculate its council tax requirement for each financial year to include the revenue costs that flow from capital financing decisions. This means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue caused by increased borrowing to finance additional capital expenditure (and any increases in running costs from new capital

¹Comprising the Director of Finance, Service Manager (Pensions), Strategic Finance Manager (Treasury & Banking) and Financial Manager (Treasury Management).

projects) are limited to a level which is affordable within the projected income of the Council for the foreseeable future.

Treasury Limits for 2017/18 to 2019/20

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

Prudential Indicators for 2017/18 to 2019/20

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

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

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

- xi. Upper limits on fixed and variable rate interest exposures
 - xii. Upper limit to total of principal sums invested longer than 364 days
11. 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 2016/17 and the Treasury Management Mid-Term Review 2017/18, which will be considered in July and November 2017 respectively.

Forecast Treasury Portfolio Position

12. The Council's treasury forecast portfolio position for the 2017/18 financial year comprises:

	Principal £m	Average Rate %
Opening External Debt Balance		
PWLB	335.383	4.43
Money Market Loans	50.000	3.94
TOTAL EXTERNAL DEBT	385.383	
<u>2017/18 Average Cash Balance</u>		
Average In-House Cash	241.215	
Average Externally Managed	55.685	
TOTAL INVESTMENTS	296.900	

13. The average forecast cash balance for 2017/18 is comprised of the following:

	Average Balance £m
Earmarked Reserves	49.0
Capital and Developer Contributions	130.4
General Balances	17.4
Cashflow and Working Capital Adjustments	86.2
Provisions and Deferred Income	13.9
TOTAL	296.9

Prospects for Interest Rates

Economic Background – Provided by Arlingclose

14. The major external influence on the Authority's treasury management strategy for 2017/18 will be the UK's progress in negotiating a smooth exit from the European Union. Financial markets, wrong-footed by the referendum outcome, have since been weighed down by uncertainty over whether leaving the Union also means leaving the single market. Negotiations are expected to start once the UK formally triggers exit in early 2017 and last for at least two

years. Uncertainty over future economic prospects will therefore remain throughout 2017/18.

15. The fall and continuing weakness in sterling and the near doubling in the price of oil in 2016 have combined to drive inflation expectations higher. The Bank of England is forecasting that Consumer Price Inflation will breach its 2% target in 2017, the first time since late 2013, but the Bank is expected to look through inflation overshoots over the course of 2017 when setting interest rates so as to avoid derailing the economy.
16. Initial post-referendum economic data showed that the feared collapse in business and consumer confidence had not immediately led to lower GDP growth. However, the prospect of a leaving the single market has dented business confidence and resulted in a delay in new business investment and, unless counteracted by higher public spending or retail sales, will weaken economic growth in 2017/18.
17. Looking overseas, with the US economy and its labour market showing steady improvement, the market has priced in a high probability of the Federal Reserve increasing interest rates in December 2016. The Eurozone meanwhile has continued to struggle with very low inflation and lack of momentum in growth, and the European Central Bank has left the door open for further quantitative easing.
18. The impact of political risk on financial markets remains significant over the next year. With challenges such as immigration, the rise of populist, anti-establishment parties and negative interest rates resulting in savers being paid nothing for their frugal efforts or even penalised for them, the outcomes of the French presidential and general elections (April – June 2017) and the German federal elections (August – October 2017) have the potential for upsets.

Credit outlook – Provided by Arlingclose:

19. Markets have expressed concern over the financial viability of a number of European banks recently. Sluggish economies and continuing fines for pre-crisis behaviour have weighed on bank profits, and any future slowdown will exacerbate concerns in this regard.
20. Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the European Union, Switzerland and USA, while Australia and Canada are progressing with their own plans. The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Authority; returns from cash deposits however continue to fall.

Interest rate forecast – Provided by Arlingclose:

21. The Authority's treasury adviser Arlingclose's central case is for UK Bank Rate to remain at 0.25% during 2017/18. The Bank of England has, however, highlighted that excessive levels of inflation will not be tolerated for sustained periods. Given this view and the current inflation outlook, further falls in the Bank Rate look less likely. Negative Bank Rate is currently perceived by some policymakers to be counterproductive but, although a low probability, cannot be entirely ruled out in the medium term, particularly if the UK enters recession as a result of concerns over leaving the European Union.
22. Gilt yields have risen sharply, but remain at low levels. The Arlingclose central case is for yields to decline when the government triggers Article 50. Long-term economic fundamentals remain weak, and the quantitative easing (QE) stimulus provided by central banks globally has only delayed the fallout from the build-up of public and private sector debt. The Bank of England has defended QE as a monetary policy tool, and further QE in support of the UK economy in 2017/18 remains a possibility, to keep long-term interest rates low

Treasury Management Strategy Team's View

23. 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 2017/18 and over the medium term. The Bank Rate forecasts set out below represent the average rate for the financial year:
 - 2017/18 0.25%
 - 2018/19 0.25%
 - 2019/20 0.25%
 - 2020/21 0.25%
24. The TMST team has agreed that based on the current portfolio of deposits and market rates, the target in-house rate of return should be 0.55% in 2017/18, reducing to 15 basis points above the forecast average base rate for 2018/19 and 5 basis points above forecast average base rate for 2019/20 and 2020/21. The reduction in the size of the premium above base rate in later years reflects the forecast maturity of long term investments held at higher rate. These rates have been incorporated into the strategic measures budget estimates:
 - 2017/18 0.55%
 - 2018/19 0.40%
 - 2019/20 0.30%
 - 2020/21 0.30%

Borrowing Strategy

Arlingclose's View

25. The Public Works Loan Board (PWLB) sets new borrowing rates at the gilt yield plus 1.00%. Arlingclose have forecast gilt yields as follows:
- The 50 year gilt yield is expected to start the financial year at 1.40%, increasing gradually to 1.60% by December 2019.
 - The 20 year gilt yield is expected to start the financial year at 1.50%, rising to 1.70% by the end of the forecast in December 2019.
 - The 10 year gilt yield is expected to start the financial year at 0.95%, rising to 1.15% by December 2019.
 - The 5 year gilt yield is expected to start the financial year at 0.40% and to reach 0.65% by December 2019.
26. Arlingclose's forecasts have an upside variation range of between 25 and 40 basis points, and a downside variation range of between 30 and 60 basis points depending on the economic and political climate.

Treasury Management Strategy Team's View

27. It is expected that the Bank Rate will remain low during 2017/18 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.
28. In April 2011 the Government replaced the 'credit approval' system for capital financing with direct provision of capital resources in the form of capital grant. This means that the Council only needs to borrow to finance prudential borrowing schemes. The Council's Capital Financing Strategy applies capital grants, developer contributions, capital receipts and revenue contributions to fund capital expenditure before using prudential borrowing. This means that the majority of the current capital programme is fully funded without the need to take up any new borrowing.
29. Financing the Council's borrowing requirement internally would reduce the cost of carry in the short term but there is a risk that the internal borrowing would need to be refinanced with external borrowing at a time when PWLB (or its successor) and market rates exceed those currently available. This could result in higher financing costs over the long term.
30. Internal borrowing is a short term financing solution as cash surpluses are temporary balances made up of creditors over debtors, earmarked reserves

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

and capital reserves. As reserves are drawn down for their earmarked purpose internal borrowing will need to be replaced with external borrowing.

31. The Council's TMST have agreed that they should continue to have the option to fund new or replacement borrowing up to the value of 25% 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.
32. If market conditions change during the 2017/18 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.
33. As the Accountable Body for OxLEP Ltd, the Oxfordshire Local Enterprise Partnership, the Council will be required to prudentially borrow £40m on behalf of OxLEP for project funding by 2018/19. The loans will be repaid through the retained business rates of OxLEP. This represents projects to be delivered by the Council. The TMST monitor interest rates and will consider forward borrowing on behalf of OxLEP at the end of 2016/17 and in 2017/18 if it is determined to be cost-effective. This is consistent with the expectation that interest rates and Gilt yields will begin to rise over the period.
34. As part of the Local Growth Fund bids via the Council, OxLEP were able to apply for the Public Works Loan Board (PWLB) project rate, at 40 basis points below the standard rate across all loan types and maturities in 2016/17. OxLEP were able to borrow up to £20m at this discounted rate in 2016/17 but as at 30 November 2016 this has not yet been required. It is not yet clear if the OxLEP will have the opportunity to apply for this rate again in future Local Growth Fund rounds.
35. The Council's chief objective when borrowing money is to strike an appropriate balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.
36. The approved sources of long-term and short-term borrowing are:
 - Public Works Loan Board and any successor body
 - UK local authorities
 - any institution approved for investments (see below)
 - any other bank or building society authorised by the Prudential Regulation Authority to operate in the UK
 - UK public and private sector pension funds
 - capital market bond investors
 - special purpose companies created to enable joint local authority bond issues.

Borrowing for the Capital Financing Requirement

37. The Council's Capital Financing Requirement (CFR) represents the Council's underlying need to finance capital expenditure by borrowing. The CFR is the value of the Council's assets that have not been permanently financed, in other words, borrowing has been used to finance spending. When capital expenditure is financed by grants, capital receipts or direct contributions from revenue this is not included the CFR.
38. The Council is required to make an annual contribution from revenue towards the repayment of debt termed the Minimum Revenue Provision (MRP). This contribution reduces the CFR and effectively provides the resource to permanently finance the capital expenditure and reduce the Council's borrowing requirement by that amount. The Council's MRP Policy Statement sets out the methodology that the Council applies in its MRP calculation. The MRP Policy statement is currently being revised and is prepared outside of Treasury Management. The revised statement will be reported to Cabinet on 24 January 2017.
39. Under the Prudential Code, the Council must ensure that gross external borrowing does not, except in the short term, exceed the sum of the CFR in the previous year plus estimates of any increases to the CFR for the current and next two financial years. Where the gross debt is greater than the CFR the reasons for this should be clearly stated in the annual treasury management strategy. The Council's current position is set out below.
40. The Council's CFR is currently forecast to increase over the medium term financial plan. This is a result of the requirement to borrow on behalf of the OxLEP discussed in paragraph 41.
41. The Council's external debt is also forecast to increase over the medium term financial plan as new external borrowing required for OxLEP projects is forecast to exceed the rate at which existing long term debt is repaid upon maturity.
42. The Council's external debt is forecast to match the CFR in 2017/18. In 2018/19 and 2019/20, external debt will fall below the expected CFR, resulting in an internal borrowing requirement, before aligning again in 2020/21.

Borrowing Instruments

43. The TMST's forecast for the period 2017/18 – 2020/21 for 20 and 50 year PWLB rates over the medium term are an average rate of 2.26% and 2.19% per year respectively.
44. In November 2012 the PWLB introduced the Certainty Rate which allows eligible Councils to borrow at a discounted rate of 0.20% below the advertised borrowing rate. Eligibility is established by the submission of an annual application form to the Department of Communities and Local Government.

The Council has successfully applied and qualified for the rate for the period from 1 November 2016 to 31 October 2017.

45. An annual application will be made to renew eligibility for the Certainty Rate, in order to maintain the option should it be required.
46. 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 2017/18. As at 30 November 2016, LOBOs represent 11.68% of the total external debt.
47. The Council has five £5m LOBO's with call options in 2017/18, 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.

Annual Investment Strategy

48. The Council has regard to the Office of the Deputy Prime Minister's Guidance on Local Government Investments ("the Guidance") issued in March 2004 and CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). It also has regard to the subsequent Communities and Local Government update to the Investment Guidance, Capital Finance Regulations and Minimum Revenue Provision Guidance issued in April 2010. The Council's investment priorities are:-
 - The security of capital and
 - The liquidity of its investments
49. 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.
50. The Treasury Management Code of Practice requires the Council to approve a Treasury Management Policy Statement. Good practice requires that this statement is regularly reviewed and revised as appropriate. The Treasury Management Policy Statement is included at Appendix E. Cabinet is recommended to recommend Council to approve the Treasury Management Policy Statement.

Investment Instruments

51. Investment instruments identified for use in the 2017/18 financial year are set out at Appendices C and D under the 'Specified' and 'Non-Specified' Investment categories.
52. Guidance states that specified investments are those requiring "minimal procedural formalities". The placing of cash on deposit with banks and building societies 'awarded high credit ratings by a credit rating agency', the use of AAA rated Money Market Funds (MMFs) and investments with the UK Government and local authorities qualify as falling under this phrase as they form a normal part of day to day treasury management.
53. 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.
54. All specified investments will be sterling denominated, with maturities up to a maximum of 1 year, meeting the 'high' credit rating criteria where applicable.
55. 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.
56. A maximum of 50% of the portfolio will be held in non-specified investments.

Changes to Instruments

57. There are no proposed changes to instruments for 2017/18

Credit Quality

58. The updated CIPFA Code of Practice on Treasury Management (2011) recommends that Councils have regard to the ratings issued by the three major credit rating agencies (Fitch, Moody's and Standard & Poor's) and to make decisions based on all ratings.
59. 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 82 and 83 respectively.

60. 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.
61. 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.
62. 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 82 and 83), that counterparty will be immediately removed from the lending list.
63. Where a counterparty has been placed on Negative Watch or Outlook by any of three major credit rating agencies the counterparty's status on the approved lending list will be reviewed by the TMST and appropriate action taken.
64. 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

65. The Council has developed a cash flow forecast which is used 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

66. 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.
67. 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 78 and 79 will still apply.
68. Counterparty limits as set out in paragraphs 78 and 79, 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.
69. Any changes to the approved lending list will be reported to Cabinet as part of the Financial Monitoring and Business Strategy Delivery Report.
70. The Council also manages its credit risk by setting counterparty limits. The matrix below sets out the maximum proposed limits for 2017/18. 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	
	F1+	F1
Long Term Rating		
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

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

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

Other institutions included on the councils lending list

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

Structured Products

73. As at 30 November 2016, 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

74. As at 30 November 2016, the Council had £55.3m invested in external funds (excluding MMFs), representing 16.5% of the Council's total investment portfolio. These funds have a variable net asset value which means that the value of the funds can decrease as well as increase depending on the performance of the instruments in the fund.
75. 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.

76. In order to ensure appropriate diversification within externally managed and pooled funds these should be diversified between a minimum of two asset classes.
77. The performance of the pooled funds is monitored by the TMST throughout the year against the funds' benchmarks and the in-house investment returns.
78. The TMST will keep the external fund investments under review and consider alternative instruments and fund structures, to manage overall portfolio risk. It is recommended that authority to withdraw, or advance additional funds to/from external fund managers, continue to be delegated to the TMST.

Investment Approach

79. Given the increased risk for short-term bank and building society deposits as a result of bail-in legislation, the Authority aims to diversify into more secure asset classes during 2017/18.
80. The weighted average maturity (WAM) of in-house deposits as at 30 November 2016 was 210 days. This was made up of £61.8m of instant access balances with a maturity of 1 day, and £247m of deposits with a WAM of 262 days.
81. The in-house WAM has decreased from 260 days, reported on 30 November 2015. The shorter WAM is partly a result of a reduction to durations for bank and building society deposits on the Council's lending list. The shorter WAM will provide a greater degree of flexibility in securing investment returns in an uncertain interest rate environment.
82. With continued uncertainty over the timing of a rise in base rate, the TMST will aim to maintain the balance between longer-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, as well while also enabling the Treasury Management team to respond to any increases in interest rates in the short-term.
83. The Council maintain the option to invest directly in UK Government Gilts, T-bills, Certificates of Deposits and other Sovereign Bonds, use of such instruments remains dependent upon custody arrangements. If availability of acceptable credit worthy institutions is reduced, the Council may use the Debt Management Office Deposit Facility and will continue to prioritise security and liquidity of assets over investment returns.
84. 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.

Policy on Use of Financial Derivatives

85. Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The CIPFA Code (2011) requires authorities to clearly detail their policy on the use of derivatives in the annual strategy.
86. 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.
87. 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.
88. It is the view of the TMST that the use of standalone financial derivatives will not be required for Treasury Management purposes during 2017/18. The Council will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use.

Performance Monitoring

89. The Council will monitor its Treasury Management performance against other authorities through its membership of the CIPFA Treasury Management benchmarking club.
90. 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.
91. 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.
92. Latest performance figures will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2016/17, and the Treasury Management Mid-Term Review 2017/18, which will be considered in July and November 2017 respectively.

Investment Training

93. 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.

Treasury Management Advisors

94. Arlingclose continue to provide the Council's Treasury Management Advisory Service, following the award of a three year contract via a competitive procurement process in May 2013. The contract included an option to extend for up to one year, which the TMST have agreed will be exercised under existing terms. Under the contract the Council will receive specific advice on investment, debt and capital finance issues.
95. The contract with Arlingclose is due for renewal in early 2017/18 and the process of selecting a provider will be completed in line with the Council's procurement rules. Any changes will be reported to members.

Appendix A

Prudential Indicators 2017/18, 2018/19 and 2019/20**i. Gross Debt and the Capital Financing Requirement**

- i.i. This is a key indicator of prudence. In order to ensure that the medium term debt will only be for a capital purpose, the local authority should ensure that the gross 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.
- i.ii. The Director of Finance reports that the Council's level of gross debt exceeded the CFR in 2015/16 and is also forecast to do so in 2016/17. This is because the repayment of external debt has not been in-line with decrease in the CFR. In 2017/18 the level of gross debt and the CFR will align. From 2018/19 onwards, the CFR will be higher than gross debt, indicating a level of internal borrowing. This view takes into account current commitments, existing plans and the proposals in the approved budget.

Debt	31.03.16 Actual £m	31.03.17 Revised £m	31.03.18 Estimate £m	31.03.19 Estimate £m	31.03.20 Estimate £m
External Borrowing	393.383	385.383	383.383	383.383	381.383
Long Term Liabilities	24.864	23.960	23.003	21.971	20.860
Total Debt	418.247	409.343	406.386	405.354	402.243

ii. Estimates of Capital Expenditure

- ii.i. The Council is required to make reasonable estimates of the total of capital expenditure that it plans to incur during 2017/18 and the following two financial years. The Council must also approve the actual expenditure for 2015/16 and revised expenditure for 2016/17.

	2015/16 Actual £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
Capital Expenditure	126.323	140.029	118.164	130.782	86.001

	Actual	Estimates			
	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Prudential Borrowing	0.024	21.853	22.827	33.335	10.627
Grants and Contributions	118.027	117.496	92.829	69.699	65.957
Capital Receipts	0.000	0.230	2.358	20.099	2.880
Revenue	8.272	0.450	0.150	0.150	0.150
Reserves	0.000	0.000	0.000	7.499	6.387
	126.323	140.029	118.164	130.782	86.001

- ii.ii. The indicators have been based on the February 2017 capital programme which will be considered for approval by Council on 14 February 2017 with the Service & Resource Planning Report.
- ii.iii. The capital expenditure figures for beyond 2017/18 will be able to be revised in twelve months' time.

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

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

Year	Actual/ Estimate	Financing Cost £m	Net Revenue Stream £m	Ratio %
2015/16	Actual	34.041	444.232	7.66%
2016/17	Estimate	31.189	437.610	7.13%
2017/18	Estimate	25.600	441.716	5.80%
2018/19	Estimate	26.438	442.087	5.98%
2019/20	Estimate	27.344	444.971	6.15%

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

iv. The Capital Financing Requirement

- iv.i Estimates of the end of year Capital Financing Requirement for the Authority for the current and future years and the actual Capital Financing Requirement at 31 March 2016 that are recommended for approval are:

Year	Actual/Estimate	£m
2015/16	Actual	389.758
2016/17	Estimate	394.972
2017/18	Estimate	407.641
2018/19	Estimate	429.533
2019/20	Estimate	427.838

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

v. The Incremental Impact of Capital Investment Decisions

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

Year	Actual/Estimate	£
2017/18	Estimate	-30.15
2018/19	Estimate	-28.21
2019/20	Estimate	-26.40

vi. Authorised Limit and Operational Boundary for External Debt

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

	2016/17 probable outturn	2017/18 estimate	2018/19 estimate	2019/20 Estimate
	£m	£m	£m	£m
Operational Boundary for external debt -				
Borrowing	400.000	420.000	430.000	440.000
other long term liabilities	25.000	30.000	30.000	30.000
TOTAL	425.000	450.000	460.000	470.000
Authorised Limit for external debt -				
Borrowing	410.000	430.000	440.000	450.000
other long term liabilities	35.000	35.000	35.000	35.000
TOTAL	445.000	455.000	475.000	485.000

vii. Actual External Debt

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

Total External Debt as at 31.03.16	£m
External Borrowing	393.383
Financing Liability	24.864
Total	418.247

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

- viii.i This indicator demonstrates that the Council has adopted the principles of best practice.
- viii.ii The Council has incorporated the changes from the revised CIPFA Code of Practice into its treasury policies, procedures and practices.

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

ix. Gross and net debt

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

Upper Limit of net debt:

	2016/17	2017/18	2018/19	2019/20
Net Debt / Gross Debt	70%	70%	70%	70%

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

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

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

Maturity structure of fixed rate borrowing during 2017/18	Lower Limit %	Upper Limit %
Under 12 months	0	20
12 months and within 24 months	0	25
24 months and within 5 years	0	35
5 years and within 10 years	5	40
10 years and above	50	95

xi. Upper limits on fixed and variable rate interest exposures

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

Fixed interest rate exposure

- xi.ii 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:

	2016/17	2017/18	2018/19	2019/20
Net principal re fixed rate borrowing / investments	150%	£350m	£350m	£350m

- xi.iii 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

- xi.iv The upper limit for variable rate exposure has been set to ensure that the Authority is not exposed to interest rate rises which could adversely impact on the revenue budget. As with the fixed rate exposure limits, the variable rate exposure limits set offer the council protection in an uncertain interest rate environment. This is achieved by ensuring variable rate debt is lower than variable rate investments, which would result in a net benefit if interest rates were to increase.
- xi.v Interest rate exposure limits will be amended in future years to reflect any changes to the forecast trajectory of interest rates.

Upper limit for variable rate exposure:

	2016/17	2017/18	2018/19	2019/20
Net principal re variable rate borrowing / investments	25%	£0	£0	£0

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

- xii.i The purpose of this limit is to contain exposure to the risk of loss that may arise as a result of the Authority having to seek early repayment of the sums invested.
- xii.ii It is proposed that the limit reduce to £85m in 2017/18 and reduce in subsequent years thereafter. This is to reflect the forecast reduction to in-house cash balances over the period. The average in-house cash balance for 2015/16 was just under £320m.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Upper limit on principal sums invested longer than 364 days	100	85	75	65

Minimum Revenue Provision Policy Statement for 2017/18

Introduction

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

Prudent Provision

5. Guidance on the legislation sets out a number of options for making 'prudent provision' or allows an authority to determine an alternative method. Two options in the guidance relate to capital expenditure that was incurred before 1 April 2008, when Government provided support for borrowing through Revenue Support Grant. There are a further two options that relate to new borrowing under the Prudential system for which no Government support is given and is therefore self-financed.
6. To date, the Council's policy has been Option 1, the Regulatory method, for pre-2008 expenditure and Option 3, the Asset Life Method, for prudential borrowing. These two options are explained below.

Option 1 - Regulatory Method

7. This is the current method, and for debt supported by Revenue Support Grant (RSG), authorities can choose to continue to use the formula. This is calculated as 4% of the council's general fund capital financing requirement,

adjusted for smoothing factors from the transition to the prudential capital financing regime in 2003.

Option 3 – Asset Life Method

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

Review

9. During 2016/17, a review of the existing policy has taken place. The use of Option 1 results in the debt never being fully repaid as it is calculated on a reducing balance method and so results in a balance continuing in perpetuity, well in excess of the lives of any assets that have been funded by this borrowing. Also, when the guidance was written, RSG from central government included an element of support for borrowing costs that equated to 4% of the assumed debt. Since 2008 local government funding has changed and RSG funding has reduced significantly, therefore the 4% figure of support has reduced alongside these cuts.
10. It is proposed to write down the pre-2008 debt over a 50 year period. This will ensure that the debt is financed in full over a shorter period than at present. Using this methodology, the pre-2008 debt is fully financed by 31 March 2067 whilst the 4% reducing balance method leaves £42.54m outstanding at the same date.

