

# **Section 4**

# **Budget Strategy and Capital Programme**

## Section 4.0 Budget Strategy and Capital Programme

- 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) 2018/19 – 2021/22
4.2		Variations to the MTFP
	4.2.1	Changes to the budget proposals since 23 January 2018
4.3		Council tax and precepts 2018/19
4.4		Detailed Revenue budget 2018/19
4.5		Virement Rules for 2018/19
4.6		Financial Strategy
4.7		Earmarked Reserves & General Balances Policy Statement
	4.7.1	Summary of Earmarked Reserves
4.8		Dedicated Schools Grant provisional allocation 2018/19
4.9		Treasury management strategy statement and annual investment strategy for 2017/18 (including prudential indicators and minimum revenue provision policy statement)
4.10		Capital Strategy
	4.10.1	Capital programme 2017/18 – 2027/28
	4.10.2	Summary of Changes to the Capital Programme
	4.10.3	Highways Structural Maintenance Programme 2018/19 and 2019/20
4.11		Social & Community Impact Statements

**Medium Term Financial Plan 2018/19 - 2021/22**  
**Summary**

	INDICATIVE POSITION											
	2018/19			2019/20			2020/21			2021/22		
	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
<b>Directorate Budgets</b>												
People - Children's Services	108,545	8,696	117,241	117,241	-4,337	112,904	112,904	-1,191	111,713	111,713	1,527	113,240
People - Adult Services	192,202	6,074	198,276	198,276	-163	198,113	198,113	7,793	205,906	205,906	5,251	211,157
People Public Health Communities	91,801	7,179	98,980	98,980	-358	98,622	98,622	-1,144	97,478	97,478	-273	97,205
Resources	19,815	-752	19,063	19,063	-2,216	16,847	16,847	-1,787	15,060	15,060	-200	14,860
Inflation and Other Adjustments <sup>(1)</sup>					-2,800	-2,800	-2,800	2,500	-300	-300	3,500	3,200
<b>Directorate Budgets</b>	<b>412,362</b>	<b>21,198</b>	<b>433,560</b>	<b>433,560</b>	<b>-9,874</b>	<b>423,687</b>	<b>423,687</b>	<b>6,171</b>	<b>429,858</b>	<b>429,858</b>	<b>9,805</b>	<b>439,663</b>
<b>Strategic Measures</b>												
Capital Financing												
Principal	8,435	33	8,468	8,468	1,105	9,573	9,573	1,021	10,594	10,594	378	10,972
Interest	17,126	-1,529	15,597	15,597	-380	15,217	15,217	-65	15,152	15,152	146	15,299
Interest on Balances	-4,773	-1,242	-6,015	-6,015	-1,208	-7,223	-7,223	-1,194	-8,417	-8,417	-672	-9,089
Un-Ringfenced Specific Grants	-19,247	7,869	-11,379	-11,379	-64	-11,443	-11,443	724	-10,719	-10,719	500	-10,219
Contingency	4,376	1,674	6,049	6,049	-1,108	4,941	4,941		4,941	4,941	2,314	7,255
Pensions - Past Service Deficit Funding	830	-830										
Public Health Saving	-500		-500	-500	250	-250	-250		-250	-250	250	
<b>Total Strategic Measures</b>	<b>6,247</b>	<b>5,974</b>	<b>12,220</b>	<b>12,220</b>	<b>-1,405</b>	<b>10,815</b>	<b>10,815</b>	<b>487</b>	<b>11,302</b>	<b>11,302</b>	<b>2,917</b>	<b>14,218</b>
<b>Contributions to/from reserves</b>												
General Balances	4,700	-4,700			1,000	1,000	1,000		1,000	1,000		1,000
Prudential Borrowing Costs					950	950	950		950	950		950
Budget Reserve	89	-1,393	-1,304	-1,304	6,931	5,627	5,627	-220	5,407	5,407	-962	4,445
Budget Priorities Reserve		-8,482	-8,482	-8,482	7,858	-624	-624	5,294	4,670	4,670	-3,095	1,575
Business Rates Reserve	33	372	405	405	89	494	494		494	494		494
Insurance Reserve	-900	-100	-1,000	-1,000	1,100	100	100	100	200	200	100	300
<b>Total Contributions to/from reserves</b>	<b>3,922</b>	<b>-14,303</b>	<b>-10,381</b>	<b>-10,381</b>	<b>17,928</b>	