MRP Methodology Statement 2017/18

11. The Council is recommended therefore to approve the following statement:
12. 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.
13. For all unsupported (prudential) borrowing, the MRP policy will continue to be based on the estimated life of the assets for which the borrowing is undertaken (Option 3 – Asset Life Method or Annuity Method).

14. 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).

Specified Investments

Investment Instrument	Minimum Credit Criteria	Use
Debt Management Agency Deposit Facility	N/A	In-house and Fund Managers
Term Deposits – UK Government	N/A	In-house
Term Deposits – 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 with a Constant Net Asset Value	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
UK Government Gilts	AA	In-house on a buy and hold basis and Fund Managers
Treasury Bills	N/A	In-house and Fund Managers
Reverse Repurchase Agreements - maturity under 1 year from arrangement and counterparty is of high credit quality (not collateral)	Long Term Counterparty Rating A-	In-house and Fund Managers
Covered Bonds – maturity under 1 year from arrangement	Minimum issue rating of A-	In-house and Fund Managers

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.

Appendix D

Non-Specified Investments

Investment Instrument	Minimum Credit Criteria	Use	Max % of total Investments	Max Maturity Period
Term Deposits – other Local Authorities (maturities in excess of 1 year)	N/A	In-house	50%	3 years
Term Deposits – Banks and Building Societies (maturities in excess of 1 year)	Fitch short-term F1+, Long-term AA-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
Structured Products (e.g. Callable deposits, range accruals, snowballs, escalators etc.)	Fitch short-term F1+, Long-term AA-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
UK Government Gilts with maturities in excess of 1 year	AAA	In-house and Fund Managers	50% in-house; 100% External Funds	5 years in-house, 10 years fund managers
Bonds issued by Multilateral development banks	AAA	In-house and Fund Managers	50% in-house; 100% External Fund	5 years in-house, 10 years fund managers
Bonds issued by a financial institution which is guaranteed by the UK Government	AA	In-house and Fund Managers	50% in-house; 100% External Fund	5 years in-house

Investment Instrument	Minimum Credit Criteria	Use	Max % of total Investments	Max Maturity Period
Supranationals	N/A	In-house and Fund Managers	50% in-house; 100% of External Fund	5 years in-house, 30 years fund managers
Money Market Funds and Collective Investment Schemes ⁴ but which are not credit rated	N/A	In-house and Fund Managers	50% In-house; 100% External Funds	Pooled Funds do not have a defined maturity date
Sovereign Bond Issues	AAA	In-house on a buy and hold basis. Fund Managers	50% in-house; 100% External Funds	5 year in-house, 30 years fund managers
Reverse Repurchase Agreements - maturity in excess of 1 year, or/and counterparty not of high credit quality.	Minimum long term rating of A-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
Covered Bonds	Minimum issue rating of A-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years, 10 years fund managers
Registered Providers	As agreed by TMST in consultation with the Leader and the Cabinet Member for Finance	In-house	50% In-house	5 years

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

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



TREASURY MANAGEMENT POLICY STATEMENT

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

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

Section 4.6 Balances and Reserves

1. The financial strategy states that balances will be maintained at a level commensurate with identified risks, based on an annual risk assessment, subject to a minimum of 2.5% of gross expenditure (excluding schools). The risk assessment for 2017/18 is set out at section 4.6.1.
2. The latest financial monitoring report to Cabinet in February 2017 shows the 2016/17 forecast position on balances as £15.1m. This is £2.5m lower than the risk assessed level of £17.6m. The budget proposals include a contribution of £2.7m to bring the level of balances back to the risk assessed level and to allow for any changes following the Final Local Government Finance Settlement expected on or around 20 February 2017. The estimated level of balances over the medium term is set out in section 4.6.2.
3. The Council's reserves have been reviewed as part of the service and resource planning process. The summary of the planned use of reserves over the medium term set out in section 4.6.2 shows the forecast falling from £87.6m at the start of 2017/18 to £52.2m by the end of 2020/21, of which £9.4m relates to schools.

2017/18 risk assessment for determining appropriate level of balances

	2017/18		2016/17
Area of risk	£m	Explanation of risk/justification of balances	£m
Emergencies	0.9	Expenditure below Bellwin Scheme threshold (0.2% of annual budget)	0.9
Directorate overspends and non-achievement of planned savings	8.2	Risk that directorates will overspend due to unforeseen pressures, demography, demand or non-achievement of planned savings (based on a 2% adverse variance)	8.3
Business rates	1.5	5% adverse variation to District Councils' estimates, due to inaccuracy or under estimation of successful appeals	1.5
Contingent liabilities & insurance risk	2.0	Possible liabilities for which no provision has been made or funding set aside in an earmarked reserve (0.25% of gross expenditure or minimum to meet quantified contingent liabilities)	2.1
Major contracts & 3rd party spend	5.0	Risk of contractors failing, mis-specification, or non-delivery plus contract costs increase by more than allowed for in the budget (1.0% of annual value of 3rd party spend)	4.8
Total	17.6		17.6

Estimated Balances and Reserves 2016/17 to 2020/21

The table below provides an analysis of estimated general balances and earmarked reserves for 2016/17 to 2020/21. Forecast reserves at the end of 2016/17 are based on the projection as at 31 December 2016.

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
General Balances					
Estimated Balances at start of year	18,984	15,135	17,835	17,835	17,835
Planned Contributions to Balances (per MTFP)	2,000	4,700	2,000	2,000	2,000
Total Balances at Start of Year	20,984	19,835	19,835	19,835	19,835
Estimated Use of Balances in Year	-6,215	-2,000	-2,000	-2,000	-2,000
Estimated Contribution to Balances in Year	366				
Net Use of Balances in Year	-5,849	-2,000	-2,000	-2,000	-2,000
Estimated Balances at end of year	15,135	17,835	17,835	17,835	17,835
Earmarked Reserves					
Estimated School Reserves at start of year	20,684	20,684	18,070	15,497	12,306
Estimated Reserves at start of year	85,448	66,934	55,266	47,053	44,924
Estimated Total Reserves at start of year	106,132	87,618	73,336	62,550	57,230
Estimated Use of (-) / Additions to (+) School Reserves in Year		-2,614	-2,573	-3,191	-2,948
Estimated Use of (-) / Additions to (+) Reserves in Year	-18,514	-11,668	-8,213	-2,129	-2,087
Estimated School Reserves at end of year	20,684	18,070	15,497	12,306	9,358
Estimated Reserves at end of year	66,934	55,266	47,053	44,924	42,837
Estimated Total Reserves at end of year	87,618	73,336	62,550	57,230	52,195

Provisional 2017/18 Dedicated Schools Grant allocation

	Early Years Block £000	Schools Block £000	High Needs Block £000	Total DSG £000
2017/18 Initial Baseline	28,270	349,410	54,420	432,100
Transfer of Responsibilities				0
2015-16 Post 16 special places (Higher Education)			950	950
2016-17 Post 16 special places (Higher Education)			2,000	2,000
Transfer of ESG Retained Services (£15 per pupil)		1,360		1,360
				0
Total Provisional DSG 2017/18 per Department for Education (DfE)	28,270	350,770	57,370	436,410
Extension of 3/4 year entitlement to 30 hours (see note 1)	5,300			5,300
2 year old funding (initially excluded from provisional DSG 2017-18) (see note 1)	3,390			3,390
3/4 year old funding calculation change (allocation methodology changed from 1 April 2017 (see note 1)	800			800
Nursery Schools supplementary estimate (to provide transitional protection)	650			650
Disability Access fund (new fund allocation)	120			120
Early Years Pupil Premium (initially excluded from provisional DSG 2017-18) (see note 1)	230			230
Share of Population based Uplift, additional allocation based on overall national 2-18 aged population			1,170	1,170
Share of Growth based Uplift, additional allocation based on estimated increase in Oxfordshire's 2-18 aged population			450	450
School Pupil Population increase (pupil number increased from October 2015)		5,960		5,960
Deductions for high needs places funded directly by EFA (agreed planned special places, funding transfer to EFA for distribution)			-9,600	-9,600
Provisional Funding Block Totals and DSG Receipts 2017/18	38,760	356,730	49,390	444,880

Notes:

1. Funding for Early Years will be subject to actual in-year pupil counts and total allocations will vary. Allocations will be confirmed in June 2017 following the January 2017 census, and will be based on participation.

Virement Rules 2017/18

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. Virement for these purposes is taken to include:
 - the transfer of budget provision between budget heads as set out in the budget approved by Council in February 2017;
 - changes to gross income and gross expenditure¹;
 - transfer of funds from corporate reserves;
 - the transfer of funds from balances by way of a supplementary estimate.
4. Temporary virements only affect the current financial year. Permanent virements affect the current financial year and all future financial years.

Exceptions to the virement rules

Decisions resulting in Virements

5. Where a decision by Council or Cabinet has already specified that temporary or permanent virements will result, no further approval is required. The virements should be first agreed and then actioned by the relevant budget holders and managers affected. If there are disagreements, an arbitration process will be led by the Director of Finance.
6. Similarly, organisational restructuring virements that do not change the service provision, only the location of the budget, do not require formal approval.

Changes to Grant Funding

7. Ringfenced grant funding has to be used for the 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. The change and the overall updated grant allocation will be noted

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

in the Ringfenced Government Grants annex of the following Financial Monitoring Report to Cabinet.

8. This exception does not include un-ringfenced grant funding which is held corporately as part of Strategic Measures. Where additional un-ringfenced grant funding is notified during the year, approval to allocate additional expenditure budgets is required as set out below.

Virements requiring Council approval

9. Council agree the budget for the forthcoming financial year in February each year. The approval of Council is required for any subsequent virement which:
 - a) Is a permanent virement and involves a major change in policy²; or
 - b) Involves the one-off transfer of funds of £1.0m or more between revenue and capital budgets; or
 - c) Is a temporary virement, involves a major change in policy and is for £1.0m or more; or
 - d) Is a request to allocate expenditure budget of £1.0m or more funded by additional non-ringfenced grant funding notified during the year; or
 - e) Where in the opinion of the Director of Finance a Council decision is required.

The Director of Finance must consider if virements involve a major change in policy.

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

Virements for which the Cabinet is responsible

11. Virements that are not the responsibility of the Council become the Cabinet's responsibility. Cabinet must consider:
 - a) Any permanent virement worth £0.5m or more that does not involve a major change in policy;
 - b) Any temporary virement that involves:
 - i. A major change of policy and is worth £0.5m or more but less than £1.0m; or
 - ii. No major change of policy and is worth £0.5m or more; or

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

- iii. A one-off transfer of funds between revenue and capital budgets and is worth £0.5m or more but less than £1.0m.
- c) Any requests to allocate expenditure budget of less than £1.0m funded by additional non - ringfenced grant funding notified during the year;
- d) Any delegated virements that the relevant Cabinet member has concerns about that have been referred to the Cabinet for approval or where in the opinion of the Director of Finance a Cabinet decision is required.

Virements delegated by the Cabinet

12. Cabinet delegates responsibility for the remaining permanent and temporary virements as follows:

Permanent virements

- a) Responsibility for agreeing permanent virements that do not involve a major change in policy and are worth less than £0.5m is delegated to the relevant Director and Director of Finance (or their nominated officer) subject to the approval of the relevant Cabinet member.

Temporary virements

- b) Responsibility for agreeing temporary virements worth less than £0.5m but greater than or equal to £0.250m, including transfer of funds between revenue and capital budgets, is delegated to the relevant Director and Director of Finance (or their nominated officer) subject to the approval of the relevant Cabinet member.
- c) The relevant Director may delegate the approval of temporary virements worth less than £0.250m to other officers within their directorate.

13. Any delegated virements that the relevant Cabinet member or Director of Finance have concerns about must be referred to the Cabinet for approval.

Financial monitoring

14. As part of financial monitoring procedures directorates should be forecasting the full year outturn position. Where action to address potential overspends does not reduce the forecast overspend, temporary virements should be made from underspendings elsewhere.
15. When virements are reported they will be assumed to be temporary virements unless it is specifically stated that they are permanent virements.

Cumulative virements

16. Successive virements to or from the same budget will produce a cumulative effect. If the cumulative effect to or from a budget head approved by Council would require approval at a higher level – for example by Council instead of the Cabinet, the cumulative virement should be reported and approval

obtained for the virement that triggers the requirement for cumulative approval, in accordance with the requirements set out above. The overall effect on the relevant budget head must be noted as part of the request.

17. Once the higher level of approval has been obtained for a cumulative virement the cumulative total is reset to zero. This means that any subsequent virement is a separate request that should be treated as set out above. Cumulative virements are reset to zero at the end of each financial year.

Director of Finance Powers

18. If Directors do not make virements in accordance with these Virement Rules the Director of Finance has the power to make other virements to remedy the position.

CAPITAL PROGRAMME: 2016/17 TO 2020/21

Programme	Current Year	Firm Programme		Provisional Programme			CAPITAL INVESTMENT TOTAL £'000s	
	2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22		
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s		
People: Children, Education & Families	50,675	37,575	47,522	27,659	11,914	1,178	176,523	
People: Schools Local Capital	1,785	1,400	850	800	750	0	5,585	
People: Adult Social Care & Public Health	15,003	2,325	13,778	2,328	1,172	0	34,606	
Communities: Transport	46,733	54,087	31,004	21,531	15,672	737	169,764	
Communities: - Other Property Development Programmes	9,917	7,515	11,832	5,124	877	0	35,265	
Resources	15,217	5,880	1,578	1,383	0	0	24,058	
TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE	139,330	108,782	106,564	58,825	30,385	1,915	445,801	
Earmarked Reserves	699	9,382	24,218	27,176	17,698	737	79,910	
TOTAL ESTIMATED CAPITAL PROGRAMME	140,029	118,164	130,782	86,001	48,083	2,652	525,711	
TOTAL ESTIMATED PROGRAMME IN-YEAR RESOURCES	139,996	116,279	105,310	79,614	40,128	822	482,149	
In-Year Shortfall (-) / Surplus (+)		-33	-1,885	-25,472	-6,387	-7,955	-1,830	-43,562
Cumulative Shortfall (-) / Surplus (+)	43,649	43,616	41,731	16,259	9,872	1,917	87	

SOURCES OF FUNDING	2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22	CAPITAL RESOURCES TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
SCE(C) Formulaic Capital Allocations - Un-ringfenced Grant	56,267	52,139	29,084	46,493	24,272	0	208,255
Devolved Formula Capital- Grant	1,785	1,400	850	800	750	0	5,585
Prudential Borrowing	21,853	22,827	33,335	10,627	6,285	0	94,927
Grants	17,197	6,538	1,757	855	0	0	26,347
Developer Contributions	40,830	32,084	37,758	17,809	8,821	822	138,124
District Council Contributions	1,057	18	0	0	0	0	1,075
Other External Funding Contributions	360	650	250	0	0	0	1,260
Revenue Contributions	450	150	150	150	0	0	900
Use of Capital Receipts	230	2,358	20,099	2,880	0	0	25,567
Use of Capital Reserves	0	0	7,499	6,387	7,955	1,830	23,671
TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED	140,029	118,164	130,782	86,001	48,083	2,652	525,711
TOTAL ESTIMATED IN YEAR RESOURCES AVAILABLE	139,996	116,279	105,310	79,614	40,128	822	482,149
Capital Grants Reserve C/Fwd	1,848	0	0	0	0	0	0
Usable Capital Receipts C/Fwd	18,043	19,858	17,973	0	0	0	0
Capital Reserve C/Fwd	23,758	23,758	23,758	16,259	9,872	1,917	87

PEOPLE: CHILDREN, EDUCATION & FAMILIES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme			Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
			2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Provision of School Places (Basic Need)											
Existing Demographic Pupil Provision (Basic Needs Programme)	1,473	3,850	19,425	23,825	14,350	7,600	1,178	71,701	70,228	66,378	
11/12 - 15/16 Basic Need Programme Completions	0	1,100	0	724	0	0	0	1,824	1,824	724	
Banbury, Hill View - Expansion to 3FE (ED825)	1,913	875	50	37	0	0	0	2,875	962	87	
Hook Norton - Expansion to 1.5FE (ED827)	371	1,025	25	9	0	0	0	1,430	1,059	34	
Banbury, Queensway - Expansion to 2FE (ED831)	193	650	25	13	0	0	0	881	688	38	
Steventon, St Michael's - Expansion to 1FE (ED839)	62	600	25	16	0	0	0	703	641	41	
Bicester, Longfields - Expansion to 2FE (ED871)	356	1,900	100	34	0	0	0	2,390	2,034	134	
Yarnton, William Fletcher Phase 3 - Expansion to 1.5FE (ED853)	124	1,075	30	27	0	0	0	1,256	1,132	57	
Edward Feild - 2 classrooms (ED890)	0	200	25	1	0	0	0	226	226	26	
Mabel Prichard - 1 classroom (ED850)	24	425	30	26	0	0	0	505	481	56	
Northfield - 2 classrooms (ED894)	0	200	15	4	0	0	0	219	219	19	
Adderbury, Christopher Rawlins - Expansion to 1.5FE (ED875)	4	1,100	1,250	88	0	0	0	2,442	2,438	1,338	
Provision of School Places Total	4,520	13,000	21,000	24,804	14,350	7,600	1,178	86,452	81,932	68,932	

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Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Growth Portfolio - New Schools	Note: This section of the programme shows available funding and not the full scheme cost, unless specified Project Approval number displayed									
Didcot, Great Western Park (Primary 1) - 14 classroom (ED816)	4,713	6,275	100	62	0	0	0	11,150	6,437	162
Bodicote, Longford Park - 10 classroom (ED866)	3,121	5,325	525	3	0	0	0	8,974	5,853	528
Bicester Exemplar Eco-development - Primary 1 Phase 1 (7 classroom) (ED865)	2,861	4,350	325	24	0	0	0	7,560	4,699	349
Didcot, Great Western Park - Secondary (Phase 1) (ED836)	4,098	13,500	3,250	823	0	0	0	21,671	17,573	4,073
Didcot, Great Western Park - Primary 2 (14 classroom)	16	500	4,500	1,800	334	0	0	7,150	7,134	6,634
Bicester, South West - Secondary	24	250	1,750	8,500	4,900	576	0	16,000	15,976	15,726
Oxford - Barton (West)	219	250	750	3,500	2,250	231	0	7,200	6,981	6,731
Banbury, Southam Road	0	0	200	3,500	2,250	200	0	6,150	6,150	6,150
Project Development Budget - North East Wantage (Crab Hill) - Bicester, Graven Hill	0	0	100	100	100	100	0	400	400	400
New School Programme Completions	0	50	0	24	0	0	0	74	74	24
Growth Portfolio Total	15,052	30,500	11,500	18,336	9,834	1,107	0	86,329	71,277	40,777

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Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<u>Children's Home</u>										
Children's Home Programme	0	0	0	665	0	0	0	665	665	665
Thame - Assessment Centre (ED847/1)	2,229	100	25	3	0	0	0	2,357	128	28
Didcot - Move on Home (ED847/2)	1,207	75	50	0	0	0	0	1,332	125	50
Eynsham - Assessment Centre (ED847/3)	821	950	50	31	0	0	0	1,852	1,031	81
Witney - Move on Home (ED847/4)	591	750	25	23	0	0	0	1,389	798	48
Children's Home Total	4,848	1,875	150	722	0	0	0	7,595	2,747	872
<u>Annual Programmes</u>										
Schools Access Initiative	0	300	400	400	400	300	0	1,800	1,800	1,500
Temporary Classrooms - Replacement & Removal	0	75	325	350	350	350	0	1,450	1,450	1,375
Schools Accommodation Intervention & Support Programme	0	25	100	100	100	100	0	425	425	400
School Structural Maintenance (inc Health & Safety)	0	2,225	2,350	2,050	2,050	1,700	0	10,375	10,375	8,150
Annual Programme Total	0	2,625	3,175	2,900	2,900	2,450	0	14,050	14,050	11,425

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Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
			2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<u>Other Schemes & Programmes</u>										
CEF Transformation Programme - Children & Family Centres	0	1,150	350	0	0	0	0	1,500	1,500	350
Early Years Entitlement for Disadvantage 2 year olds	711	550	1,000	500	500	354	0	3,615	2,904	2,354
Free School Meals (ED862)	3,126	750	150	15	0	0	0	4,041	915	165
Loans to Foster/Adoptive Parents (Prudentially Funded)	247	25	75	75	75	403	0	900	653	628
Small Projects	114	0	0	40	0	0	0	154	40	40
Other Schemes & Programmes Total	4,198	2,475	1,575	630	575	757	0	10,210	6,012	3,537
<u>Retentions</u>										
Retentions Total	0	200	175	130	0	0	0	505	505	305
<u>Schools Capital</u>										
Devolved Formula Capital	0	1,785	1,400	850	800	750	0	5,585	5,585	3,800
School Local Capital Programme Total	0	1,785	1,400	850	800	750	0	5,585	5,585	3,800
PEOPLE: CE&F CAPITAL PROGRAMME EXPENDITURE TOTAL	28,618	52,460	38,975	48,372	28,459	12,664	1,178	210,726	182,108	129,648
PEOPLE CE&F (Excl Schools Local) CAPITAL PROGRAMME EXPENDITURE TOTAL	28,618	50,675	37,575	47,522	27,659	11,914	1,178	205,141	176,523	125,848

PEOPLE: ADULT SOCIAL CARE & PUBLIC HEALTH CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<u>Public Health Directorate</u>										
PUBLIC HEALTH PROGRAMME TOTAL	0	0	0	0	0	0	0	0	0	0
<u>SOCIAL CARE FOR ADULTS PROGRAMME</u>										
<u>Adult Social Care</u>										
Adult Social Care Programme	47	750	1,000	1,750	703	0	0	4,250	4,203	3,453
<u>Residential</u>										
HOPs Phase 1- New Builds	0	0	0	10,503	0	0	0	10,503	10,503	10,503
Oxfordshire Care Partnership	281	8,719	0	0	0	0	0	9,000	8,719	0
<u>Specialist Housing Programme (inc ECH - New Schemes & Adaptations to Existing Properties)</u>										
ECH - New Schemes & Adaptations to Existing Properties	1,111	750	1,200	1,400	1,500	1,172	0	7,133	6,022	5,272
ECH - Completed Schemes	4,290	0	0	0	0	0	0	4,290	0	0
Deferred Interest Loans (CSDP)	378	125	125	125	125	0	0	878	500	375
SOCIAL CARE FOR ADULTS PROGRAMME TOTAL	6,107	10,344	2,325	13,778	2,328	1,172	0	36,054	29,947	19,603
<u>Disabled Facilities Grant</u>										
Disabled Facilities Grant	0	4,532	0	0	0	0	0	4,532	4,532	0
DISABLED FACILITIES GRANT PROGRAMME TOTAL	0	4,532	0	0	0	0	0	4,532	4,532	0

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Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
Autism Capital Grant Autism Capital Grant		18	0	0	0	0	0	18	18	0
AUTISM CAPITAL GRANT PROGRAMME TOTAL	0	18	0	0	0	0	0	18	18	0
STRATEGY AND TRANSFORMATION PROGRAMME										
STRATEGY & TRANSFORMATION PROGRAMME TOTAL	0	0	0	0	0	0	0	0	0	0
Retentions & Minor Works	0	109	0	0	0	0	0	109	109	0
PEOPLE: ASC & PH CAPITAL PROGRAMME EXPENDITURE TOTAL	6,107	15,003	2,325	13,778	2,328	1,172	0	40,713	34,606	19,603

COMMUNITIES: HIGHWAYS & TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme			Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
			2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<u>CITY DEAL PROGRAMME</u>											
<u>Science Transit</u>											
Kennington & Hinksey Roundabouts	7,357	116	0	0	0	0	0	7,473	116	0	
Hinksey Hill Northbound Slip Road	252	462	1,831	4,565	1,590	0	0	8,700	8,448	7,986	
<u>Access to Enterprise Zone</u>											
Harwell Link Rd Section 1 B4493 to A417	1,098	2,777	6,661	6	1,107	0	0	11,649	10,551	7,774	
Harwell Link Rd Section 2 Hagbourne Hill	4,115	1,552	348	0	0	0	0	6,015	1,900	348	
Featherbed Lane and Steventon Lights	1,712	750	1,000	2,493	1,769	0	0	7,724	6,012	5,262	
Harwell, Oxford Entrance	202	0	700	700	398	0	0	2,000	1,798	1,798	
<u>Northern Gateway</u>											
Cuttleslowe Roundabout	2,689	2,245	33	0	210	0	0	5,177	2,488	243	
Wolvercote Roundabout	2,890	2,351	40	0	81	0	0	5,362	2,472	121	
Loop Farm Link Road	235	952	4,235	1,878	0	0	0	7,300	7,065	6,113	
Other City Deal Programme spend	142	-48	0	0	0	0	0	94	-48	0	
CITY DEAL PROGRAMME TOTAL	20,692	11,157	14,848	9,642	5,155	0	0	61,494	40,802	29,645	
<u>LOCAL PINCH POINT PROGRAMME</u>											
Milton Interchange	10,117	1,443	0	0	0	0	0	11,560	1,443	0	
A34 Chilton Junction Improvements	4,175	4,922	507	1,279	0	0	0	10,883	6,708	1,786	
LOCAL PINCH POINT PROGRAMME TOTAL	14,292	6,365	507	1,279	0	0	0	22,443	8,151	1,786	

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Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme			Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
			2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<u>LOCAL GROWTH DEAL PROGRAMME</u>											
Eastern Arc Phase 1 Access to Headington	517	3,635	4,760	324	83	1,846	0	11,165	10,648	7,013	
Science Vale Cycle Network Improvements	0	100	1,600	1,900	900	0	0	4,500	4,500	4,400	
Oxford Science Transit Phase 2 - A40 Public Transport improvements (project development)	103	318	79	0	0	0	0	500	397	79	
Didcot Northern Perimeter Road 3 (project development)	418	332	0	0	0	0	0	750	332	0	
A34 Lodge Hill Slips (project development)	0	150	0	0	0	0	0	150	150	0	
Oxford Queen's Street Pedestrianisation (project development)	0	160	500	1,000	310	0	0	1,970	1,970	1,810	
Bicester London Road - Cycle/Pedestrian Bridge	0	0	0	0	0	0	0	0	0	0	
LOCAL GROWTH DEAL PROGRAMME TOTAL	1,038	4,695	6,939	3,224	1,293	1,846	0	19,035	17,997	13,302	
<u>SCIENCE VALE UK</u>											
Milton Park Employment Access Link: Backhill Tunnel	43	586	178	0	0	0	0	807	764	178	
Wantage, Crab Hill (contribution)	0	0	2,450	0	0	0	0	2,450	2,450	2,450	
SCIENCE VALE UK LOCALITY PROGRAMME TOTAL	43	586	2,628	0	0	0	0	3,257	3,214	2,628	

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Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme			Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
			2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
<u>OXFORD</u>											
Iffley Fields Controlled Parking Zone	0	0	225	25	0	0	0	250	250	250	
Woodstock Rd, ROQ	55	75	400	50	0	0	0	580	525	450	
Riverside routes to Oxford city centre	36	571	205	2,000	855	0	0	3,667	3,631	3,060	
OXFORD LOCALITY PROGRAMME TOTAL	91	646	830	2,075	855	0	0	4,497	4,406	3,760	
<u>BICESTER</u>											
Bicester Perimeter Road (Project Development)	0	300	700	0	0	0	0	1,000	1,000	700	
BICESTER LOCALITY PROGRAMME TOTAL	0	300	700	0	0	0	0	1,000	1,000	700	
<u>WITNEY AND CARTERTON</u>											
Witney, A40 Downs Road junction (contribution)	0	0	1,250	0	0	0	0	1,250	1,250	1,250	
WITNEY AND CARTERTON LOCALITY PROGRAMME TOTAL	0	0	1,250	0	0	0	0	1,250	1,250	1,250	
<u>COUNTYWIDE AND OTHER</u>											
East-West Rail (contribution)	0	737	737	737	737	737	737	4,422	4,422	3,685	
Small schemes (developer and other funded)	601	945	173	0	0	0	0	1,719	1,118	173	
Completed schemes	27,500	293	180	0	0	0	0	27,973	473	180	
COUNTYWIDE AND OTHER INTEGRATED TRANSPORT TOTAL	28,137	1,975	1,090	737	737	737	737	34,150	6,013	4,038	
INTEGRATED TRANSPORT STRATEGY TOTAL	64,293	25,724	28,792	16,957	8,040	2,583	737	147,126	82,833	57,109	

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Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
STRUCTURAL MAINTENANCE PROGRAMME										
Carriageways	0	1,993	965	2,000	1,880	1,880	0	8,718	8,718	6,725
Surface Treatments	0	6,712	7,718	6,075	6,110	5,983	0	32,598	32,598	25,886
Footways	0	794	1,089	752	752	750	0	4,137	4,137	3,343
Drainage	0	1,100	900	900	900	900	0	4,700	4,700	3,600
Bridges	0	1,437	1,821	2,005	2,000	1,893	0	9,156	9,156	7,719
Public Rights of Way Foot Bridges	0	107	103	100	100	100	0	510	510	403
Street Lighting	0	250	1,730	890	775	775	0	4,420	4,420	4,170
Traffic Signals	0	250	253	250	250	247	0	1,250	1,250	1,000
Section 42 contributions	0	632	649	555	558	561	0	2,955	2,955	2,323
STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL	0	13,275	15,228	13,527	13,325	13,089	0	68,444	68,444	55,169
CHALLENGE FUND PROGRAMME										
Street Lighting	1,046	1,360	1,684	0	0	0	0	4,090	3,044	1,684
Drainage	954	1,296	1,500	0	0	0	0	3,750	2,796	1,500
Edge Strengthening	481	2,890	2,159	0	0	0	0	5,530	5,049	2,159
Resurfacing	64	385	721	0	0	0	0	1,170	1,106	721
CHALLENGE FUND PROGRAMME TOTAL	2,545	5,931	6,064	0	0	0	0	14,540	11,995	6,064

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Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme			Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
			2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	
Major schemes and other programme											
Embankment Stabilisation Programme	729	147	57	0	0	0	0	933	204	57	
A420/A34 Botley Junction & Cumnor Bypass	181	328	11	0	0	0	0	520	339	11	
Kennington Railway Bridge	0	714	1,580	520	166	0	0	2,980	2,980	2,266	
Oxford, Cowley Road	0	0	790	0	0	0	0	790	790	790	
A478 Playhatch Road (project development)	30	85	5	0	0	0	0	120	90	5	
Network Rail Electrification Bridge Betterment Programme	206	500	1,560	0	0	0	0	2,266	2,060	1,560	
Completed Major Schemes	13,301	29	0	0	0	0	0	13,330	29	0	
STRUCTURAL MAINTENANCE MAJOR SCHEMES TOTAL	14,447	1,803	4,003	520	166	0	0	20,939	6,492	4,689	
STRUCTURAL MAINTENANCE PROGRAMME TOTAL	16,992	21,009	25,295	14,047	13,491	13,089	0	103,923	86,931	65,922	
COMMUNITIES: HIGHWAYS & TRANSPORT CAPITAL PROGRAMME EXPENDITURE TOTAL	81,285	46,733	54,087	31,004	21,531	15,672	737	251,049	169,764	123,031	

COMMUNITIES: OTHER CAPITAL PROGRAMME (EXCLUDING TRANSPORT)

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<u>Fire & Rescue Service</u>										
Fire Equipment (SC112)	512	81	0	57	0	0	0	650	138	57
Relocation of Rewley Training Facility	0	25	25	500	50	0	0	600	600	575
Carterton Fire Station	29	0	0	0	0	0	0	29	0	0
Fire Review	0	50	200	1,500	1,400	280	0	3,430	3,430	3,380
COMMUNITY SAFETY PROGRAMME TOTAL	541	156	225	2,057	1,450	280	0	4,709	4,168	4,012
<u>ASSET UTILISATION PROGRAMMES</u>										
Asset Utilisation Programme	48	1,772	1,400	1,400	1,400	8	0	6,028	5,980	4,208
Asset Utilisation Completions	3,195	416	0	0	0	0	0	3,611	416	0
ASSET UTILISATION PROGRAMME TOTAL	3,243	2,188	1,400	1,400	1,400	8	0	9,639	6,396	4,208
<u>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME</u>										
Rooftop Solar PV Programme	0	50	0	0	0	0	0	50	50	0
SALIX Energy Programme	0	150	150	150	150	0	0	600	600	450
ENERGY EFFICIENCY IMPROVEMENT PROGRAMME TOTAL	0	200	150	150	150	0	0	650	650	450

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Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<u>ANNUAL PROPERTY PROGRAMMES</u>										
Minor Works Programme	0	177	500	200	200	200	0	1,277	1,277	1,100
Health & Safety (Non-Schools)	0	24	24	50	74	50	0	222	222	198
ANNUAL PROPERTY PROGRAMMES TOTAL	0	201	524	250	274	250	0	1,499	1,499	1,298
<u>WASTE MANAGEMENT PROGRAMME</u>										
Waste Recycling Centre Infrastructure Development	0	100	150	1,100	1,150	289	0	2,789	2,789	2,689
Alkerton WRC	0	100	150	750	700	50	0	1,750	1,750	1,650
Oxford Waste Partnership PRG Allocation	580	0	0	0	0	0	0	580	0	0
WASTE MANAGEMENT PROGRAMME TOTAL	580	200	300	1,850	1,850	339	0	5,119	4,539	4,339
<u>CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES</u>										
Broadband (OxOnline) Project	13,525	6,172	3,055	0	0	0	0	22,752	9,227	3,055
Spendlove Centre, Charlbury (R11)	41	300	61	0	0	0	0	402	361	61
Oxford Flood Relief Scheme	0	0	0	5,000	0	0	0	5,000	5,000	5,000
Cogges Manor Farm	0	0	300	75	0	0	0	375	375	375
New Salt Stores & Accommodation	50	500	1,500	1,050	0	0	0	3,100	3,050	2,550
CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES TOTAL	13,616	6,972	4,916	6,125	0	0	0	31,629	18,013	11,041

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Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
Retentions (completed schemes)	0	0	0	0	0	0	0	0	0	0
COMMUNITIES: OTHER (EXCLUDING TRANSPORT) CAPITAL PROGRAMME EXPENDITURE TOTAL	17,980	9,917	7,515	11,832	5,124	877	0	53,245	35,265	25,348

RESOURCES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
			2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
COMMUNITY SERVICES PROGRAMME										
Bicester Library (CS13)	568	115	300	300	217	0	0	1,500	932	817
Westgate Library	2	500	2,700	398	0	0	0	3,600	3,598	3,098
COMMUNITY SERVICES PROGRAMME TOTAL	570	615	3,000	698	217	0	0	35,378	24,058	8,841
OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP										
City Deal										
Culham Advanced Manufacturing Hub & other GPF projects	3,851	0	0	0	0	0	0	3,851	0	0
Local Growth Fund										
Didcot Station Car Park Expansion	493	9,007	0	0	0	0	0	9,500	9,007	0
Centre for Technology, Innovation & Skills (Activite Learning)	2,202	2,298	0	0	0	0	0	4,500	2,298	0
Centre for Applied Superconductivity	684	880	880	880	1,166	0	0	4,490	3,806	2,926
Oxford City Council - Oxpens Site Development	3,520	0	0	0	0	0	0	3,520	0	0
Activate Care Suite	0	400	0	0	0	0	0	400	400	0
Advanced Engineering & Technical Skills Centre	0	2,000	2,000	0	0	0	0	4,000	4,000	2,000
OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP TOTAL	10,750	14,585	2,880	880	1,166	0	0	30,261	19,511	4,926

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Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
Completed Projects	0	17	0	0	0	0	0	17	17	0
RESOURCES CAPITAL PROGRAMME EXPENDITURE TOTAL	11,320	15,217	5,880	1,578	1,383	0	0	35,378	24,058	8,841

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CAPITAL PROGRAMME 2016/17 TO 2020/21

Appendix A Grant bids and allocations not yet included in the Capital Programme

Ref.	Scheme/ Programme Area/ Grant Name	Status	Description	Amount £000	Year
(1)	Local Transport Board	2	Funding allocation to the following schemes: - Wantage Eastern Link Road	4,500	2015/16 & 2016/17
(2)	Local Growth Fund 1	2	Funding allocation towards: - Advanced Engineering and Technology Skills - Oxfordshire Flood Risk Management Scheme and Upstream Flood Storage at Northway - Oxford Science Transit Phase 2 (A40)	4,000 26,450 35,000	2015/16 to 2020/21 Provisional
(3)	Local Growth Fund 2	2	Funding allocation towards - A package to improve transport in North Oxford and enable the Northern Gateway Development - Establishing the Activate Care Suite to improve adult social care and healthcare in Oxfordshire.	5,940 400	2016/17 to 2020/21
(4)	Local Growth Fund 3	1		tbc	
(5)	National Productivity Investment Fund	2	Funding for local highway and other local transport improvements which aims to reduce congestion at key locations, upgrade or improve the maintenance of local highway assets across England to improve access to employment and housing, to develop economic and job creation opportunities.	3,252	2017/18
	Total			79,542	

Key:

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

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CAPITAL PROGRAMME 2016/17 TO 2020/21
Appendix B Schemes Remaining On Hold

These schemes have been placed on hold under the Capital Budget Setting Process. However, they will be considered for entry into the programme as part of the future Service and Resource Planning rounds and if further funding becomes available.

Ref	Directorate	Project/ Programme Name	Total project cost £000	Project Specific Funding Available £000	Flexible Funding Required £000	Priority Category
1	S&CS	Banbury Regeneration Scheme	5,785	110	5,675	5
2	S&CS	Thame Fire Station - relocation to new site	2,300	0	2,300	6
3	E&E - Transport	Bicester Market square (developer contribution funded scheme)	1,116	1,116	0	5
TOTAL			8,085	110	7,975	

Priority Categories:

- Priority 1 Statutory Requirements & Infrastructure Deficit
- Priority 2 Revenue Savings & Service Transformation
- Priority 3 Substantially Externally Funded
- Priority 4 Portfolio Rationalisation
- Priority 5 Economic development & housing growth
- Priority 6 Cross-cutting, joint working, income generation

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CAPITAL PROGRAMME 2016/17 TO 2020/21
Appendix C Highways & Transport Forward Plan

These schemes have been identified as priorities for meeting local growth but funding has not yet been secured for delivery. When funding has been identified approval will be sought through the capital governance approval process to bring them into the capital programme. Costs and delivery timeframes are indicative.

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
SCIENCE VALE				
Access to Enterprise Zone - A417 Corridor Improvements (Wantage to Blewbury) & relief to Rowstock	To improve east-west travel and ensure safe access to/from the villages.	2016/17 - 2019/20	4,000	LGF, CIL/Developer Contributions, plus other funding opportunities if available
Wantage Eastern Link Road	A new road linking the A338 and A417, providing a strategic route across the town & access to Crab Hill strategic housing development site.	2017/18 - 2022/23	15,000	LGF, CIL/Developer Contributions, on-site strategic housing development
Science Bridge & A4130 widening	New bridge over the railway line along the A4130 to provide highway capacity and routing improvements to the main route through Didcot.	2016/17 - 2019/20	39,000	LGF, CIL/Developer Contributions, on-site strategic housing & commercial developments, plus other funding opportunities if available
Cycle Network Enhancements	Improving cycle accessibility and connectivity across the Science Vale area	2015/16 - 2019/20	9,000	LGF, CIL/Developer Contributions, on-site strategic housing & commercial developments, plus other funding opportunities if available
Jubilee Way roundabout (Didcot) Improvements	Enhancements to the junction to provide improved access to Didcot town centre	2018/19 - 2020/21	6,500	LGF, CIL/Developer Contributions, plus other funding opportunities if available
Didcot Station Enhancements - Gateway to Science Vale	Enhanced Station accessibility and improved facilities creating a transport hub and Gateway to Science Vale. Enhancements to the station building, new platforms and northern entrance.	2018/19 - 2023/24	53,000	LGF, CIL/Developer Contributions, private sector, plus other funding opportunities if available
Didcot town centre improved accessibility	To update signage to reflect the new and improved network changes, helping to ensure appropriate routing of vehicles across the area.	Unknown at present	Unknown at present	LGF, CIL/Developer Contributions, plus other funding opportunities if available
A338 Corridor Improvements (including Frilford Lights)	Highway and junction improvements to accommodate additional traffic heading to/from the Science Vale area and Oxford.	2026 - 2031	5,000	LGF, CIL/Developer Contributions, plus other funding opportunities if available
Didcot Northern Perimeter Road Phase 3 (NPR3)	A new road to allow extension of the perimeter road around Didcot and access for the Ladygrove East site.	2016/17 - 2020/21	12,500	LGF, CIL/Developer Contributions, on-site strategic housing development, plus other funding opportunities if available

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Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
A34 improvements - Lodge Hill slips and Park & Ride	New south facing slips and Park & Ride site (1500 space P&R & new signalised junction)	2016/17 - 2020/21	26,000	LGF, CIL/Developer Contributions, plus other funding opportunities if available
Access to Culham - New strategic road linking Didcot, Culham Science Centre and Oxford	New strategic road linking Didcot with Culham Science Centre, and Oxford (incl. river crossing). Phase 1: A415/B4015 Culham Science Centre Link Road; Phase 2: new road across the Thames between Didcot & Culham Science Centre.	2016/17 - 2026	45,000	LGF, CIL/Developer Contributions, on-site commercial development, private sector, plus other funding opportunities if available
Implementation of Bus Strategy	Bus links and accesses to connect strategic development sites to employment and other key destinations	Unknown at present	Unknown at present	LGF, CIL/Developer Contributions, on-site strategic housing & commercial developments, plus other funding opportunities if available
Culham Station improvements	Improving accessibility and level of rail service	Unknown at present	Unknown at present	LGF, CIL/developer contributions, private sector and other opportunities if available
Grove/Wantage Station	A new railway station / interchange at Grove	2020 +	Unknown at present	LGF, CIL/developer contributions, private sector and other opportunities if available
OXFORD				
Oxford Station master plan	Non-rail elements of station redevelopment	2018/19 +	75,000	Commercial development on site, LGF/SEP, CIL and other funding opportunities if available
Bus Rapid Transit Lines 1, 2 and 3	Infrastructure for Oxford BRT network	2015 - 25	104,000	LGF, CIL, private sector and other opportunities if available
Super, premium and connector cycle routes	Completing gaps in network/strategic links	2015 - 35	16,000	Cycle City Ambition Grant, LGF, CIL, and other opportunities if available
Ring Road improvements including A34	Capacity improvements, BRT/bus infrastructure, pedestrian and cycle crossings	2015 - 25	111,000	City Deal, Highways Agency, LGF, CIL, private sector and other opportunities if available
City Centre schemes	Transport and public realm improvements, including new transport interchanges	2015 - 35	49,000	LGF, CIL, private sector and other opportunities if available
City centre transit tunnels	Transit tunnels for use by BRT and buses, serving the city centre	2035 +	600,000	To be identified
Park & Ride expansion	Construction of five new P&R sites and expansion of Thornhill P&R. Lodge Hill P&R included in Science Vale section (a new P&R in Eynsham may be delivered as part of the A40 Public Transport Enhancements item)	2018 - 2030	52,000	LGF, CIL, private sector and other opportunities if available

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Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
Cowley Branch line	Improvements to allow use by passenger trains. Includes two new stations.	2020 - 2025	40,000	LGF, CIL, private sector and other opportunities if available
Smart mobility infrastructure	Infrastructure to support transport technologies, including infrastructure for driverless vehicles	2015 - 2025	13,000	LGF, CIL, private sector and other opportunities if available
Freight	Freight infrastructure, including consolidation centre	2015 - 2025	5,000	LGF, CIL, private sector and other opportunities if available
District centre improvements	Transport and public realm improvements	2016 - 2030	10,000	LGF, CIL, private sector and other opportunities if available
BICESTER				
London Road level crossing solution	A replacement scheme so that the level crossing can be closed when rail services increase.	2024 +	27,000	LGF, CIL / developer contributions, Garden Town bid
Charbridge Lane level crossing replacement	A road bridge over the railway so that level crossing is closed for East West Rail	2019	13,000+	EWR fund for single carriageway bridge. LGF3 Eol for dualling gap
Eastern peripheral corridor improvements (minus the Charbridge Lane scheme)	Phase (i) - upgrading the junctions and links from Launton Road to Gavray Drive (minus Charbridge Lane)	2019	12,000	LGF3 Eol, CIL/developer funding, Garden Town bid
	Phase (ii) upgrading Skimmingdish Lane and A4095 / A4221 junction	2024+	7,000	LGF, CIL / developer contributions, Garden Town bid
Southern peripheral corridor - a new south-east perimeter road	A new link road from the A41 north of Junction 9 across to join the link road to the south of Graven Hill	2021?	21,000	LGF, CIL / developer contributions, Garden Town bid
Motorway junction south of Arncott	Scheme predicated on announcement of Bicester/Arncott being designated as a Garden Town with additional 3,000 houses.	2023	30,000	Garden Town bid
A41 bus measures	A bus lane on the A41 between the ESSO roundabout to Junction 9	pre-2021	10,000	LGF, CIL / developer contributions, Garden Town bid
Bicester - Pedestrian/Cyclist Connectivity	Cycle access between new employment developments and housing developments	2017/18+	4,400	LGF, CIL / developer contributions, Garden Town bid

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
BANBURY				
North-south corridor' *Traffic calming along A361 the South Bar Street/ Horsefair corridor *Promotion of Bankside *Bridge Street/ Cherwell Street improvements *Bloxham Road (A361)/ South Bar Street improvements *Renew highway signage to reflect change in routes (above)	Utilise Cherwell Street 'eastern corridor' as the preferred north-south route through the town, with Bankside improvements offering a secondary route. The Oxford Road corridor is also integral. Reduce traffic in the Air Quality Management area at South Bar. Reviewing and replace highway signage on routes into the town centre to sign north-south through-traffic away from sensitive areas of the town centre and promote appropriate route choices at key decision making junctions, especially on Oxford Road A4260.	2018 +	15,000	Some held S106 monies available to progress this project. Additional funding will be required for the major works likely to be needed.
Hennef Way (A422) to M40 Corridor Improvements *Hennef Way/ Southam Road junction *Hennef Way/ Concord Avenue junction *Hennef Way/ Ermont Way junction	Route capacity improvements to deal with existing demands and those to be created by future development	2017	Unknown at present	Some held S106 monies may be available to start on feasibility
Warwick Road B4100 Corridor	Increasing the capacity of junctions along Warwick Road (B4100), including the roundabout junctions with A422 Ruscote Avenue and Orchard Way.	2017	Unknown at present	Developer Contributions, plus other funding opportunities will be required
East of M40 J11 link road - A422 to Overthorpe Road.	Provision of a link road east of M40 Junction 11 linking A422 to Overthorpe Road.	Post 2024	13,000	To be identified
Higham Way to Chalker Way link road.	Provision of a link road from Higham Way to Chalkter Way through the former Grundons site to the Central M40 site.	Unknown at present	Unknown at present	To be identified
Road bridge crossing from Tramway Road to Higham Way.	Provision of a road bridge crossing the railway line linking Tramway Road to Higham Way.	Post 2024	Unknown at present	To be identified
Ermont Way/ Middleton Road improvements.	Improve traffic flow at the junction.	Unknown at present	Unknown at present	To be identified
Banbury Rail Station Improvements	Re-designing the station forecourt to create an interchange	Unknown at present	Unknown at present	To be identified
A361 Bloxham Road to A4260 Oxford Road spine road - south of Saltway	Spine Road through the South of Saltway development site linking A361 to A4260	Unknown at present	Unknown at present	To be identified
Car park guidance matrix sign system	Integrated, real-time car park guidance system.	Unknown at present	Unknown at present	To be identified
Bus Strategy (long term)	Reviewing and developing the town's bus network and enhancing existing bus services/ providing additional services,	Unknown at present	Unknown at present	To be identified

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Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
Bus Strategy (Short term) *East-West cross town bus routing including bus gates.	Enable east-West cross town bus routing including opening bus gates.	2016	Unknown at present	Developer funding/To be identified
Banbury Bus Station - review function	Review function and location of Banbury bus station.	Unknown at present	Unknown at present	To be identified
Improve walking, cycling and public transport access to the rail station.	Improve walking, cycling and public transport links to the station in order to meet future demand and to better connect the station to the town	Unknown at present	Unknown at present	To be identified
WITNEY & CARTERTON				
West-facing slip roads at A40 Shores Green junction	Possible direct delivery by developer	Unknown at present	Unknown at present	To be identified
Improvements to the B4022 Oxford Hill junction with Jubilee Way and Cogges Hill Road	Possible direct delivery by developer	Unknown at present	Unknown at present	To be identified
Re-designating the A4095 through Witney	Re-designating the A4095 via Jubilee Way, Oxford Hill, A40, Ducklington Lane and Thorney Leys	Unknown at present	Unknown at present	To be identified
Witney town centre package	Reducing congestion to improve the environment; using directional signs to discourage undesirable routeing.	Unknown at present	Unknown at present	To be identified
Improve the B4477 between Carterton and A40 at Minster Lovell including a cycle route between Witney and Carterton.	Improvements to the transport network to support residential growth, attract economic investment and enable growth of RAF Brize Norton	2017-2020	3,900	Developer Contributions, plus other funding opportunities
West facing slip roads at A40/B4477 Minster Lovell junction,	Improvements to the transport network to enable growth of RAF Brize Norton	Unknown at present	7,400	To be identified
Improve bus routing through Witney	Improve bus routing through Witney particularly along Corn Street, Market Place, Bridge Street and Newland	Unknown at present	Unknown at present	To be identified
Bus Priority eastbound at A40 Shores Green	Bus Priority for buses joining the A40 eastbound at B4044 Shores Green	Unknown at present	Unknown at present	To be identified
Witney Cycle Strategy	Improving pedestrian and cyclist routes in Bridge Street, the town centre and Station Lane areas of Witney	Unknown at present	Unknown at present	To be identified
Ducklington Lane / Station Lane junction - footway improvements	Following CPO for land to complete footway improvements.	Unknown at present	Unknown at present	To be identified
Install bus stops close to the RAF Brize Norton Main Gate, Carterton.	Install bus stops close to the RAF Brize Norton Main Gate to increase access to the site.	Unknown at present	Unknown at present	To be identified
Carterton town centre crossroads enhancement	Reduce queuing traffic and improve the environment in Carterton town centre.	Unknown at present	Unknown at present	To be identified

Section 4.9

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
Hanborough Rail Station	Highway improvements and car park expansion predicated on planned housing development.	Unknown at present	Unknown at present	Highways work may be funded by OCC but car park expansion works are likely to be funded by 3rd party.
A40 public transport priority scheme	Public transport enhancements to facilitate trips along the A40 corridor (may include delivery of a new P&R in Eynsham)	2017/18	40,000	Local Growth Fund £35m plus OCC match funding
COUNTYWIDE				
Cycle Network Enhancements	Schemes include: Culham - Oxford, Eynsham - Oxford, Adderbury - Banbury	Unknown at present	Unknown at present	To be identified

CAPITAL INVESTMENT PLANNING 2017/18 - 2020/21

Description	£'000	£'000	Notes
<u>Estimated Flexible Capital Resources Available</u>			
Additional Estimated Funding for 2020/21 & adjustments for earlier years		20,339	Overall £5.5m already included in the capital programme 17/18-20/21 for 5 sites
Capital Receipts New / Revaluations		0	
Earmarked Reserves banked for Capital Budget Setting		4,250	
Total Estimated New Flexible Capital Resources Available to 2020/21		24,589	
<u>Previously Agreed Allocations</u>			
Central Library		2,100	
<u>Statutory Requirements</u>			
Basic Need		1,700	
Highways Maintenance, Schools and Other Annual Programmes		18,077	
Total Remaining Resources		2,712	
<u>Other Bids</u>			
	cost	balance left	
Kennington Railway Bridge	2,000	712	
Cogges Manor Farm - Roof	375	337	
Iffley Fields Controlled Parking Zone	250	87	
Total Surplus (+)/Shortfall (-)		87	

CAPITAL PROGRAMME 2016/17 - 2020/21
Highways Maintenance Programme 2016/17 to 2018/19

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	2018/19 (£)
CARRIAGEWAY STRUCTURAL MAINTENANCE PROGRAMME					
	Wantage	Market Place	136,632		
	Wantage	Mill Street	80,392		
	Benson	A4074 Near Elmbridge Roundabout	221,680		
	Wantage	Newbury Street	128,498		
	Great Milton	A329 Rycote Lane	156,122		
	Goring	High Street	139,033		
	Milton	Sutton Courteney Lane	379,586		
	Little Wittenham	Un-named Road (Long Wittenham Road junction to Church)	51,458		
	Henley on Thames	Vicarage Road	56,604		
	Didcot	King Alfred Drive	90,061		
	Wantage	B4507 Ickleton Road	107,987		
	Didcot	Jubilee Way	75,000		
	Oxford	Harcourt Hill		202,633	
	North Moreton	Long Wittenham Road / High Street		98,232	
	Kennington	The Avenue (Section 3)		121,746	
	Abingdon	The Vineyard		141,080	
	Witney	Thorney Leys			
	Whitchurch	Eastfield Lane			
	Pusey	A420 Pusey Turn		225,019	
	Oxford	Cowley Road / Jeune St to Rectory Rd		0	
	Abingdon	Wotton Road/Faringdon Road			180,096
	Wallingford	High Street			69,623
	Horton Cum Studley	Horton Hill			295,568
	Henley	Milton Close			52,200
	Milton	Milton Hill			243,600
	Thame	Park Street			63,355
	Wantage	Denchworth Road			271,440
	Faringdon	Marlborough Street			145,200
	Kidmore End	Mill Lane			47,758
	Woodcote	Bridal Path			49,630
	Advance Design & Surveying		235,000	132,502	200,000
	Advance Site Investigation		110,000	44,000	20,000
	Contingency		25,000		361,530
TOTAL CARRIAGEWAY STRUCTURAL MAINTENANCE PROGRAMME			1,993,053	965,212	2,000,000
SURFACE TREATMENTS PROGRAMME					
Skid Resistance Schemes					
	Charlbury	B4437 - Charlbury - Hill Barn Farm	17,539		
	Wardington	A361 - Wardington - Williamscot Hill	19,726		
	Banbury	A361 - Banbury - Bend 100m NE of M40 J10	5,338		
	Launton	Blackthorn - Launton - Bend 1.6km NW of A41	11,143		
	Wigginton	Wigginton - Wigginton Heath crossroads	157,685		
	Oddington	Oddington - Islip - Merton - bend 1km NE Islip	77,802		
	Chalgrove	B4027 Beckley Bend at Lodge Farm	120,426		
	Benson	B4009 Benson - Woodyard Bend	80,756		
	Chalgrove	B4015 Baldons - Bend 750 m East Golden Balls	96,583		
	Abingdon	A415 Marcham Rd j/o Gozards Ford	105,014		
	Britwell Salome	B4009 Britwell Salome, nr jct with St Nicolas Church	105,699		
17/18 Programme					
	Littlemore	A4075 east of Heyford Hill Rbt		42,176	
	Littlemore	A423 Heyford Hill roundabout		60,000	
	Little Milton	A329 Church Hill, Little Milton		92,552	
	Shipton under Wychwood	A361 Shipton U.W - Upper End - Fidlers Hill junction		188,254	
	Benson	B4009 - Benson Sands		48,518	
	Warborough	Shillingford Hill, Shillingford		142,133	

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	2018/19 (£)
	Banbury	A422 Middleton Cheney app to M40 Jct 11 rdbt		63,922	
	Bloxham	Bloxham - A361 Sth Newington Rd crossing.		76,611	
	Kingston Bagpuize	A420 Kingston Bagpuize roundabout		134,970	
	Buckland	A420 Buckland crossroads			179,088
18/19 programme to be confirmed					640,912
Design			200,970	180,000	180,000
TOTAL Skid Resistance Schemes			998,681	1,029,136	1,000,000
Surface Dressing					
SODC					
	Stoke Row / H'moor	Stoke Row to Highmoor	32,433		
	Sonning Common	Kennylands Road	27,722		
	North Moreton	Long Wittenham Rd N Moreton	19,346		
	Park Corner	B481 North Huntercombe End lane	13,142		
	Nettlebed	B481 South Huntercombe End Lane	16,729		
	Great Milton	Church Road Gt Milton	8,703		
	Goring Heath	Crays Pond to Whitchurch Hill	48,251		
	Nuffield	Checkendon to Nuffield	45,520		
	Nuffield	Timbers Lane Nuffield	18,208		
	Benson	Clacks Lane	12,381		
WODC					
	Witney	A415 - Ducklington Lane	32,774		
	Carterton	B4477 - Carterton - Monaham Way	45,065		
	Witney	B4047 - Burford Rd	67,370		
	Charlbury	B4437 - Charlbury - Woodstock Rd	60,086		
	Carterton	A4095 - Bampton - Station Road	56,217		
CDC					
	Bicester	A4421 - Skimmingdish Lane	44,860		
	Bicester	A4421 - Launton Road	6,646		
	Bicester	A41 - Aylesbury Road	105,338		
	Banbury	A4269 - Duns Tew duals	100,713		
VOWHDC					
	Longworth	Appleton Rd/Hinton Rd	45,948		
	Tubney	A420	101,054		
CITY					
	Oxford City	Barnes Road	43,513		
	Oxford City	Blackbird Leys Road	32,551		
	Oxford City	Cuddesdon Way 1	18,750		
	Oxford City	Cuddesdon Way 2	18,026		
Lines /studs and markings			266,623		
Design				45,520	
Transferred from Skid Resistance programme			56,210		
DRAFT 17/18 Surface Dressing programme				1,080,000	
	Wallingford	A4130 Wallingford bypass-Slade RAB to Hithercroft RAB			
	Wallingford	A4130 Wallingford bypass -Hithercroft RAB to Cholsey turn			
	Wallingford	A4130 Wallingford bypass-Reading Rd RAB to A4074			
	Holton	Village road,School to Waterperry Road			
	Culham	High Street -Full Length			
	Carterton	A361 Letchlade, Broughton Poggs - Lt Faringdon			
	Witney	Jubilee Way - Woodstock Rd - Oxford Hill			
	Charlbury	B4022 Witney-Hailey Road Village - Foxburrow Lane			
	Chipping Norton	A44 Enstone - Lidstone Junction			
	Kidlington	A4260 Frieze Way w/b c/way , A44 Woodstock Rd - Oxford Rd			
	Banbury	B4100 Ayno Road , Cnty bdy - Banbury Business Pk			
	Kidlington	B4027 Noke to Woodeaton			
	Banbury	Sugarwell Lane Xmas Cnr - Quarry Fm Epwell			
	Banbury	Claybank, The Firs - Hayway Lane			
	Banbury	Sibford Rd, Bourne Lane - Redlands Fm			
	Ambrosden	Ploughly Rd , Junc. A41 - Merton Rd			

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	2018/19 (£)
	Wiggington	Wiggington Heath Crossroads			
	Tubney	A420, Tubney Duals to Kingston Bagpuize Duals			
	Frilford	A338, Tubney R/bout to Frilford			
Lines /studs and markings				250,000	250,000
Design				45,000	45,000
18/19 programme to be confirmed					1,080,000
TOTAL Surface Dressing			1,389,699	1,375,000	1,375,000
Other Surface Treatments					
Surface Dressing Pre-Patching Schemes			850,000	800,000	800,000
Structural Patching			3,174,000	2,700,000	2,100,000
Edge Strengthening	Scheme list to be provided				
Special Treatments Programme					
Preventative repair programme (Dragon patching treatment)				600,000	
Iron work strenthening programme				75,000	
Micro asphalt programme			200,000	570,000	300,000
Draft programme 2017/18					
	Carterton	Manor Rd/ Station Rd/ Carterton mini rdbt			
	Eynsham	Mill St			
	Witney	Witan Way / Langdale Gate rdbt			
	Babury	Browning Road, Bloxholm Road to Cranleigh Close			
	Banbury	Brantwood Rise, Browning Road - Queensway			
	Thame	Essex Road, full length			
	Chinnor	Golden Hills, full length			
	Chinnor	Wykeham Rise			
	Sutton Courtenay	Bradstocks Way			
	Oxford	Barnes Road mini rdbt			
	Oxford	Blackbird Leys mini rdbt x2			
Retexturing programme			100,000	300,000	150,000
Draft programme 2017/18					
	Cookley Green	B481 Park Corner to Cookley Green			
	Clifton Hampden	A4155 Clifton Hampden to Culham			
	Waterperry	M40 Overbridge - Waterperry			
	Waterperry	Waterperry Turn - Worminghall			
	Stanton St John	Moorbridge to Guidepost			
	Horton cum Studley	Bernwood Road, District bdy - Oakley Road			
	Horton cum Studley	Brill Road, County Bdy - Oakley Road			
	Bodicote	A4260 Oxford Road. , Adderbury to Broad Gap			
	Gt Rollright	The Walk, Walk Farm - Cold Harbour Lane			
	Chadlington	A361 Sarsden. Pillars - Greystones			
	Cote / Aston	B4449 Cote. Xroads - New Shifford Cottage			
	Bampton	B4449 Bampton, bends- Aston - Bampton			
	Great Faringdon	B4019 Highworth Road. Westland Road to Badbury Co			
	Oxford	Church Cowley Road. Full length			
Contingency	Surface Treatments			269,000	350,000
TOTAL SURFACE TREATMENTS PROGRAMME			6,712,380	7,718,136	6,075,000
FOOTWAYS PROGRAMME					
Footway Reconstruction					
	Ardley with Fewcott	Castlefields	29,405		
	Marston	Marston Road (West side)	78,933		
	Oxford	A40 Northern Bypass	13,031		
	Crowmarsh Gifford	The Street	64,483		

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	2018/19 (£)
	Chinnor	Station Road	44,423		
	Thame	High Street	22,648		
	Witney	Langdale Gate	14,039		
	Saxons Heath	Long Wittenham	76,085		
	Didcot	Abingdon Road		62,455	
	Wantage	Upthorpe Drive		106,193	
	Wheatley	Road to Waterperry		28,478	
	Sunningwell	Sunningwell Road		12,000	
	Shillingford	Henley Road		51,600	
	Henley on Thames	Blandy Road		8,400	
	Sandford on Thames	Sandford Road		21,600	
	Witney	Station Road		30,000	
	Banbury	Ferriston		20,400	
	Wheatley	Mulberry Drive		8,400	
	2017/18 schemes to be identified			299,859	
Footway programme 2018/19 to be determined					300,000
TOTAL Footway Reconstruction			343,047	649,385	300,000
Footway Surface Dressing					
	Wallingford	Bridge Street	4,408		
	Wantage	Upthorpe Drive	18,058		
	Wheatley	Old London Road	5,962		
	Wheatley	London Road Holloway	21,093		
	North Leigh	Common Road and Close	7,810		
	Wheatley	Wheatley Road to Waterperry	4,057		
	Garsington	Elm Drive	36,888		
	Kidlington	Elms Grove Area	77,532		
	Kidlington	Cromwell Way area	71,588		
	Chipping Norton	Tilsley Road	21,261		
	Henley	Western Avenue	25,481		
	North Leigh	Windwill Road	53,627		
	Wantage	Stockham Park	49,894		
	2016/17/18 schemes to be identified			400,000	
Footway surface dressing programme 2018/19 to be determined					300,000
TOTAL Footway Surface Dressing			397,660	400,000	300,000
Advance Design			40,000	40,000	40,000
Contingency			13,000	0	112,000
TOTAL FOOTWAYS PROGRAMME			793,707	1,089,385	752,000
DRAINAGE PROGRAMME					
Improvement Schemes					
	Witney	A40	90,000	50,000	
	Adderbury	Aynho Road	10,000		
	Bampton	New Road	25,000		
	Benson	Fifield Manor	10,000		
	Bicester	Buckingham Road	30,000		
	Henley on Thames	Blandy Road	20,000		
	Mollington	Various	20,000		
	Tackley	Rousham Road	10,000		
	Tiddington	Sandy Lane	10,000	30,000	
	Wantage	West Challow	15,000		
	West Hagbourne	A417	10,000	30,000	
	Cholsey	Drainage work	10,000		
	Didcot A4130	Replace Kerb Drainage	30,000		
	Gallowstree Common	Horsepond Road (Kidmore End)	20,000		
	Asthall	Village Pond		40,000	
	Barford St. Michael	Horn Hill		20,000	
	Bodicote	Weeping Cross		15,000	
	Burford	A424 Stow Road		20,000	
	Chilson	B4437 Charbury to Chilson		12,000	
	Chinnor to Thame	B4445		20,000	
	Gallowstree	Common Road		10,000	
	Henley- on -Thames	Mill Lane		10,000	
	Hethe	Main Street		30,000	
	Somerton	Water Lane		10,000	
	A420 Cumnor	Bypass	110,000	50,000	
	West Hagbourne	York Place	10,000		
	Didcot	A4130 kerb drainage	30,000		
	Cane End	Horsepond Road (Beryspytle)	20,000		
Acorn Bridge A420		Acorn Bridge A420			20,000
A420 Cumnor Bypass	Cumnor	A420 Cumnor Bypass			100,000
	Bicester	Wretchwick Lane			10,000

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	2018/19 (£)
Flood Alleviation		Black Bourton			20,000
	Chadlington	B4026 Spelsbury Road			20,000
	Horley	Church Lane			20,000
	Leafield	Finstock Road			20,000
Drainage Improvements	Mollington	Various			15,000
Culvert Refurbishment	Shellingford	B4508 Fernham Road			15,000
Culvert Replacement	Somerton	Water Lane			20,000
	Steventon	Steventon Hill			15,000
System extension	Stoke Lyne				40,000
Culvert Replacement	Watlington	Brook Street			15,000
Drainage improvements	Witney	Hailey Road/Cannons Pool			35,000
	Witney	A40			100,000
TOTAL Improvement Schemes			480,000	347,000	465,000
Partner Schemes (Contributions)					
	Blackthorn	A41 near Fox Covert Farm		30,000	
	Didcot	Basil Hill Road		30,000	
	Wheatley	Bypass, A40		50,000	
	East Challow			30,000	
	General		50,000	50,000	50,000
TOTAL Partner Schemes (Contributions)			50,000	190,000	50,000
Regular Maintenance					
Investigations			50,000	50,000	50,000
Lining			30,000	30,000	30,000
Design			80,000	80,000	80,000
Reactive Maintenance					
Reactive Fund			410,000	203,000	225,000
TOTAL DRAINAGE PROGRAMME			1,100,000	900,000	900,000
BRIDGES PROGRAMME					
Programmed Maintenance - Construction					
Stert Street Culvert	Abingdon	Stert Street	30,000		
Scour works programme			295,000		
Shabbington East & Shabbington Centre Reconstruction	Tiddington with Albury	Mill Road	288,000		
Merton Bridge Reconstruction			70,000	100,000	
Bloxham Old Bridge Road Retaining Wall				75,000	
West Mill Bridge	Watchfield	B4508		300,000	
Shipton	Shipton-under-Wychwood	A361 Station Road		200,000	
Chipping	Churchill	Station Road		120,000	
Various small retaining walls		Fritwell Pond Deddington Brickyard		100,000	
Folly Bridge	Oxford	A4144 Abingdon Road		240,000	
Cuddesdon	Cuddesdon and Denton	Unnamed road west of Cuddesdon			175,000
Youngs and Hillary Infill, Mackays deck MM	Banbury	Youngs Hillary Mackays			650,000
Culvert Structural Lining Programme		Cobstones Sminnels			60,000
Marcham Mill	Marcham	Unnamed road south of Marcham Village			100,000
Contingency					100,000
Programmed Maintenance - Feasibility & Advanced Design					
Advance design and investigation	Advanced Design in 2016/17:		125,000		
Advance design and investigation	Advanced Design in 2017/18:			169,000	
Advance design and investigation	Advanced Design in 2018/19:				150,000
Regular Maintenance					
Principal Inspection and Assessment			310,000	310,000	300,000
Upgrade of low bridge signage			50,000	50,000	50,000

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	2018/19 (£)
Packaged Structural Maintenance	Programme 2016/17 • 1115 Ladygrove Railway - Didcot • 1123 Spiceball - Banbury • 1129 Hopkins - Didcot		75,000		250,000
Brickfield Subway Reconstruction Fund	Didcot	Hitchcock Way	14,000	7,000	70,000
Reactive Maintenance					
Reactive works fund			180,000	150,000	100,000
TOTAL BRIDGES PROGRAMME			1,437,000	1,821,000	2,005,000
PUBLIC RIGHTS OF WAY FOOTBRIDGES PROGRAMME					
Small Kit Bridges	Various		47,000	53,000	50,000
Larger bridges		Bridge 7096 Glenys & Wheeler	20,000		
		Bridge 8072 Ham Lane	30,000		
		Bridge 8106 Abel		50,000	
		TO BE IDENTIFIED			50,000
		Contingency	10,000		
TOTAL PUBLIC RIGHTS OF WAY FOOTBRIDGES PROGRAMME			107,000	103,000	100,000
STREET LIGHTING PROGRAMME					
Column Replacement					
	2016/17 programme to be listed				
	Banbury	Various Roads		105,000	
	Abingdon	Various Roads		80,000	
	Oxford	Various Roads		260,000	
	Wallingford	Various Roads		45,000	
Draft 2017/18 programme				490,000	
2018/19 programme to be determined					490,000
TOTAL Column Replacement			0	980,000	490,000
Street Lighting Maintenance					
	2016/17/18 programme to be determined		250,000	750,000	400,000
TOTAL Street Lighting Maintenance			250,000	750,000	400,000
TOTAL STREET LIGHTING PROGRAMME			250,000	1,730,000	890,000
TRAFFIC SIGNALS PROGRAMME					
	OXFORD	BOTLEY RD SEACOURT P&R	103,000		
	OXFORD	BOTLEY ROAD - ALEXANDER RD	12,000	1,000	
	BOTLEY	WEST WAY - DUAL PELICAN	40,000		
	OXFORD	SPEEDWELL STREET	20,000		
	HENLEY	HART ST	25,000		
	OXFORD	COWLEY RD/SHELLEY RD	30,000		
	BICESTER	LAUNTON ROAD/GARTH	20,000		
	KIDLINGTON	A44 LANGFORD LANE		110,000	
	OXFORD	DONNINGTON BRIDGE ROAD/MEADOW LANE		25,000	
	ABINGDON	OCK ST/MEADOWSIDE		22,000	
	CULHAM	TOLLGATE RD		60,000	
	OXFORD	WOODSTOCK RD/FIRST TURN		35,000	
2018/19 programme to be identified					250,000
TOTAL TRAFFIC SIGNALS PROGRAMME			250,000	253,000	250,000
SECTION 42 (OXFORD CITY COUNCIL)					
Carriageway Structural Maintenance			120,000	120,000	120,000
Surface Treatments			390,000	390,000	390,000
Footways			60,000	60,000	45,120
Additional Funding (Pothole Action Fund)			62,160	78,900	
TOTAL SECTION 42 (OXFORD CITY COUNCIL)			632,160	648,900	555,120
TOTAL HIGHWAYS MAINTENANCE ANNUAL PROGRAMMES			13,275,300	15,228,633	13,527,120
Major Schemes					
Cowley Road	Oxford	Cowley Road			790,000
Kennington Rail	Oxford	Southern Bypass			2,000,000
TOTAL Major Schemes			0	0	2,790,000

Strategic Asset Management Plan 2017-2022





Foreword

I have pleasure in introducing this Strategic Asset Management Plan for Oxfordshire County Council.

This Plan will address the ambition and key initiatives the Council will adopt for the use and management of property and the role that it can play in delivering a Thriving Oxfordshire. This is a refresh of the Council's rolling 5 year Plan which will be in effect from 2017 to 2022.

The Plan looks forward to 2022 by which time there will undoubtedly be a different operating environment for the Council. The Plan will be reviewed annually, but will be sufficiently flexible in its approach to cater for the transformation work being currently undertaken by the Council. The Council sees property as a key enabler in the drive for change and forward direction of public services.

The Council will continue to realise our vision for a Thriving Oxfordshire where all of us have the right to live in safe and successful communities. This means providing the basis for all to prosper while we support the most vulnerable, feel the benefit of our continued economic growth and enable people to live independent lives and access our services within the community.

Assets must work hard for Oxfordshire, whether they are used in the delivery of day to day services, to facilitate how the Council works, held for investment or future development, or as contributors of value to the provision of public services in a climate where central government financial support is diminishing and the Council is on the road to financial self-sustainability.

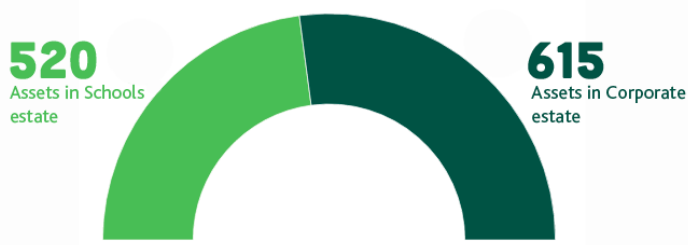
We aim to take a long term view and a strategic approach to working with partners and assets to deliver innovative solutions. Working with all sectors, whether public, private, academic, national, international or community based we will continue to deliver quality services to communities using property in the right way and at the appropriate time to benefit local people.

Signed by:

Cllr Lorraine Lindsay Gale
Cabinet Member for Property, Cultural and Community Services

A Picture of our assets

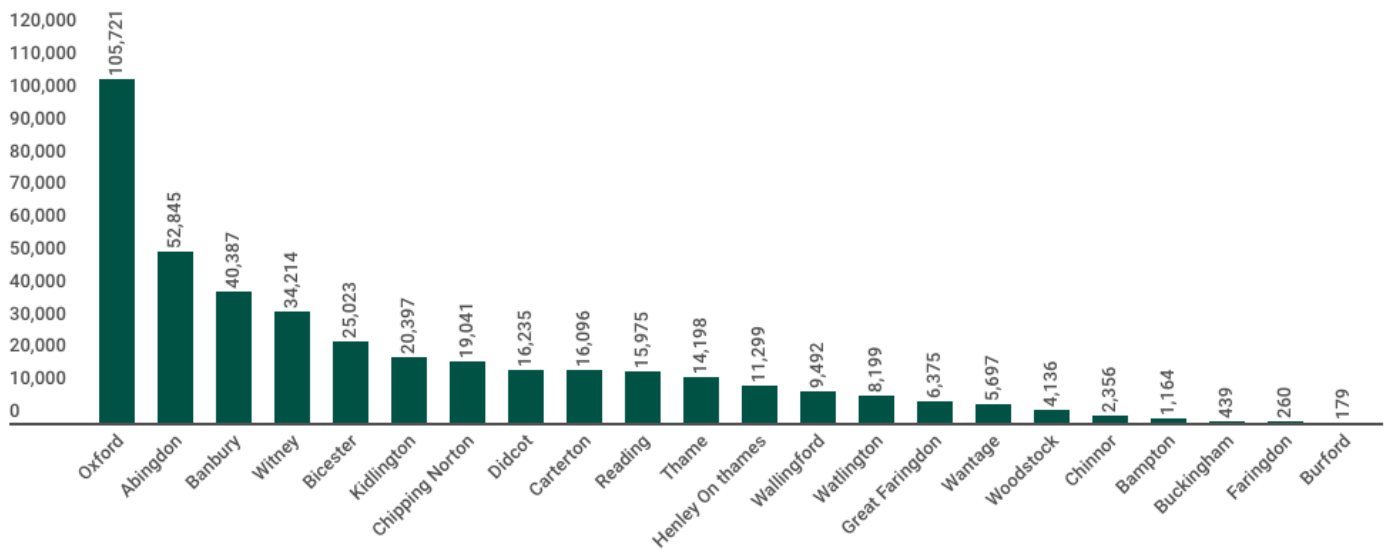
Primary allocation of our assets



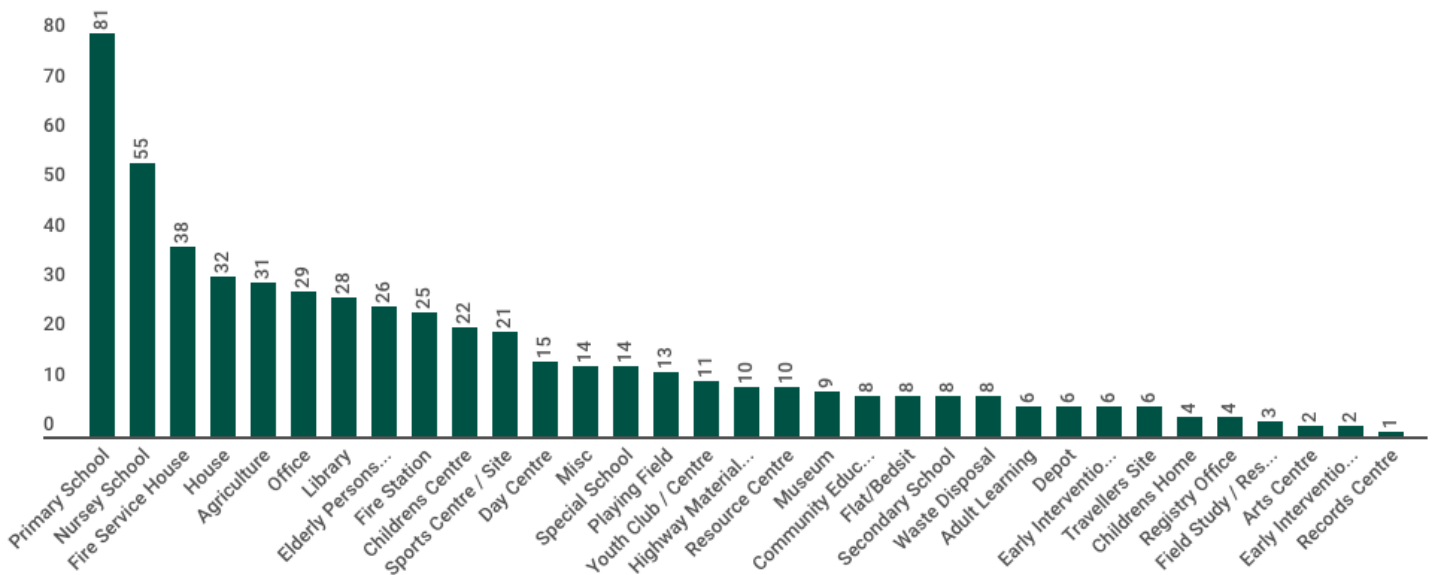
Replacement value of our assets



Where we are - our footprint by town and size



What we use our assets for



Shaping Communities

Oxfordshire County Council's property assets play a pivotal role in shaping the communities we live and work in. Our Corporate Plan seeks to realise a vision where local residents and businesses can flourish in a Thriving Oxfordshire where all have the ability to live and work in safe and successful communities.

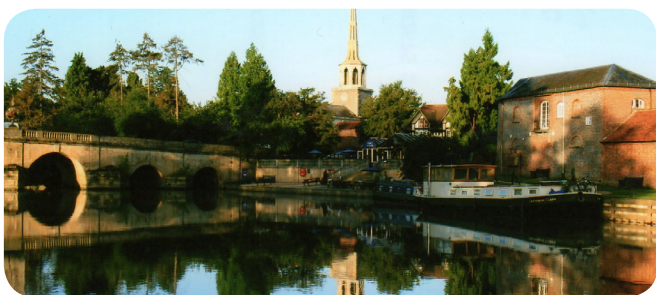
This ambition is set in a context of rising demand for public services and reduced public spending, emphasising the importance of optimising the use of our property assets to meet the needs of Oxfordshire people.

Our asset strategy will act as an enabler in achieving this vision allowing existing and future communities to prosper while we support the most vulnerable and ensure that the benefits of growth are shared.

Oxfordshire has a population of around **668,000** residents which is estimated to rise to **754,000** by **2026**. This increase will undoubtedly impact upon our services and our use of all resources, property included. While most of the future growth will occur in our urban areas, the county is the least densely populated county in the South East of England and will retain a substantially rural aspect.

The county has great strengths, including:

- A highly qualified workforce;
- A very attractive place to live and work with a high quality environment;
- Internationally significant cultural and heritage assets;
- Global leading research with firms working at the leading edge of technology;
- A large student population, providing recruitment opportunities for local firms;
- A buoyant labour market with the lowest Job Seeker Allowance rate nationally.



Oxfordshire communities however, face a number of significant challenges:

- Housing in Oxfordshire is amongst the least affordable in the country;
- New housing delivery is running behind the objectively assessed need, creating insufficient impact on availability and affordability;
- A rapidly aging population with a declining working age labour force;
- Pockets of social and economic exclusion, and deprivation especially in Oxford itself;
- A very tight labour market making it difficult for employers to recruit;
- Planned growth in the county will put increasing pressure on already strained infrastructure.

Our property portfolio has a significant role to play in enabling change in response to these challenges, whether building capacity for growth within our communities or in helping us as an organisation be as efficient as possible and deliver services the best that we can.

The Corporate Plan

Property is integral to all of our corporate objectives and this Strategy will work across the Council Corporate Plan objectives as follows:

Corporate Plan Objective	Property Strategy Will
Thriving Economy	<ul style="list-style-type: none"> • Optimise our property footprint • Unlock investment which enables and takes advantage of growth for wider public benefit • Use our assets to shape and make better places
Protecting Vulnerable People	<ul style="list-style-type: none"> • Develop facilities which provide an Oxfordshire solution to help vulnerable people • Share buildings with other organisations and partners delivering public services
Efficiency	<ul style="list-style-type: none"> • Work more flexibly • Dispose of properties that are not needed • Embrace digital solutions

Asset Management Plan & Property Strategy

To deliver the ambition set out in our Corporate Plan, property assets will be key to new approaches in delivering services to residents. Partly in response to the diminishing level of central Government funding the Council is on a path towards financial self-sustainability. This ambition also reflects that the Council feels it can drive out efficiencies and better public services through transforming the way it works and the way in which we better use public assets.

Our strategy includes:

1. Plans to optimise the property footprint we use for Council services based on a whole Council approach treating property as a valuable corporate resource. Our office and facilities strategy will closely align with our emerging workforce strategy to ensure our business estate matches the shape and needs of our organisation. Staff will work more flexibly, so requiring less office space and where possible share buildings with other organisations;

2. Unlocking investment and development opportunities from our existing estate. We will seek to engage in wider opportunities through which the Council recognises investment in property assets can play a significant role in shaping places, delivering services more effectively and realising financial returns which we can reinvest in communities and the services we provide;

3. Disposing of properties that are a liability, not needed, or will not generate an income.

Some of our assets are not required for public use and their disposal can release funds to support other service objectives;

4. Utilising public assets to develop an effective network of community hubs. We wish to develop a network of 'front doors' for the public to access our services. The Council is a substantial organisation, providing a range of services used by all residents, including some of the most vulnerable people in our society, and delivering approximately 80 per cent of Local Government services within the County.

Government plans to change the way Councils are funded provides an opportunity to reshape the nature of local government and its relationship with local communities. Our unitary ambition includes much closer working with local communities and this Strategic Asset Management Plan (SAMP) can play a major role in facilitating and sustaining this new relationship.

Transformation

The Council's Transformation programme will change the way it delivers services and recognises the need to achieve greater efficiency gained through corporate-wide innovation of services. This transformation will build on what is already working well. These will be delivered to the targets and dates as set out and managed through the Transformation Programme Board.

Our Property Strategy will implement several strands of the Transformation Programme as follows:

Transformation Workstream	Property Response
<p>Digital First</p> <p>A more efficient On-line service allowing customers access on a new digital platform.</p>	<p>A more efficient footprint, altering the way that a property is used and managed as well as the size and shape of the estate with a positive impact upon budgets and support to the community.</p> <p>Specific Outcome: We will explore the use of our existing properties which may be developed into key community hub facilities.</p>
<p>Business Efficiency</p> <p>A lean management initiative that streamlines processes, reduces duplication through new structures and improving decision making.</p>	<p>Leaning management and decision making ensures informed and evidenced based decision making is more relevant and timelier to the benefit of improved pace of change.</p> <p>Specific Outcome: We will review the governance associated with investment decisions and seek efficiencies in our working relationship with Carillion.</p>
<p>Workforce Strategy</p> <p>Ensuring a flexible, agile and motivated workforce with high calibre people reflective of our communities.</p>	<p>To ensure a secure, safe and healthy environment in our facilities and hubs where staff feel valued and motivated.</p> <p>Improving the balance of the housing market to encourage the opportunity for our staff to live, work and contribute to Oxfordshire communities.</p> <p>Specific Outcome: We will review the Council's Office Strategy in 2017/18 to reflect the changes being promoted through the emerging Workforce Strategy.</p>
<p>Customer Journey – Front door</p> <p>Developing the Council's customer service and focus providing greater engagement at the front door as well as empowering staff.</p>	<p>An alteration in the demands on space reflecting both altered layout and facilities management. A beneficial impact on the profile of property as the 'Front door' in providing a sense of 'the place to go'.</p> <p>A consequential improvement in the purpose of property in the community, estate location, footprint, and management arrangements with more shared-with-others occupation.</p> <p>Specific Outcome: Office Strategy complete in 2017/18.</p>
<p>Place reviews and Strategies</p> <p>Improving community performance through promoting cross agency service delivery.</p>	<p>Bring the skill sets of good practice from elsewhere, and ability to challenge and reduce the costs in use of the whole service delivery public estate as part of shaping our communities.</p> <p>Specific Outcome: We will undertake a minimum 10 place reviews in 2017/18.</p>

Key Initiatives

The key initiatives to support the strategy are:

Optimising our footprint

The Council will continue the work to optimise the occupational footprint taken up by our operations. Where appropriate we will use property to foster the growth of local and voluntary organisations in service delivery and recognise community 'Right to Bid' for the provision of services.

Engagement with the Transformation

Whilst seeking to optimise the estate, we will work to implement various aspects of Transformation. The programme will support this through better digital platforms to allow customers to access services. The same optimising impact is derived through the promotion of agile working for all our staff.

Asset development

For many years the Council has encouraged private sector development of assets that became surplus to requirements by preparing them for early sale in the market.

This has enabled OCC to realise some £62m of capital value over the last 10 years from the disposal of around 100 properties.

By adopting a more rigorous protocol the Council will strengthen its hierarchy of options appraisal before disposal of an asset.

The Council will now seek greater certainty and pace over ensuing development activity by engaging more actively in place-making initiatives in order to more closely align asset realisation with local and strategic needs, such as the supply of housing (market, key worker, extra care) in Oxfordshire.

The Council will ensure that by improving its asset development programme it improves its own financial position and brings forward supply more quickly.

Investment

The Council has not historically had a policy of direct investment in income producing assets.

It therefore, has a low level of third party income, and will now develop a programme of investment to secure revenue in a way that will enhance the resilience and independence of the Council.

We will develop a diverse portfolio of assets that can generate income to support wider Council objectives, including financial stability. Whilst the focus will be on acquiring and developing assets here in Oxfordshire, the geography of our asset attainment will not necessarily be confined to the county.

Place Strategies

The Council will develop an inclusive set of Place Strategies. Our focus will be on major urban centres where there is the most scope for positive change and the number of these completed and implemented will be directly related to our available resource. We anticipate having 10 place strategies completed for implementation in 2017, but within this programme there will be priorities agreed and developed based on opportunity, available finance and local support as these strategies will be developed with local members directly involved.

This approach to viewing community performance will promote cross-agency service delivery work to reshape the estate at lower operating cost. This will release resource into public service delivery and support initiatives to improve the self-sufficiency of communities.

Housing

As a strategic authority, the Council recognises pressures in the housing market and has for many years encouraged the bringing forward of surplus assets for housing. With appreciation of the current pressures shaping the market and with the extent of population growth envisaged over the next few years the Council will play a more assertive role bringing forward schemes, managing participation in the development process and securing a balance of 'end occupancy' for our communities.

The Council has a development pipeline derived from its strategic land holdings and through work to optimise its operational footprint. It is actively promoting this and exploring bespoke delivery mechanisms to acknowledge the risk/reward balance for each. In the first instance this will bring forward more housing to address the structural housing deficit in Oxfordshire, as well as acute needs in specific places.

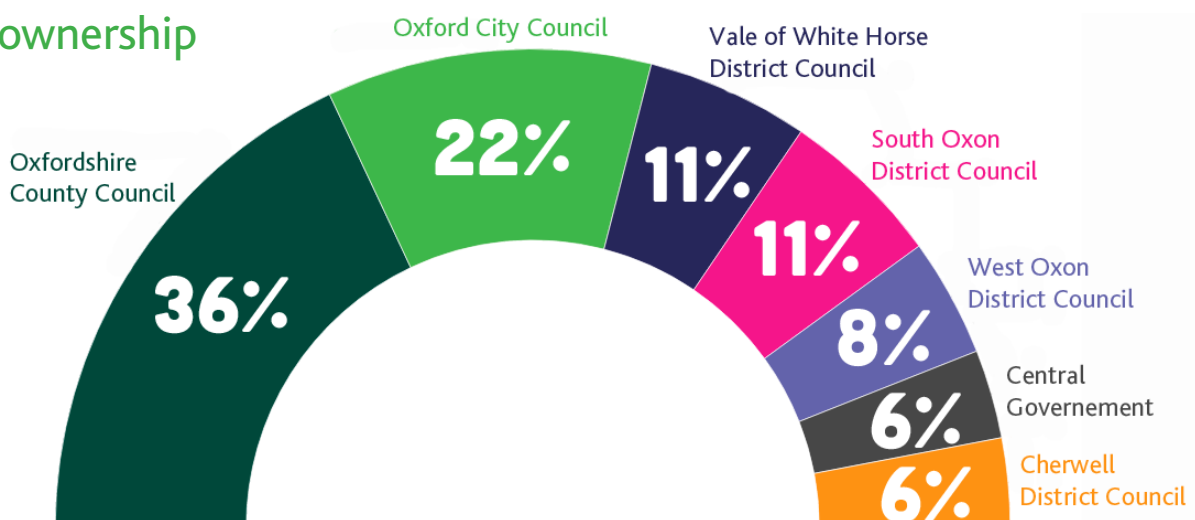
This will contribute to capacity building for our communities, reducing pressure in the housing market. A more affordable housing market will support the delivery of better public services.

Health and Social Care

Significant change is in train for service delivery in both health and social care sectors.

The pace of change for both sectors is expected to rise over the period of this plan. At a time of revenue and capital pressure the Council will play its part in the integration and realignment of this important sector.

Public ownership



From a property perspective the Council and its partner Carillion will act as a facilitator and provider of change capacity in both Local Government and the Health Sector as Sustainability Transformation Plans and provision plans develop. The aim of our effort will be to bring about investment in more suitable facilities at reduced cost.

One Public Estate

One Public Estate is a cross agency programme of change promoted by central Government. All Councils and local government bodies in the county support the principle.

Progress will be more readily made on this initiative as the changes of the shape of Local Government for Oxfordshire becomes clearer.

The 'Unitary' debate focussing on the better shape of service management, service delivery and democratic engagement in the county will continue through the period of this plan.

In the meantime 'Blue Light' service alliances are formed and the county holds an electronic database of all Local and some Central Government assets in the county.

This database is a key enabler to informed and evidenced based decision making and the Council is in a position to apply both this data and supporting resource to this initiative. This will be done in the short to medium term as part of our place-based reviews and strategies.

Asset Management

In common with most County Councils, the management of our estate covers both corporate and schools assets.

Currently, the corporate estate is used to support service delivery through either direct or indirect occupation and to a small extent held for strategic land, cultural and heritage purposes.

Indirect occupation embraces the use of shared space with partners.

The Schools Estate directly supports the operation of schools and where a former Council owned and operated school has converted to an Academy the underlying land remains with the Council.

Both corporate and schools estates will change over the period of this plan with a far more dynamic change in respect of the corporate estate as we realise the potential to use property to drive change through the organisation and our service delivery.

The Corporate Estate absorbs around 5% per annum of our Corporate Budget and with the Council establishing a path towards financial self-sustainability, this presents an important opportunity for property, as a resource, to make a positive contribution to the resilience and robustness of the Council.

The Council has a Schools Estate that supports a vital purpose for our communities in education delivery, and the promotion of a skilled workforce.

The property and facilities management operations for the schools estate differ from school to school according to the type of school, for example whether an Academy or Diocesan School.

The Council is also custodian to many of the County's cultural and heritage sites that make up Oxfordshire's rich history including the Castle Complex and Mound, Cogges Manor Farm, The Mill, Banbury and a host of listed schools.



The Oxfordshire County Museum supports over 40 independent museums and hosts some of the country's most important historical artefacts and archaeological remains.



The County's network of 43 libraries serves both our largest conurbations and many of our most picturesque villages.

By maintaining and managing these assets we preserve the county's rich heritage so our residents can develop a sense of identity and pride of place and our visitors enjoy their international significance.

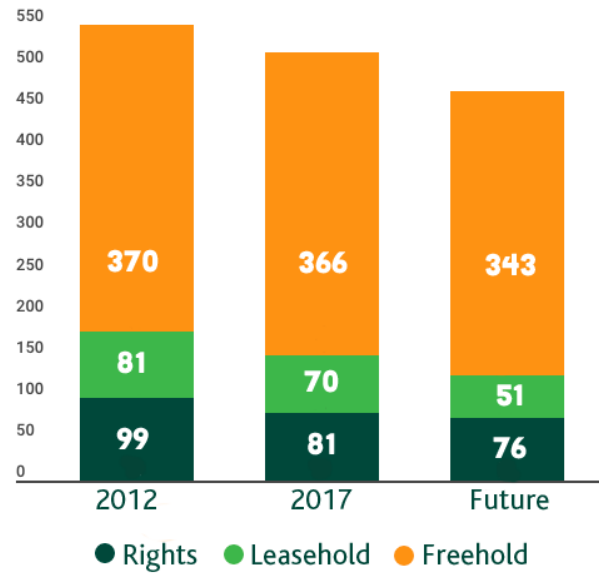
The Corporate Estate

The present Corporate Estate has been reducing and operationally is expected to reduce further.

Over the last 10 years the Council has realised disposal of over 100 assets. The current estate now comprises 334 freehold assets, and 73 leasehold assets with a number of additional rights, such as licences, wayleaves, access and overage, as well as easements.

For management purposes the property assets held in the Corporate Estate portfolio are distinguished between those held for operational purposes, i.e. used directly by a service for the delivery of a service and others held for long term strategic reasons, such as to support others in the provision of a community service or to facilitate wider strategic aim.

Our estate management will change as our operational estate reduces and our investment and development emphasis increases.



The Schools Estate

The Council's Schools Estate is managed in response to the changing service needs, including the role of the Council in delivering the strategic need to have sufficient school place provision throughout the County. There are many examples of the need to change the estate in response to changing demographics and population, as well as the academies programme.

As the population rises, school place provision increases. There is a responsive programme of capital investment in the Council's existing schools. However, national policy favours Academy and Free School initiatives.

Where a School 'converts' to an Academy the buildings and operations transfer away from the Council to the Academy, but the land is retained by the Council. Thus, the overall number of assets within the Schools Estate remains, but the balance shifts.

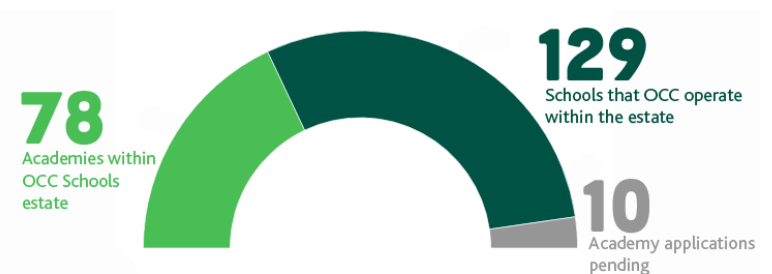
The Council's Schools Estate will become more intensively used to support additional school spaces but the number of Council-owned and operated schools is likely to fall.

There is a real challenge to manage, along with schools, the historic and emerging maintenance requirements for an ageing estate. We will be reviewing our approach to maintenance in 2017.

The expansion of schools is an expense met by Central Government under a devolved funding arrangement or paid for through developer funding of S106 agreements and management costs aside should therefore be neutral to Council budgets.

The currently envisaged future pattern is shown in the chart below:

Future schools estate



How the property service is managed

A key part of our strategy is how we manage our property.

Our Strategic Asset Management Plan supports the Corporate Plan and runs alongside other key strategic documents, such as the Medium Term Financial Plan. It is also complimentary to the business plans of each service.

The Strategic Asset Management Plan addresses the principles and key initiatives the Council will adopt for the use and management of its property to ensure:

- Property is joined up with others in trying to achieve the same things
- Property thinking adopts a localities approach to early intervention in service design and delivery to help our most vulnerable residents communities improve
- We are clear, commercial and caring in our approach to users, staff and suppliers
- Decisions are made upon the best available evidence and in a timely and efficient manner
- Active engagement across the Council and its partners so as to provide the best possible chance to add value

The very nature of property provides an ambition to lead change in the cross cutting nature of service delivery and the contribution property can make to a Thriving Oxfordshire.

“Working together will have an organisational impact upon managing the performance of the Council”

How we will work

The County Council currently has in place a range of governance measures which ensures decision making on property is carried out in an appropriate and auditable manner and in line with the Council's constitution.

However going forward it is proposed to amend these arrangements to reflect the way the Council wishes to manage its property in the future to have greater focus on property matters and improve its ability to make timely and effective decisions whilst still complying with Council financial regulations.

These changes which may include the establishment of a property board will be vital to allow a more commercial approach to be taken by the Council in the way it develops and manages its assets. New Governance proposals will be developed as part of the Council's strategy on investment and development and will be taken to Cabinet for approval in due course.



Corporate Landlord

The council adopts a central Corporate Landlord model to ensure a central point of property policy and performance and a corporate wide view is taken.

The Corporate Landlord is custodian of the property budget and all aspects of our partnerships and working relations with those outside of the council as well as those inside, staff, employees or those to whom we owe a duty of care.

The council's strategic partnership with Carillion was entered into in 2012 and emanates from an appraisal to implement a fundamental change in the council's role and how services should be delivered

during a period of unprecedented change within the public sector, including reduced funding.

Based upon the principles of collaborative working, the contract covers a wide range of services including Capital Construction, Strategic Asset Management, Transactional Estates, Energy, Facilities Management, including Cleaning and Catering, Repairs and Maintenance of all buildings and Health and Safety in relation to staff and buildings.

Property is well positioned to complement the work of services and to support and encourage change through engagement.

Measuring Performance

With continued pressure on our finances, the public sector needs to work and operate differently. Over the years we have found better solutions to support our communities and part of this is making sure that our assets enable the delivery of services in the right place, at the right time, to the right people and to the right quality. With continued pressure on our finances, the public sector needs to work and operate differently. Over the years we have found better solutions to support our communities and part of this is making sure that our assets enable the delivery of services in the right place, at the right time, to the right people and to the right quality.

Our property strategy has four complementary objectives:

- Optimise our footprint
- Unlock investment and development value both within our estate and invest more widely to support place making, service and the financial position of the council
- Dispose of assets that are a liability or will not generate income and
- Utilising Public Sector Assets to develop an effective network of community hubs

The Council recognises the importance of performance measures and also the embedded nature of property and contribution it makes corporate wide. Our high level performance indicators are:

Our Objective	Our high level indicator
Optimise our footprint	Size and cost of occupation Efficiency of service utilisation
Unlock investment and development value	Income and capital creation Contribution to place making
Dispose where liability	Reduction in liabilities
Effective Network of community hubs in Public Sector Assets	Effectiveness of community hubs Public Sector Estate (shared use) view

We will articulate our property performance measures to support the strategic objectives and transformation programme wide and project by project to ensure alignment of our energy.

Performance on a range of property matters will be reported including progress on establishing an investment and development account, how our strategic partner Carillion is performing, health and safety and statutory compliance of buildings as well as how the Council is rationalising its estate. Performance will be reported to a number of different forums including Performance Scrutiny.

www.oxfordshire.gov.uk



Flexible Use of Capital Receipts Strategy 2017/18

In the Spending Review 2015, the Chancellor of the Exchequer announced that to support local authorities to deliver more efficient and sustainable services, the government will allow local authorities to spend up to 100% of their fixed asset receipts on the revenue costs of reform projects.

Local Authorities can treat as capital expenditure, expenditure which is designed to generate on-going revenue savings in delivery of public services and/or transform service delivery and that is properly incurred for the financial years that begin 1 April 2016, 2017 and 2018.

It is a condition of the direction, issued by the Department for Communities and Local Government, that expenditure can only be treated as capital expenditure from capital receipts which have been received in the years to which this direction applies. Authorities are required to disclose the individual projects to be funded through the flexibility and must seek approval of full Council, either as part of the annual budget setting process or if necessary during the year.

In accordance with guidance, the Council produced a strategy during 2016/17 following the launch of the transformation programme, Fit for the Future. This was approved by Council in September 2016. The strategy set out the use of £0.5m of capital receipts in 2016/17 to contribute towards funding a place based community hubs project.

Now that the Fit for the Future programme workstreams are more developed with priorities and timelines set, it is clear that the use of the £0.5m capital receipt referred to in the paragraph above will now fall in 2017/18. Consequently, approval is sought from Council for a Flexible Use of Capital receipts Strategy in 2017/18.

The guidance requires that the impact on the authority's Prudential Indicators should be considered when preparing a Flexible Use of Capital Receipts Strategy during the year.

The only indicator that will be impacted by this strategy is the Estimates of Capital Expenditure Indicator. The revised indicator is set out in the table below.

The indicator is based on the capital programme included in this report for approval by Council.

	2015/16 Actual £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
Capital Expenditure	126.323	140.029	118.164	130.782	86.001

	Actual 2015/16 £m	Estimates			
		2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Prudential Borrowing	0.024	21.853	22.827	33.335	10.627
Grants and Contributions	118.027	117.496	92.829	69.699	65.957
Capital Receipts	0.000	0.230	2.358	20.099	2.880
Revenue	8.272	0.450	0.150	0.150	0.150
Reserves	0.000	0.000	0.000	7.499	6.387

Service and Resource Planning 2017/18 -2018/19
Cross-cutting Service and Community Impact Assessment

Introduction and approach to budget setting

The County Council has made savings over the last six years by taking difficult decisions that have involved changing the services delivered to match the reduction in resources, in an environment of a rising demand for services. Since 2010 we have saved around £300m by being more efficient and targeting funding at service users and communities with the greatest needs.

The councils budget for this year, 2016/17 required us to deliver the biggest amount of savings £53 m from any year since we first had funding reductions in 2010/11. In 2017/18 we will have to save a further £38m.

The main new proposal this year is the transformation programme which details how the council will reduce £15 m over the next two years to 2018/19. The transformation savings will result from four different work streams that will deliver a more efficient, streamlined local authority. The savings that will be identified through these work streams will take time to redesign and implement and at this stage it is not possible to take a detailed assessment of the specific equalities impact. However detailed impact assessments will be undertaken as the scope and scale of transformation develops to ensure the potential impact on different individuals, groups and communities are fully considered and mitigated where possible.

There are a very small number of new proposals for changes to services this year as many of the identified savings for 2017/18 are a result of decisions taken last year, and the potential impact of this on individuals and communities was considered in 2016/17. Many of these proposals have now been implemented and the actual impact of these savings will continue to be monitored.

There are two proposals which were identified last year which were at an early stage and these have now been revised and have been included this year. The proposals detail possible options for changing the support we offer to Carers and Daytime Support which both have a number of options that are currently out for public consultation. Both of these proposals will have an impact on specific groups of people and the mitigation for the impact is contained in the individual SCIA's.

Evidence / Intelligence

We hold and actively use data and other evidence to ensure that the Council, as far as is possible, is aware of and able to serve the needs of particular communities and groups in Oxfordshire. Key datasets about the Council are available on the Oxfordshire Insight website, for use by staff, partner organisations, and the wider community. We use all these tools as a guide to support individual service level impact assessments and ensure that decisions that are being taken, as far as possible, protect services for those most in need.

Overarching Impact Assessment

Age & Disability

17 % of the population is over 65 and this is expected to increase to over 20 % by 2013. Numbers of the very elderly (85 years plus) are projected to more than double by 2013.

In the 2011 Census, 14% of residents reported having a limiting long-term illness, health problem or disability which limited their daily activities or work.

Older people and those with disabilities are more likely to be users of adult social care services than the rest of the population. There are three options currently out for public consultation to remodel daytime support. The potential positive impacts of the remodelling of services is through the development of new opportunities to fill existing gaps and more flexible council provided support, meeting a wide range of needs. However there will be potential negative impacts for some people with daytime support needs and their carers. Mitigation for the impact of these changes include support and funding for community and voluntary services to continue and transition support for people affected. A wide range of people who use services have been involved in the early discussions about the development of the new models and the council have taken these into account in developing a new, sustainable model.

There is evidence that the majority of carers in the county are aged 65 or over, and a significant percentage of carers have a long term health condition or disability themselves. The proposal for removing or reducing the level of personal budget award to carers has three options that will be confirmed in early 2017 following the feedback of a public consultation. The agreed option will have an impact on carers who have been currently receiving a personal budget and an impact on those who haven't had a personal budget but might in the future.

Sex

Women use public services more than men. For example there are more women in old age than men and therefore women are more likely to access social care and are more likely to spend a much greater proportion of their time on caring responsibilities

– for elderly relatives. The impact of the savings proposals from adult social care has the potential to be significant for this group.

Over 70% of the council's workforce is female and changes in staffing might affect women in greater numbers. We will continue to carefully monitor the impact of changes to the workforce as a result of the budget proposals, to ensure employment policies are applied fairly and to minimise any disproportionate impact on any particular groups.

Rural and Urban Communities

Oxfordshire is a mixture of urban and rural areas; two of Oxfordshire's five districts (West and South Oxfordshire) are among the most rural in England. Vale of White horse also has a majority of residents in rural settlements, and Cherwell has a significant rural population. At the same time, two-thirds of the population live in built up areas with a population of 10,000 or more. The largest settlement is Oxford.

The remodelling of daytime support could lead to an increased risk of social isolation in more isolated, rural communities without public transport links.

With Digitalisation of frontline services there would be a potential for disadvantaging those rural areas that have lower levels of access to broadband although the current Better Broadband for Oxfordshire programme will raise the access across the county. Library provision will also provide a community hub focus to ensure rural areas have access and support.

Deprivation

Oxfordshire has low overall levels of deprivation relative to England overall. However there are ten areas in Oxford City and four in Banbury and one in Abingdon which fall within the 20% most deprived areas in the county.

Deprived communities and individuals are often more frequent and intense users of many public services. The overall budget proposals have been developed with the objective of effectively targeting services to those in most need. With regards to the proposed changes to the carers grant and day opportunities there may be a greater impact on individuals in deprived communities. However we will continue to work with voluntary and community partners to help mitigate the impact of changes.

Deprived communities and individuals may also be less likely to access digital services however the digital first work stream of the transformation programme will ensure that although the website will be the main channel for contact, telephone and face to face will continue for individuals who are unable to access a digital service.

Other protected characteristics

At this stage we have not identified any specific impacts of our proposals on people sharing the protected characteristics listed below, beyond those issues discussed above.

- Sexual orientation

- Race
- Religion/belief
- Marriage/civil partnerships
- Gender reassignment

This will be kept under review as more detailed proposals are developed and mitigating actions identified wherever possible.



Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area: Corporate/ Transformation

What is being assessed?

This Assessment considers whether individual projects or the collective delivery of projects within the Fit for Future Transformation Programme have a disproportionate effect on any particular group in the community or on the workforce as a whole within the council.

Responsible owner / senior officer: Graham Shaw/Lola Williams

Date of assessment: 14th November 2016

Summary of judgement:

It is not possible, at this stage of the transformation programme, to identify specific groups of customers or staff affected by the proposals, as they are too high level. It is clear, however, that the scope and scale of transformation proposed would result in significant changes to the organisation, staff, working practices, services to customers, and the manner in which they are engaged by the Council. This judgement is therefore an outline assessment for the programme.

Where a work stream/project may have an equalities impact, a specific Equalities Assessment will be undertaken, describing the potential impact, assumptions and any mitigating actions which may need considering. The assessment will be tested with service users and/or employees and their trades union representatives as appropriate and updated to take account of any new information, which will be considered during the decision making process.

The proposed work around the Digitalisation of our frontline services is most likely to have an impact on our residents. The intention is to promote digital first for all council services. In scope will be the reduction of council telephone numbers to have more streamlined access for the public. Assumptions will be evidence based as far as practicable. For example, we will test our assumptions in relation to Digital usage not just by older people but with all protected groups. The first of such evidence gathering will take place in January 2017. It is our intention following evidence gathering that we will address any need requirements for protected groups as well as ensure that there is sufficient support and alternatives to IT reliance which will mitigate any adverse impact on protected groups.

Purpose of assessment:

This is a community service assessment required because of proposals to transform the council's current operating model. This assessment is intended to help Senior Management consider the potential impact of transformation on the community, individual members of staff as well our partners to ensure that the transformation as proposed in the Fit for the Future programme does not discriminate against the protected characteristics of the groups mentioned.

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

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934¹ might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract

Context / Background:

Nationally, funding cuts that have been made since 2010 to Local Council's and these will continue. By 2020 the Council expect that very little, if any, of our funding will come from central government. The rest will have to be raised locally, through council tax, business rates, charges for services and creative approaches to securing other funding. While we would all like more resources, the very positive dimension to this change is that we will be in greater control of our finances, and better connected and more responsive to our local economy.

Oxfordshire County Council therefore faces some big challenges but also big opportunities over the coming years. But, these pressures do mean that we have to think differently about what the council does, how it does it and how it supports the growth we need locally. Working with our partners to share functions and jointly deliver services will also become increasingly important. Experience from elsewhere shows that it is possible to deliver better outcomes with less resource especially when council's use digital technology to increase customer self-service and community-led solutions.

To enable the transition to take place from where we are now to the future which is a council that will become a more positive and outward facing organisation. The new operating model will allow for an improved customer experience (anytime, anywhere, any channel access for customers, the removal of systems and processes and approaches to service delivery that encourages working in silos, the delivery of high quality management information & Business Intelligence and a digital first approach, utilising cloud technologies and adopting an integrated systems approach that will enable a customer focused approach.

¹¹ [EC Procurement Threshold for Services](#)

Proposals:

The primary objective and overarching theme of the Transformation Programme is to deliver a council that is responsive, adaptable and that can continuously develop modern and efficient services, thus making Oxfordshire a place where local residents and businesses flourish. The Fit for Future Programme is expected to deliver £15m savings over the next three years through workstreams as outlined below.

Digital First: This work stream will ensure that the council explores and implements new technologies to deliver services more effectively by using digital platforms which will enable partners and agencies to collaborate better. The delivery of the workstream will enable our customers to self-serve with confidence and promote independence thus supporting the prevention and early intervention agenda.

Business Efficiencies: This work stream will enable the council to boost productivity by creating a “smarter state” which requires an evidence-based understanding of what is needed. The primary focus is to consolidate core support functions thus streamlining our processes to reduce duplication of effort and introduce initiatives that will allow for a lean approach to service delivery. To achieve this, a review of our existing core support functions is required. In scope include finance, ICT, Procurement & Commissioning, Admin/Business Support/PA's, Contract, Complaints & FOI's and Project/Programme Management. It is expected that there will be a reduction of staff as a result of this work.

Workforce for the Future: It is expected that this work stream will develop and promote a healthy workforce that is flexible and agile, with the appropriate skillset to meet the future needs of local communities we serve. Cultural change is critical to sustainable transformation therefore change management and organisational development is a key project within this workstream.

Customer Journey front Door: This workstream will review the Customer Journey with a view to ensuring that the customer experience is seamless, right first time, efficient and accessible anytime anywhere and will be customer focused.

Evidence / Intelligence:

Oxfordshire's older population has grown quicker than the regional and national averages. It is expected to grow at twice the rate of the county's population as a whole. In recent years, life expectancy for men has risen faster than for women, narrowing the gap between the two. Disability free life expectancy and health life expectancy has been rising more slowly than overall life expectancy, meaning that more people are likely to be living into older age with long term conditions.

Alternatives considered / rejected:

If we do nothing, the council will struggle with an ever decreasing budget envelope, to provide modernised service that is fit for the future where digitalisation is a key player. The Council is therefore unable to maintain the current position.

Impact Assessment:

Identify any potential impacts of the policy or proposed service change on the population as a whole, or on particular groups. It might be helpful to think about the largest impacts or the key parts of the policy or proposed service change first, identifying any risks and actions, before thinking in more detail about particular groups, staff, other Council services, providers etc.

It is worth remembering that 'impact' can mean many things, and can be positive as well as negative. It could for example relate to access to services, the health and wellbeing of individuals or communities, the sustainability of supplier business models, or the training needs of staff

Impact on Individuals and Communities:**Community / Group being assessed (as per list above – e.g. age, rural communities – do an assessment for each one on the list)**

Summarise the specific requirements and/or potential impact on this community / group, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations
Age (people of different age groups)- Customer Journey/Digital First	The website will be the main channel for customers to contact us. We are aware that nationally an average of 38.7% of adults aged 75 years and over use the internet on a regular basis. In Oxfordshire our rates are higher than the national average for internet use. However, the internet pages will be written using clear and concise language, and navigation will be simplified to support less digitally able people. Telephone and Face to Face support will remain available for those who need help or are unable use digital services to access the internet. We will carry out usability testing throughout

	website and service developments to ensure that customers have been consulted at all stages and that their needs and requirements are addressed.
Disability Customer Journey/Digital First	We will maintain a telephone service that will continue to support our residents who are blind/ partially sighted or their disability means that they are unable to access digital services. Usability testing for the website and other service will take place to ensure that customers have been consulted at all stages and that their needs and requirements addressed.

Gender re-assignment (a person has the protected characteristic of gender reassignment if the person is proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning the person's sex)	No risks
Marriage and civil partnership (the person is married or is a civil partner)	No risks
Pregnancy and maternity (pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth)	No risks
Race (includes colour, nationality, and ethnic or national origins)	No risks
Religion and Belief (any religion and including a lack of religion. A belief means any religious or philosophical belief or a lack of belief)	We predict no adverse impact to any particular religious community in using the web.
Sex (a man or a woman)	We predict no adverse impact to any particular gender.
Sexual orientation (a sexual orientation towards people of the same sex, people of the opposite sex or people of either sex)	We predict no adverse impact to any particular gender.
Additional Categories e.g. any impact on rural communities or areas of deprivation.	The Programme envisages the development of community hubs – based on large part on libraries. 21 core libraries and 22 community libraries (partly staffed by volunteers) service the whole county including our rural communities. Community hubs will provide for the co-location of services, digital assistance for residents and face to face support for residents when needed

Impact on Staff:

Summarise the specific requirements and/or potential impact on staff, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations
Staff reduction Business Efficiencies (consolidation of core functions)	This will be mitigated through natural attrition and HR processes
Change in staff skill sets required in some instances across the council.	This will be mitigated with effective training and support for staff.

Impact on other Council services:

Summarise the specific requirements and/or potential impact on other council services, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations

Impact on providers:

Summarise the specific requirements and/or potential impact on providers of council services, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations

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?

How might the proposal improve the environmental well-being of the relevant area?

Action plan:

Summarise the actions that will be taken as a result of the assessment, including when they will be completed and who will be responsible. It is important that the officer leading on the assessment follows up to make sure the actions are completed, and updates the assessment as appropriate. Any significant risks identified should also be added to the appropriate service or directorate risk register, to ensure they are appropriately managed and reviewed.

Action	By When	Person responsible
Fit For the Future Programme Implementation 1 st Phase	April 2017	Graham Shaw via PMO and Transformation Programme Board.

Monitoring and review:

Try to be as specific as possible about when the assessment will be reviewed and updated, linking to key dates (for example when consultation outcomes will be available, before a Cabinet decision, at a key milestone in implementation)

Person responsible for assessment:

Version	Date	Notes (e.g. Initial draft, amended following consultation)
V01	27/11/2016	Initial draft

Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area:

Social and Community Services, Joint Commissioning

What is being assessed (e.g. name of policy, procedure, project, service or proposed service change):

Oxfordshire Carers' Strategy and options for carers' personal budgets

Responsible owner / senior officer:

Benedict Leigh

Date of assessment:

August 2016

Summary of judgement:

The Oxfordshire Carers' Strategy has been updated for the period 2017-2020, and is subject to a 12 week public consultation starting in August 2016. Also part of the consultation is the council's proposals for carers' personal budgets.

Potential negative impacts for carers and the people they care for have been identified, along with potential negative impacts on the workloads and resources of both council staff and providers. There is a risk that a reduction in support to carers could result in budgetary and resource pressures for the council if many carers reduce or cease their caring roles.

In light of the continuing and significant financial pressures, the council considers that reducing carers' personal budgets will have the 'least worst' impact for carers.

The risks and impacts identified can be mitigated in part, as the council considers that most carers' eligible needs can be met by the existing 'core' carers' services and support.

As part of the consultation we will be asking carers and their families what type of support helps them sustain their caring role. This will help inform us as to how best we can support carers in the future and ensure that we can prioritise resources where they have the biggest impact.

Detail of Assessment:

Purpose of assessment:

This assessment considers the impact of:

1) Oxfordshire Carers' Strategy;

2) the proposed options for carers' personal budgets.

The assessment considers the possible impact on the local population, whether this could impact differently on specific groups, and how the impact could be mitigated.

This assessment also fulfils the council's requirements under Section 149 of the Equalities Act 2010, as set out below:

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

Social Value

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934¹ might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

Context / Background:

1) The Oxfordshire Carers' Strategy is Oxfordshire County Council and Oxfordshire Clinical Commissioning Group's commitment to carers. This strategy updates the work of the previous strategy published in 2013 to reflect new legislation which consolidates the rights of carers of all ages.

2) In February 2016, the council agreed savings to be made in respect of carers' services². This assessment focuses specifically on:

- introduce charging for carers' services
- remove or reduce the level of personal budget award to carers who have eligible needs for support following assessment

The implementation in April 2015 of the Care Act 2014 has put carers on the same legal footing as people who need support and care, whether or not the person they care for has needs which are eligible. This means that carers are entitled to a social care assessment that takes account of their caring role, their wellbeing and the outcomes they want to achieve.

The council implemented a new online process for carers' assessments³ in April 2015, and carers' needs and eligibility for support are now measured in a consistent way against national eligibility criteria introduced by the Care Act⁴ and the council's Assessment and Review Policy for Adult Social Care.⁵

¹ [EC Procurement Threshold for Services](#)

² Documents relating to the savings can be found here:
<http://mycouncil.oxfordshire.gov.uk/ieListDocuments.aspx?CId=116&MId=4402&Ver=4>

³ The carers' assessment is an assessment of an adult carer who cares for an adult; there is a different process for the assessment of young people under the age of 18 who are carers.

⁴ *'In considering whether a carer has eligible needs, local authorities must consider whether:*
• *the needs arise as a consequence of providing necessary care for an adult;*
• *the effect of the carer's needs is that any of the circumstances specified in the Eligibility Regulations apply to the carer; and*
• *as a consequence of that fact there is, or there is likely to be, a significant impact on the carer's wellbeing.*

A carer's needs are only eligible where they meet all three of these conditions.'

[Care and support statutory guidance: first contact and identifying needs](#) - chapter 6 assessment and eligibility paragraph 6.115

⁵ The policy is available on Oxfordshire County Council's website at:
<https://www.oxfordshire.gov.uk/cms/content/other-key-strategies>

Carers are offered a support plan which may include a carers' personal budget to help meet eligible needs (currently in Oxfordshire, this is a one-off payment of £200, £400 or £600 according to the level of carers' needs and the impact of caring on their health and wellbeing).

The implementation of personal budgets for eligible carers replaced the previous system of small carers' grants

Proposals:

As a result of continuing financial pressures and the need to find further significant savings, in February 2016 the council approved the proposal to introduce charging for carers' services.

However, it has been determined that the introduction of charging for carers' services is not a viable option and would not deliver the required savings. Therefore, council officers are recommending that the council does not proceed with this option.

There is a second savings proposal to remove or reduce the level of personal budget award to carers who have eligible needs for support following assessment.

Three options for future support for carers that would deliver the required savings have been developed for consideration in a 12 week public consultation:

Option 1. Introduce a **single personal budget payment of £300** for eligible carers, jointly and equally funded by Oxfordshire County Council and Oxfordshire Clinical Commissioning Group, set at the eligibility level for the current £200 payment

Option 2. Reduce from the current 3 to **2 levels of personal budget payment:**

i. **£200**, funded by Oxfordshire County Council and set at the same eligibility level as the current £200 payment;

ii. **£500**, jointly and equally funded by Oxfordshire Clinical Commissioning Group and Oxfordshire County Council and set at the eligibility level for the current £400 payment

Option 3. Stop providing personal budgets to carers who have eligible needs following a carers' assessment. Instead, use the available budget to:

i. Establish a 'contingency fund' of £100,000 to meet carers' eligible needs which cannot be met by the 'core' carers' services;

ii. Reinvest additional savings into services that are particularly valued by carers

The three options proposed are all expected to deliver the savings agreed by the council.

Option 3 is the preferred option of the council, and the council is proposing to use £400,000 of the funding made available by this option to continue to fund the Dementia Support Service (at the current time, the council's funding for the Dementia Support Service is planned to cease at the end of the current contract period).

The Dementia Support Service is a much valued service supporting people with dementia and their carers.

There is also a clear demographic pressure in relation to dementia; the 90+ population will increase by 50% by 2026, which implies a potentially significant increase in demand for dementia specific services. Dementia places a significant burden on carers and there is a strong case for preserving and enhancing dementia specific support.

Also part of the consultation is the updated **Oxfordshire Carers' Strategy**, aimed at all carers in Oxfordshire - carers of adults, young carers and carers of children with disabilities - whether or not the person being cared for receives a social care service.

The strategy is an overarching document that describes how Oxfordshire County Council and Oxfordshire Clinical Commissioning Group will support carers of all ages in the period 2017 - 2020. Through the Oxfordshire Carers' Strategy, the council along with Oxfordshire Clinical Commissioning Group has made a strong commitment to support people who care for others, in recognition of their essential and vital role both in caring and in keeping people as well and as independent of services as possible.

Evidence / Intelligence:

Data on carers in Oxfordshire

Carers have a vital role in the lives of the people they care for and their caring input brings value to the local economy. A report by the Universities of Leeds and Sheffield calculated the replacement care costs for the work carried out by informal carers in Oxfordshire at £1,057million pa.⁶

At the time of the 2011 Census, around 61,100 people in Oxfordshire said they provided some level of informal care to a relative or friend, representing 9.4% of the county's population.

The group most likely to provide unpaid care was aged 50-64, with one in five providing some level of care (19.8%). Meanwhile, 13.8% of people aged 65 and over provided some unpaid care compared with 8.5% of people aged 25 to 49, and 2.1% of people under 25. 1.1% of children aged 0-15 provided some unpaid care, numbering 1,300.

A larger proportion of unpaid care in Oxfordshire was provided by female residents (58.1%) than by male residents (41.9%). This was particularly the case for higher-intensity care, 60.2% of which was provided by female residents.⁷

As of the end of September 2015, around 17,200 adult carers were known to Oxfordshire County Council's social care teams. This figure has been increasing over time. In addition, the Young Carers Service has identified over 2,000 young carers in Oxfordshire, and carers of 1,098 children with disabilities were supported by short breaks services in 2015/16.

⁶ [Valuing Carers 2015](#)

⁷ Source: Joint Strategic Needs Assessment 2016 - adult carers in Oxfordshire

Implementation of the Care Act 2014

It was anticipated that the implementation of the Care Act would result in a greater number of carers coming forward for assessment that may subsequently be eligible for a carer's personal budget, and funding levels in the 'pot' for carers' personal budgets were increased. Both the council and Oxfordshire Clinical Commissioning group contribute funding for carers' personal budgets.

In 2015/16, nearly 2,200 carers completed a carers' assessment, with over 1,850 carers receiving a carer's personal budget to help meet their eligible needs - lower numbers than anticipated through the modelling work undertaken prior to the implementation of the Care Act.

There was therefore a significant level of uncommitted funding allocated to carers' support in the form of personal budget payments, which suggests that this may not be the most effective way to use available resources to support carers in Oxfordshire.

Many carers tell us that being awarded a personal budget makes them feel recognised and valued for the support that they provide. Personal budgets offer flexibility and control to carers, and we know that many carers have used their personal budgets to take a break from caring, which has had a positive impact on their wellbeing and supported them in their caring role.

In the context of considerable financial pressures facing the council and specifically in social care, the council considers that the proposals regarding carers' personal budgets have the 'least worst' outcome for carers. The council considers that the majority of carers' eligible needs can be met through the existing 'core' carer services.

Carers will therefore continue to have access to existing services such as:

- a. The Carers Oxfordshire service - information and advice (online, email, phone); face to face support; volunteer befriending; peer support; training for carers
- b. A range of respite services for adults and children with disabilities to support their carers: daytime support; after school and holiday activities; overnight and longer breaks
- c. Carers' assessment and review and carers' support plan
- d. Young Carers Service
- e. Emergency Carers' Support Service

Alternatives considered / rejected:

In February 2016, the council agreed savings to be made in respect of carers' services. This assessment focuses specifically on two of those savings:

- introduce charging for carers' services
- remove or reduce the level of Personal Budget award to carers who have eligible needs for support following assessment

It has been determined that the introduction of charging for carers' services is not a viable option and would not deliver the required savings. Also, whilst it is permissible for local authorities to charge carers for services, it is not recommended by Government to do so. It is therefore recommended that the council does not proceed with this option.

The option of not making any changes to the current process of carers' assessment and support planning, which may include a Personal Budget was considered but was also rejected as the modelling undertaken showed it would not be possible to deliver the required level of savings now or in future years.

Although carers report that being awarded a personal budget makes them feel recognised and valued for the support that they provide, the council considers that the majority of carers' eligible needs can be met through the 'core' carer services, which include:

- a. The Carers Oxfordshire service - information and advice (online, email, phone); face to face support; volunteer befriending; peer support; training for carers
- b. A range of respite services for adults and children with disabilities to support their carers: daytime support; after school and holiday activities; overnight and longer breaks
- c. Carers' assessment and review and carers' support plan
- d. Young Carers Service
- e. Emergency Carers' Support Service

Impact Assessment: Oxfordshire Carers' Strategy

The strategy sets out how Oxfordshire County Council and Oxfordshire Clinical Commissioning Group will support carers in the period 2017-2020.

It is considered that the strategy will have a positive or neutral impact on carers.

Impact Assessment: carers' personal budgets

This assessment considers the potential impacts on different groups, services, staff and providers and possible mitigations in respect of the **proposed three options for carers' personal budgets** which are being consulted on.

Impact on Individuals and Communities:

General

Risks	Mitigations
<p>All three options proposed have a greater impact on those carers who have previously received a carers' personal budget</p> <p>There is also an impact on carers who haven't had a personal budget but might</p>	<p>The options for carers' personal budgets do not affect the majority of carers - less than a quarter of carers whose needs were assessed in 2015/16 (in an individual Carers' Assessment and/or jointly assessed in the assessment of the</p>

<p>under the current system. However, there could also be a positive impact for some carers who may receive a higher amount under option 1 or 2 than under the current system</p> <p>Option 3: not having a carers' personal budget could mean that some carers are less able to have a break from caring. Not having a personal budget could negatively affect the health and well-being of carers; carers may feel devalued and unsupported in their role, and this could lead to carer breakdown with subsequent significant costs to the council to support the cared for person. There could also be a cumulative subsequent effect on the wider family and support network</p> <p>The proposals may reduce the ability for a break from caring by reducing or removing carers' personal budgets; the impact of this may be higher for carers where the cared for person may not be eligible for or chooses not to receive a social care service</p> <p>There is a risk of a cumulative impact on carers - the review and recommissioning of services such as daytime support for adults and services for children with disabilities that support carers will have an impact on many carers alongside the proposals for carers' personal budgets</p>	<p>Option 3 - in addition to the core offer, the proposed contingency fund will mean that carers who are unable to meet their eligible needs from the 'core' services will be able to apply to the fund for a payment for a specific, identified item that would meet the need The 'core' services and support for carers are continuing and are not part of the proposals for carers' personal budgets. The Carers Oxfordshire service includes services to support carers' health and wellbeing, for carers of people with mental health needs and/or physical health needs</p> <p>Options 1 & 2 retain carers' personal budgets which carers with eligible needs could use for a break, regardless of whether the person cared for receives a social care service. Under option 3, there will be a 'contingency fund' of £100,000 to meet eligible carers' specific needs which cannot be met by the 'core' carers' services, and a carer who is caring for someone who does not receive a social care service for whatever reason could apply for a payment for a break</p> <p>The impact of any potential changes in daytime support services for adults and services for children with disabilities will be reflected in the impact assessments for those services. The council will consider the results of this consultation in conjunction with any potential changes in day time support services to ensure that any adverse impact on carers is mitigated</p>
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Sex

Risks	Mitigations
<p>All three options proposed could impact disproportionately on women, as higher numbers of women are carers</p>	<p>If option 3 is taken forward - a mapping and profiling exercise will be undertaken on carers currently in receipt of the highest level of personal budget e.g. to establish whether the carer lives in an urban or rural area; the age and gender of the carer; needs of person cared for; health needs of carer etc. and use results of this exercise to inform the development of the criteria for the proposed contingency fund and existing carer support services</p>

Rural communities:

Risks	Mitigations
<p>These proposals could have a greater impact on people living in rural communities as there are high numbers of older people in these areas, and older people are more likely to be carers than younger people The proposals potentially impact more on carers in rural areas in terms of transport and access to services - carers' personal budgets may be used more for transport; public transport availability is usually scarcer in rural areas than in more urban areas and transport costs are higher</p>	<p>If option 3 is taken forward - a mapping and profiling exercise will be undertaken on carers currently in receipt of the highest level of personal budget e.g. to establish whether the carer lives in an urban or rural area; the age and gender of the carer; needs of person cared for; health needs of carer etc. and use results of this exercise to inform the development of the criteria for the proposed contingency fund and existing carer support services</p>

Areas of deprivation:

Risks	Mitigations
<p>The proposals, option 3 in particular, could have a greater impact on people on low incomes/living in areas of deprivation as they may be less likely to be able to meet their needs from within their own resources</p>	<p>If option 3 is taken forward - a mapping and profiling exercise will be undertaken on carers currently in receipt of the highest level of personal budget e.g. to establish whether the carer lives in an urban or rural area; the age and gender of the carer; needs of person cared for; health needs of carer etc. and use results of this exercise to inform the development of the criteria for the proposed contingency fund and existing</p>

	<p>carer support services</p> <p>Carers Oxfordshire, Oxfordshire Specialist Advice Service and social care staff will encourage the carers they work with to apply for benefits that the carer may be eligible for</p>
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Gender reassignment, pregnancy and maternity, disability, race, religion or belief, sexual orientation, marriage and civil partnership:

No differential impacts have been identified for people who share these protected characteristics, but we anticipate that this may change as a result of the feedback received during this consultation.

Impact on Staff:

Risks	Mitigations
<p>The proposals could have a significant impact on the workloads of operational teams and the Customer Services Centre as there could be an increase in referrals of both new and known social care service users, in particular emergency/urgent referrals at a time of crisis as a result of carer breakdown. There will also be work arising from revising processes and procedures regardless of which of the proposed options for carers' personal budgets is taken forward</p>	<p>Any increases in workload will be monitored and corrective actions taken as required</p>

Impact on other Council services:

Risks	Mitigations
<p>There is a risk that these proposals could lead to increased costs for the council in providing care and support to people whose carers can no longer maintain their input</p> <p>There could be reputational and political risks to the council of reducing support to carers</p>	<p>Spend on services and budget management processes are closely monitored and any significant increases will be escalated in accordance with operational protocols</p>

Impact on providers:

Risks	Mitigations
There could be an increase in demand for other social care services such as the Emergency Carers Support Service and emergency respite placements which providers may not have the capacity to meet	The Emergency Carers Support Service is being incorporated into the new Urgent Response and Telecare Service, which is due to begin in October 2016. The new service has been designed to include improved resource capacity
There could be a risk that providers of carer support and other social care services may be unable to manage an increase in demand as a result of these proposals	Services will be regularly monitored through existing contract monitoring and other processes to pick up any capacity issues or other concerns which will be escalated in accordance with operational protocols

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?

N/A

How might the proposal improve the environmental well-being of the relevant area?

N/A

Action plan:

Summarise the actions that will be taken as a result of the assessment, including when they will be completed and who will be responsible. It is important that the officer leading on the assessment follows up to make sure the actions are completed, and updates the assessment as appropriate. Any significant risks identified should also be added to the appropriate service or directorate risk register, to ensure they are appropriately managed and reviewed.

Action	By When	Person responsible
If option 3 taken forward - undertake mapping exercise to identify characteristics of high need carers		
If option 1 or 2 taken forward - review and adjust the Resource Allocation System in the		

Oxfordshire Carers' Strategy and Carers' Personal Budgets Consultation

carers' assessment process		
Develop criteria and procedure for proposed contingency fund if option 3 is taken forward		
Raise awareness and encourage use of new technology and online support systems		

Person responsible for assessment: Benedict Leigh

Version	Date	Notes (e.g. Initial draft, amended following consultation)
1	22 nd August 2016	Initial draft

Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area:

Social and Community Services, Joint Commissioning

What is being assessed:

Proposed options for daytime support

Responsible owner / senior officer:

Benedict Leigh, Lead Commissioner, Adults

Date of assessment:

October 2016

Summary of judgement:

In developing our understanding of the needs for daytime support in Oxfordshire, we have listened to over 600 people who use daytime support, their carers, as well as providers of care and support, and community groups. People have told us their priorities, and we have taken these into account in developing a new, sustainable model for daytime support.

The new model includes potential positive impacts, through support for the development of new opportunities to fill existing gaps, and more flexible council-provided support meeting a wide range of needs. The overall offer in the new model increases choice and expands the range of provision.

There are potential negative impacts for some people with daytime support needs and their carers resulting from a reduction in funding for community and voluntary support and associated transport, and the replacement of council-provided Health and Wellbeing Centres and Learning Disability Daytime Support Services with a new countywide, flexible Community Support Service.

This is particularly likely to impact on people with the protected characteristics relating to age, disability, gender and ethnicity. However, the model includes a number of mitigations to this, including support and funding for community and voluntary services to continue and transition support for people affected.

This is also reflected in mitigating the potential impacts on providers; we will offer support to enable them to transition to more self-sustaining models as well as funding to those that in areas of greatest need. We anticipate potential negative impacts for some staff, particularly in the council's daytime support services. We will mitigate this through a staff consultation process, alongside staff support.

This assessment will be updated with further information provided during the consultation.

Detail of Assessment:

Purpose of assessment:

This assessment considers the impact of proposed options for daytime support in Oxfordshire. The assessment considers the possible impact on the local population, whether this could impact differently on specific groups, and how the impact could be mitigated.

These options are being consulted on in autumn 2016. Consultation documents are available here: www.oxfordshire.gov.uk/daytimesupport

This assessment will be updated with further information provided during the consultation.

A recommendation on the county council's future funding of daytime support and approach to delivering this will be made by Cabinet in January 2017, for a final decision by Council in February 2017.

This assessment also fulfils the council's requirements under Section 149 of the Equalities Act 2010, as set out below:

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

Social Value

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934¹ might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

Context / Background:

We have carried out a review of daytime support for people aged over 18 in Oxfordshire. The review has focused on understanding the needs of vulnerable people for daytime support, specifically support to meet eligible care needs and support that prevents care needs escalating.

The review started in March 2016 and involved engagement work with more than 600 people currently using services, and their carers. It also involved detailed modelling work and appraisal of a range of options.

It covered voluntary and community provided daytime support, health and wellbeing centres, learning disability daytime support services, and the associated transport arrangements. This review is linked to: the review of respite services and the Oxfordshire carers' strategy and carers' personal budgets review.

The purpose of the review was to:

- Identify the needs of the population of Oxfordshire for daytime support
- Describe Oxfordshire County Council's aims in relation to daytime support
- Propose a model and options for future daytime support that meet the council's aims, statutory needs and are in the context of the current financial resources

¹ [EC Procurement Threshold for Services](#)

Further information is available in the consultation documents:

www.oxfordshire.gov.uk/daytimesupport

Proposals:

Personal budgets for everyone with eligible needs enabling choice between a range of voluntary sector, private sector, and county council services.

Open access tailored support for more vulnerable people delivered through the Dementia Support Service, which will continue to provide support to people with dementia and their families through Dementia Advisors, and the Wellbeing and Employment Service, which will continue to provide support to people aged over 18 with learning disabilities, autism and physical disabilities.

Supporting people to **live well in the community** through: information and advice; council services such as our bookable transport service, The Comet; and voluntary and community sector support. This includes grant funding totalling £250,000 a year – an Innovation Fund for the development of self-sustaining projects, and a Sustainability Fund for the ongoing delivery of targeted daytime support opportunities in areas of high need in the county; and other support including advice and support to develop self-sustaining models, and support to develop Good Neighbourhood Schemes.

A **council-provided**, countywide, flexible **Community Support Service**, which people can choose to purchase using Personal Budgets or self-fund. This service would replace our Health and Wellbeing Centres and Learning Disability Daytime support Services. It would support people with a wide range of needs for daytime support, including older people, people with learning disabilities, people with physical disabilities and people with dementia. It would provide transport integral to the service, to people eligible for transport support.

We are proposing **two options** for delivering this service:

Option A: Centre-based option for the Community Support Service

In this option, the service would be delivered from 8 dedicated buildings, in Oxford, Banbury, Didcot, Witney, Bicester, Wantage, Abingdon and Wallingford. They would provide multi-functional spaces, and deliver individual and group support, using facilities available at the base, as well as in local communities. A higher proportion of support would be delivered at the bases than in the alternative option (B).

Option B: Mixed option for the Community Support Service

In this option, the service would be provided to four geographical areas in Oxfordshire (City, North, South and West). There would also be four small, building bases in Oxford, Banbury, Didcot and Witney, they would include spaces suitable for people who need specialist equipment to meet their complex health needs, rooms equipped for sensory integration work sessions, and spaces where people who need to have quiet time can do so in a safe, supportive environment. The majority of the service will be provided as a range of flexible options to people in their communities, including individual and group support. It would use various community facilities as bases where needed, such as libraries, leisure centres and allotments.

This broad offer would replace all our other support and means that we would cease current grant funding to tier two day services for older people (£992,000). We would replace our Health and Wellbeing Centres and Learning Disability Daytime Support Service with the Community Support Service, which would provide a range of support which people can choose to purchase using their personal budgets or own resources. We would provide transport as part of this service to people who are eligible for transport support.

Oxfordshire County Council currently spends £9.3m per year on daytime support services. The total costs of proposals being made would run at an annual budget of either £5.9m (Option A) or £6.9m (Option B). More than £1m of the cost reduction is from a more efficient transport offer in county council daytime support services.

Evidence / Intelligence

Needs for daytime support

The first chapter of the consultation paper sets out the need for daytime support in Oxfordshire. This includes what people have told us daytime support means to them, what we have heard from organisations providing support, and what we know about the numbers of people who need support now and who are likely to need it in the future. In summary:

People have told us that their priorities for daytime support include social contact, getting out of the house, maintaining independence and having a meal. Alongside seeing friends, people with learning disabilities emphasised going to work, getting a job and learning new skills. Carers needs are predominantly for respite, but the support and opportunities that daytime support provides to those they care for is very important to them too, as well as the reassurance that they are safe and are being cared for by skilled, caring and qualified staff.

It is clear from the demographic predictions for Oxfordshire, that the numbers of older people needing care and support will continue to increase significantly. The numbers of people with learning disabilities and physical disabilities are also expected to rise slightly. As the numbers of people needing care and support are increasing, the numbers of carers are also increasing.

The areas of the county most likely to have greater needs for daytime support are mostly deprived urban areas, particularly in Oxford City and Banbury, as well as rural areas with especially high populations of older people. People with needs for care and support living in rural areas are likely to have particular needs around transport and housing. Some people from ethnic minority groups may have some particular needs around daytime support, for example relating to culture and/or language.

People with all levels of need benefit significantly from support to prevent their isolation and loneliness and maintain their independence and wellbeing.

Current use of daytime support

There is a wide range of daytime support available in Oxfordshire, including but extending far beyond support provided or funded by the council. This support meets a wide range of needs and ranges from activities open to everyone, to community

and interest groups, to preventative options for people with lower level needs, to more targeted provision for people with higher level needs.²

Oxfordshire County Council provides long-term support to approximately 6,000 people who have assessed eligible needs³, approximately 4,000 of whom are supported in their own homes. Many of these people will be accessing a range of daytime support.

Community Information Network, Wellbeing and Employment Service, Dementia Support Services

These countywide services provide a wide range of support, including information and advice and elements of daytime support or links to existing opportunities.

The Community Information Network, alongside providing information and advice, helps mostly older people to meet people and discover local activities or volunteering opportunities. Approximately 8000 people a quarter are supported directly by the service, of whom approximately half are supported by phone or email and a tenth are supported face-to-face. It also helps to develop and supports good neighbourhood schemes, which offer befriending visits, voluntary transport and practical support to vulnerable people.

The Wellbeing and Employment Support Service, 'OxForward' provides wellbeing and employment support to people over the age of 18 with learning disabilities, autism and physical disabilities. The service is expected to support 700 people each year to increase their wellbeing through various opportunities, of which a 100 people to move into and maintain volunteering roles and a 100 people to move into and maintain employment.

The Dementia Support Service provides support to people with dementia and their families across Oxfordshire, through Dementia Advisors. They provide information, advice, signposting and face to face and telephone support to enable people with dementia to live in their own homes for as long as possible. The service also includes enhanced family support to people with early onset of dementia, training for staff working in services supporting people with dementia, carers and communities and establishing and facilitating carer support groups. It provides face to face support to an average of 120 people per week. The service works with GPs, Memory Clinics, dementia-related voluntary organisations and other professional partners to raise awareness, identify people diagnosed with dementia and ensure they have access to support services.

'Tier 2' services for older people

There are numerous day opportunities for older people across the county, largely provided by the voluntary sector and community groups. The majority of those which Oxfordshire County Council provides grant funding to are local day centres or lunch clubs, open one or a few days per week. This includes some specialist and targeted provision, for example day centres for people with dementia and day centres for the Chinese community. Approximately 1000 people use these services in total, with an

²See www.oxfordshire.gov.uk/livewell for more information

³ See Eligibility information (Appendix 4)

average daily usage of 229 people. We estimate that 5%, approximately 50 people, using these services have assessed eligible needs.

Health and Wellbeing Centres

Oxfordshire County Council provides day services to older people at Health and Wellbeing Centres, which are spread across the county. 499 people use these services, 37% of whom receive long-term support for assessed eligible needs. Of this 37%, 51% live alone while 42% live at the same address as their main/informal carer. Of those who do not receive long-term support for assessed eligible needs, 45% live alone and 51% live at the same address as their main/informal carer.²³ The average daily usage of these services is 149 people. One of the Health and Wellbeing Centres, the Elms in Witney, is run by an external provider – Leonard Cheshire. The average daily usage of this service is 19 people.

Learning disability Daytime Support Service

Oxfordshire County Council provides day services to people with learning disabilities at Learning Disability Daytime Support Services, which are spread across the county. 341 people use these services, 100% of whom receive long-term support for assessed eligible needs.⁴ 1% live alone while 99% do not live alone. 83% have a main/informal carer, while 17% do not. 49% live at the same address as their main/informal carer.⁵ 47% live in some form of supported accommodation. The average daily usage of services is 205 people.

Externally provided Learning Disability Daytime Support Services

There are a number learning disability daytime support services provided by external providers, mostly the voluntary sector. People with learning disabilities can choose to access these using their Personal Budgets. Over 100 people use the various centre-based services. There are also a range of centreless alternatives which people with learning disabilities access through Personal Budgets, for example horticulture and farming based daytime support activities.

Direct payments

1445 people, of the 4000 who have assessed eligible needs the council provides long-term support to living in their own homes, use Direct Payments.⁶ Some will be using these Direct Payments to pay for daytime support, for example to employ a Personal Assistant to support them in social, leisure and learning opportunities. However we do not know how many will be using their Direct Payments on daytime support, as people can choose how to use it to support their assessed eligible needs.

Alternatives considered / rejected:

This review followed the joint budget that was set by the County Council in February 2016 and committed a review of Oxfordshire County Council Health and Wellbeing Centres and community and voluntary sector provided and Oxfordshire County Council part funded daytime support for older people (tier 2) to save £1 million. It

⁴ See Eligibility information (Appendix 4)

⁵ Data from April 2016

⁶ See 'A Guide to Direct Payments' <https://www.oxfordshire.gov.uk/cms/content/direct-payments>

has taken place in the context of the council having £15.2 million of unidentified savings to make between 2017/18 and 2019/20.

The savings proposals previously considered and rejected were: ceasing to provide Health and Wellbeing Centres mostly for older people; ceasing £992,000 of grant funding to tier 2 community and voluntary daytime support services mostly for older people; and ceasing to provide associated transport.

The review looked at daytime support for all adults in Oxfordshire, as daytime support is an important part of the lives of many older people, people with dementia, people with learning disabilities and people with physical disabilities. It provides vital links to the community that help people to live independent and fulfilling lives. We want to ensure it meets a wide range of needs and is fit for the future and sustainable over the longer term, in a challenging financial context. Leaving current arrangements unchanged was not an option, as the current model does not meet the full range of needs for daytime support, people's changing aspirations, and the challenging financial context.

The proposed model offers support to enable people to live well in their communities, offers additional tailored support to vulnerable people to increase their wellbeing and live as independently as possible, and provides a core service to people who have assessed eligible needs for support.

The options proposed for meeting people's assessed eligible needs for support acknowledges that as more and more people in Oxfordshire with assessed eligible needs have been able to choose how to use their own personal care budgets, there is a great deal more choice of services on offer. We considered the option of moving all the provision of daytime support into the community and voluntary and private sectors. This would have been funded via personal budgets. However, this was not taken forward, on the basis that a council provided service could act as a provider of last resort, mitigate the risks of market failure and of specific provider failure, and increase the choice available to individuals.

In developing the options for the Community Support Service proposed, we took into account the priorities and ideas shared by the working group of people who use daytime support services and carers. Priorities included ensuring a flexible range of support and facilities to meet people's needs, and opportunities for people to take part in stimulating activities – further information is available in Appendix 3 – Working Group Report.

Modelling work was also carried out to explore different options. Further information on the options explored is provided in Appendix 6 - Methodology for determining council provided Community Support Service. Broadly, the modelling process involved: defining the total number of locations for bases; the ideal locations based on minimising the distance of current service users from their nearest base; and for the given number of existing locations, determining which locations centre-based services should run from.

Impact Assessment:

Impact on Individuals and Communities:

The reduction in funding for daytime support, if it results in a reduction in the availability of service, may have an adverse impact on people using these services and their carers if there is no suitable mitigation in place. Main risks and mitigations are detailed below.

People using currently funded tier 2 services – community and voluntary daytime support services

We would replace our current annual funding for 47 community daytime support services of £992,000 a year, with grant pots totalling £250,000 a year, which services could bid for under the following two categories:

Sustainability fund - We propose to provide grants to enable the ongoing delivery of daytime support services in areas of high need.

Innovation fund - We propose to provide one-off grant funding to establish self-sustaining projects to fill gaps in services.

We will offer support to voluntary and community organisations to become self-sustaining, and communities to develop local solutions, through the community and voluntary sector support we fund.

These mitigations are designed to reduce the likelihood of a reduction in service availability, and thus any adverse effect.

Transport – We will work with affected services to find alternatives to current transport arrangements, including offering our bookable transport service (The Comet) and supporting the development of Good Neighbour Schemes, as the current model for transport for some daytime support services will not be provided.

People using currently provided tier 3 services – Health and Wellbeing Centres

The Community Support Service would replace our Health and Wellbeing Centres and Learning Disability Daytime Support Services. People could choose to purchase support from this council-provided, countywide, flexible service, using Personal Budgets or self-funding.

Transition support

The range of support outlined to support people to live well in their communities, will enable people using current services to explore alternatives. It will also support voluntary and community groups providing current services to move towards self-sustaining models of provision, as far as possible.

Our newly commissioned voluntary infrastructure service will support communities and specific groups within them most affected by reductions in our services, to develop creative, community-led solutions to meet their needs.⁷ The service will promote and develop volunteering across the county, and will work with communities to support and empower them to identify issues, find their own solutions and become

⁷ The service is provided by [Oxfordshire Community and Voluntary Action](#), in partnership with Community First Oxfordshire, Volunteer Link Up, Volunteer Connect and Oxfordshire Youth

more active. It will also support voluntary and community organisations to increase their effectiveness and build their capacity, and will facilitate organisations networking and partnership working to shape Oxfordshire’s communities. This will support the development of a wide range of opportunities to enable people to live well in their communities. Solutions will vary from place to place, depending on communities’ needs and resources. For example, it could involve developing new Good Neighbour Schemes, which offer befriending visits, voluntary transport and practical support to vulnerable people. It could also involve developing new forms of support, for example some schemes in the county provide practical and social group-based support to older people, such as food shopping outings.

In the first year, we propose that the Innovation Fund is used to support existing initiatives to transition to self-sustaining models and we will support them to do this through the infrastructure support service we fund. We will also prioritise support to the development of transport alternatives, including through good neighbourhood schemes and enabling the development of partnership arrangements with local organisations.

Everyone will be offered the opportunity of an assessment, to determine whether they have eligible needs for support.⁸ Everyone who has assessed eligible needs for support will be supported to explore their options and decide how they want their needs to be met in the future, in line with their needs, aspirations and resources.

The Community Information Network will work as a strategic partner with Oxfordshire County Council to support people to live well in their communities, keeping people socially connected by linking them to existing activities in their area. Oxfordshire County Council will work with the Community Information Network service to develop and enhance the council's information and advice offer to Oxfordshire residents.

In the event that changes are agreed to daytime support, in order to support any transition for people, from April 2017 the Community Information Network will prioritise working with people who have been attending Health & Wellbeing Centres and other directly affected services and have been assessed as not having eligible social care needs, or have decided not to have a social care needs assessment. The Community Information Network will assist these people to find alternative day time support in their communities, providing a 'bespoke package' of information and advice relevant to each individual. This could include choosing to buy a council service, befriending, transport, practical support from a good neighbour scheme, attending a local lunch club, or joining a local social group. This will ensure a personalised transition from current daytime support services for those people who do not have eligible needs.

Summary of risks and mitigations for people with daytime support needs

Risk	Mitigation
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⁸ See Eligibility information (Appendix 4)

<p>There is a risk that, if the proposed new model for daytime support is not effective in enabling services to continue and in helping alternatives to develop and supporting people to use them, people's existing needs may escalate as a result of not receiving daytime support.</p>	<p>The proposed options include support to enable community and voluntary support to continue and develop, as well as to support new self-sustaining initiatives to develop.</p> <p>The proposed options include support and funding to increase the range of support options available. This could have a positive impact, as support options are developed to reflect new or unmet demand.</p> <p>The council would also ensure people are aware of alternative ways to meet their care and support needs, through the information and advice proposals. The council will also ensure people who have eligible needs for care and support.</p> <p>The new council service will provide flexible, countywide support to meet a wide range of needs. This could increase the suitability of support, to meet a wider range of needs.</p>
<p>There is an increased risk of social isolation amongst people using daytime support services if the daytime support service remains open, but funding for transport to the centre is removed as this would limit access for those who rely on council-funded transport (e.g. adjusted minibuses for wheelchair users)</p> <p>There could be an increased risk of this in more isolated, rural communities without public transport links.</p>	<p>Transport support will be provided to everyone who is eligible for transport support, in accordance with their assessed needs. Information and advice will be provided to people using services about alternative sources of transport available across the county.</p> <p>Voluntary and community sector providers may be able to source transport to their services for people in need of this. The council will work with affected services to find alternatives.</p> <p>The council will offer The Comet, our bookable transport service. The council will also facilitate the development of good neighbourhood schemes, which offer transport alongside befriending and practical support.</p> <p>Support will be targeted at most affected communities, and solutions tailored to their needs and local available resources.</p>
<p>There is an increased risk that people with lower incomes will be adversely affected, if community and voluntary provided services become more dependent on raising income from increasing</p>	<p>The Sustainability Fund – yearly grants – will be targeted at enabling the ongoing delivery of daytime support opportunities which are in areas of high need in the county. We would determine this primarily according to the index of multiple deprivation, as well as the information we hold</p>

<p>charges. This could also apply to people using council services who are assessed as not having eligible needs, who could choose to self-fund this support or use alternatives.</p>	<p>on the sustainability of services, the needs and resources of the local community, and on how the service meets our aims for daytime support. This will mitigate the impact of the reduction in grant funding on services which would be most affected and least able to transition to more self-sustaining models of delivery, and therefore, people who use these services.</p>
<p>There is a risk that if daytime support services' support is reduced, carers may struggle to find suitable, sustainable alternatives which make it possible for them to continue in their caring role. This will especially impact on carers who provide high levels of support, working carers, and carers with other responsibilities, for example caring for children. There is a risk that this could lead to the breakdown of caring relationships, with negative consequences for carers and the person they care for.</p>	<p>Assessments will be offered to all carers supporting people who use these services, and their needs for support met if they are eligible.</p> <p>Work has taken place with carers to understand their needs within the context of daytime support and proposals have taken these needs into account. We will ensure that people with daytime support needs who need full days of support, and carers who need full days of respite, are able to access this.</p>
<p>There is a risk that people using council daytime support services are likely to have to travel further, as the number of locations is reduced.</p>	<p>The Community Support Service would provide countywide support, including on an outreach basis in local communities as well as in building bases. The building base locations chosen were partially modelled on reducing travel distances for people using daytime support services. Under the centre-based model of option A, the average journey would be 4.6km. Under the mixed-model of option B, the journey for people needing to use the 4 bases would be higher, and for everyone else it would be likely to be lower.</p> <p>Integrating the transport into the support service, will mean shorter journeys for many people, and journeys will be planned flexibly according to individuals' needs.</p>

Impact on individuals and communities – protected characteristics

The potential risks and mitigations set out above could particularly apply to older people and people with disabilities, who use daytime support. They could also particularly apply to women, as the majority of older people, and carers, are women. They could also particularly apply to people from ethnic minority groups, as more

people with ethnic minorities are likely to have a disability. The mitigations take this into account, with support and options available to those who could be most affected.

We anticipate that people with the protected characteristics of gender reassignment, pregnancy and maternity, religion or belief (including lack of belief), sexual orientation, and marriage and civil partnership, are not at risk of being adversely affected by the proposals. There could potentially be a positive impact, as the proposals include support to new initiatives to develop – through the Innovation Fund – which could support targeted initiatives developed to meet particular needs.

Impact on Staff:

Risk	Mitigation
In the short-term, there is a risk that there will be an increased demand for services provided by the adult social care teams.	Effective transition planning will mitigate this risk. It will include the provision of additional staffing resource.
When we look at staffing needs and the structure for the proposed new Community Support Service, they are different from those in the current service. As a consequence of the proposals there are likely to be redundancies across day services and we are anticipating the need to develop new job descriptions.	Following decisions on the overall future shape of daytime support, and as part of the decision-making process in developing the Community Support Service, the full impact on staff will be assessed and an appropriate staff consultation would take place. We want to keep as many people employed in permanent roles as possible and have suspended recruitment to permanent roles to support this process. Support is also available to staff throughout.

Impact on other Council services:

In the short-term, there is a risk that there will be an increased demand for services provided by the adult social care teams.	Effective transition planning will mitigate this risk. It will include the provision of additional staffing resource.
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Impact on providers:

Risk	Mitigation
The proposals for community and voluntary daytime support services are likely to have adverse impacts on	Engagement with voluntary and community sector providers will begin early, so that providers can consider:

providers of these services who are currently funded by Oxfordshire County Council. This also applies to their staff and volunteers.

The extent of this impact will depend on the sustainability of each provider, and how dependent it is on county council funding. It will also depend on whether they opt to seek alternative operating models and/or sources of funding, and how successful they are in achieving this.

This is particularly likely to impact on providers in areas of deprivation, with fewer resources particularly financial means of local people to pay for services and potentially, volunteering capacity. This will reduce the likelihood of providers in these areas to develop more self-sustaining models, including generating other sources of income.

- reviewing their business models
- planning service changes with local communities
- sharing expertise and learning from each other
- opportunities for joint working
- alternative sources of funding and income generation

This will be supported by council-funded voluntary and community infrastructure support, which will work with affected providers to develop self-sustaining models.

This will also be supported by the availability of grant funding, which providers can apply for. This will support services which are unable to develop self-sustaining models in areas of high need, as well as enable new self-sustaining initiatives to develop.

The Sustainability Fund – yearly grants – will be targeted at enabling the ongoing delivery of daytime support opportunities which are in areas of high need in the county. We would determine this primarily according to the index of multiple deprivation, as well as the information we hold on the sustainability of services, the needs and resources of the local community, and on how the service meets our aims for daytime support. This will mitigate the impact of the reduction in grant funding on services which would be most affected and least able to transition to more self-sustaining models of delivery.

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?
N/A

How might the proposal improve the environmental well-being of the relevant area?
N/A

Action plan:

Action	By When	Person responsible
Review Service and Community Impact Assessment - incorporating feedback via the public consultation – to feed into the decision-making process.	Post consultation and pre-decision making process – by January 2017	Benedict Leigh
The implementation and development of any new model would be monitored and reviewed, to ensure that impact can be assessed and further mitigations developed if required. The council will work closely with its partners in this.	The initial post implementation review is planned to start on 1 st April 2018.	Benedict Leigh

Monitoring and review:**Person responsible for assessment: Lead Commissioner**

Version	Date	Notes (e.g. Initial draft, amended following consultation)
V1	October 2016	Pre-consultation draft

Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area: Fire and Rescue Service

What is being assessed (e.g. name of policy, procedure, project, service or proposed service change): Vacancy Management – Fire and Rescue Service and Emergency Planning. The assessment of current and future vacancies to identify whether recruitment, reallocation of responsibilities, outsourcing, collaboration or working in new ways is the most appropriate decision moving forward.

Responsible owner / senior officer: Deputy Chief Fire Officer Simon Furlong

Date of assessment: 05/12/16

Summary of judgement:

The planned changes are a firming up of the temporary position that we have been managing recently. The impact on individuals with protected characteristics is negligible as the roles involved are not directly customer related. The impacts are on existing staff members with morale and capacity being the critical aspects of managing this proposal.

Detail of Assessment:

Purpose of assessment:

This assessment is being completed to consider the impact of saving £250k through the management of vacant post across Fire and Rescue, Trading Standards and Emergency Planning.

The assessment is being carried out to consider the impact of these changes on different people, particularly those who share a protected characteristic under the Equality Act 2010.

You should also include the following statement to clearly set out the reasons and context for undertaking the assessment:

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

Social Value

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934¹ might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

Context / Background:

The Fire Service has been integrating over the last few years with both Emergency Planning and Trading Standards and this has led to a number of posts being delivered in different ways with shared responsibilities and managers working across services. In addition when internal roles have become vacant we have resisted like for like replacement and redesigned or redeployed the workloads and responsibilities.

Proposals:

The proposal is to complete a review of our previous structures, to identify the vacant positions, assess the current working practices and to implement decisions.

Evidence / Intelligence:

We will use historical employment data and staff interviews as well as role analysis and professional judgement to create recommendations for the future structural positions.

¹¹ [EC Procurement Threshold for Services](#)

Alternatives considered / rejected:

An alternative approach would have been to replace like for like as people left or retired but in line with the recruitment freeze and business case approach to recruitment we decided not to instantly replace roles.

Impact Assessment:

Identify any potential impacts of the policy or proposed service change on the population as a whole, or on particular groups. It might be helpful to think about the largest impacts or the key parts of the policy or proposed service change first, identifying any risks and actions, before thinking in more detail about particular groups, staff, other Council services, providers etc.

It is worth remembering that 'impact' can mean many things, and can be positive as well as negative. It could for example relate to access to services, the health and wellbeing of individuals or communities, the sustainability of supplier business models, or the training needs of staff.

We assess the impact of decisions on any relevant community, but with particular emphasis on:

- Groups that share the nine protected characteristics
 - 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
- Rural communities
- Areas of deprivation

We also assess the impact on:

- Staff
- Other council services
- Other providers of council services
- Any other element which is relevant to the policy or proposed service change
- How it might improve the economic, social, and environmental of the area affected by the contract **if** the Public Services (Social Value) Act 2012 applies

For every community or group that you identify a potential impact you should discuss this in detail, using evidence (from data, consultation etc.) where possible to support

your judgements. You should then highlight specific risks and any mitigating actions you will take to either lessen the impact, or to address any gaps in understanding you have identified.

If you have not identified an impact on particular groups, staff, other Council services, providers etc. you should indicate this to demonstrate you have considered it.

Impact on Individuals and Communities:

Community / Group being assessed (as per list above – e.g. age, rural communities – do an assessment for each one on the list)

Summarise the specific requirements and/or potential impact on this community / group, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations
<ul style="list-style-type: none"> ▪ 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 ○ Rural communities ○ Areas of deprivation 	<p>There is no direct link between these proposals and any protected group. The majority of the roles that this process will directly involve are support services that do not have direct contact or impact on our customers.</p> <p>None of the roles are specifically related to a protected characteristic.</p>

Impact on Staff:

Summarise the specific requirements and/or potential impact on staff, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations
Increased stress levels because of change and uncertainty	Formal project management approach. Communication plan. Staff workshops.

	Change champions
Lack of knowledge and experience in specific areas	Acceptance of the pace of change and the creation of support processes such as mapping and staff skill sharing sessions.
The impact on morale and retention of terminating the temporary contracts of staff that have been “acting up” in the vacancies while we complete assessments and make final decisions.	1-2-1 meetings, specific feedback on performance, recording of achievements for CV purposes, career progression discussions.
Overloading existing staff in terms of work demands if aspects of roles that are not being replaced are reallocated.	Ensure that decisions and role design are done in partnership with members of staff. Use time study predications to assess levels of capacity. Complete lean reviews of processes which are being reallocated to ensure that workloads are minimised. Consider the reallocation of administrative functions and workloads from all roles into the planned customer contact team to increase overall capacity.
Retention could be affected if staff feel that positions are being cut and that the opportunity for progression is limited.	Map the grades and positions of Green Book staff and consider the skills needed to deliver in the higher roles. Complete a TNA and identify the formal and informal training that could support staff to progress as and when opportunities are presented. In addition review current Grey Book positions and consider the opportunity for conversion to Green Book. Identify County Council vacancies and ensure our staff are aware of opportunities across OCC.

Impact on other Council services:

These changes are being completed in-line with the general Transformation direction of travel. The impact on other services might include some support, advice and guidance on the changes but also the sharing of lesson learnt to assist with other changes.

Risks	Mitigations
Lack of available support from other OCC services such as ICT and HR	This is mostly about process re-engineering and the majority of the capacity will come from in-house
	Early discussions in order to scope out the potential needs have been completed
The work completed could be out of line with the wider transformation programme	Fire are represented on both the board and the working group so are fully aware

	of the priorities and work that is being completed
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Impact on providers:

None identified

Risks	Mitigations

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?

How might the proposal improve the environmental well-being of the relevant area?

Action plan:

Summarise the actions that will be taken as a result of the assessment, including when they will be completed and who will be responsible. It is important that the officer leading on the assessment follows up to make sure the actions are completed, and updates the assessment as appropriate. Any significant risks identified should also be added to the appropriate service or directorate risk register, to ensure they are appropriately managed and reviewed.

Action	By When	Person responsible
Develop a process for assessing whether a role is “critical” and will or won’t be filled.	Feb 17	Gabby Heycock Paul Bremble
Ensure alignment with	On-going	Grahame Mitchell

OCC transformation plans		Simon Furlong
Complete some lean process training	Feb 17	Grahame Mitchell
Map out FRS Green Book grades and progression opportunities	Feb 17	Paul Bremble
Complete a TNA to identify the skills required of higher grades and match this to formal and informal training opportunities	April 17	Clare Sellman
Specifically consider the opportunities for the conversion of Grey Book roles to Green Book.	On retirement of individuals from roles	Paul Bremble
If roles are not being replaced ensure that any staff that have been in a temporary position are supported on an individual basis.	As required as decisions are made.	The allocated officer

Monitoring and review:

March 17 – After consultation

June – review after initial changes have been implemented

October – review of lean process outcomes

Person responsible for assessment:

Version	Date	Notes (e.g. Initial draft, amended following consultation)
1	06/12/16	

Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area: Fire and Rescue Service

What is being assessed (e.g. name of policy, procedure, project, service or proposed service change):

The creation of an Operational Crewing Pool, similar to a bank system used in other services.

Responsible owner / senior officer: Deputy Chief Fire Officer Simon Furlong

Date of assessment: 05/12/16

Summary of judgement: This proposal is to manage our emergency staff needs in a different way which will have no impact on the public.

We have a version of this system operating currently although currently it is more common for the approach to be based on short term contracts. We have experience of operating a crewing pool and have used the ability to allocated staff on a shift by shift basis and we know that it can work. We will monitor the success of this approach and record the impact on crewing levels.

Detail of Assessment:

Purpose of assessment:

This assessment is being completed to consider the impact of saving £100k through the creation of an Operational Crewing Pool.

The assessment is being carried out to consider the impact of these changes on different people, particularly those who share a protected characteristic under the Equality Act 2010.

You should also include the following statement to clearly set out the reasons and context for undertaking the assessment:

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

Social Value

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Context / Background:

The Fire Service utilise a formula to determine the number of staff allocated to each Wholetime firefighter watch. This is based on local and national assessments of risk at incident types that determines the number of firefighters required in order to implement safe systems of work. The number of firefighter posts required per watch then impacts on our overall establishment figure of operational posts.

Proposals:

The proposal is to utilise a pool of firefighters to be able to fill positions on a needs basis. This would enable the establishment figure to run below the number required without impacting on our safe systems of work or our service to the public. The ability to provide operational cover when it is needed will reduce the costs in comparison to a full time equivalent.

Evidence / Intelligence:

We have a version of this system operating currently although currently it is more common for the approach to be based on short term contracts. We have experience of operating a crewing pool and have used the ability to allocated staff on a shift by shift basis and we know that it can work. We will monitor the success of this approach and record the impact on crewing levels.

¹¹ [EC Procurement Threshold for Services](#)

Alternatives considered / rejected:

An alternative approach would be to make more use of short term contracts but that is not as cost effective and does not provide clarity for our staff and increases administrative workloads.

We reject the option of reducing our operational establishment figures as we would be unable to maintain minimum numbers of firefighters on appliances leaving us unable to implement safe systems of work and provide the same level of emergency response to the public.

Impact Assessment:

Identify any potential impacts of the policy or proposed service change on the population as a whole, or on particular groups. It might be helpful to think about the largest impacts or the key parts of the policy or proposed service change first, identifying any risks and actions, before thinking in more detail about particular groups, staff, other Council services, providers etc.

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- Rural communities
- Areas of deprivation

We also assess the impact on:

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<p>The inability to provide minimum levels of crewing resulting in a limitation of emergency response actions to the public</p>	<p>We have fall back positions available to us and can reallocate staff from other roles if needed although this is not preferable as a result of the impacts on strategic objectives.</p>

Impact on Staff:

Summarise the specific requirements and/or potential impact on staff, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations
Staff volunteer to work for a period of time which is not safe or good for their well-being based on their overall work hours	Monitoring systems will be introduced to ensure that staff are working within safe limits and appropriate rest periods are maintained
The Fire Brigade's Union may adversely react to the proposal	Communications and conversation around the thoughts and considerations that have been completed

Impact on other Council services:

None identified

Risks	Mitigations

Impact on providers:

None identified

Risks	Mitigations

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?

How might the proposal improve the environmental well-being of the relevant area?

Action plan:

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Action	By When	Person responsible

Monitoring and review:

March 17 – After consultation
 June – review after initial changes have been implemented
 October – review of lean process outcomes

Person responsible for assessment:

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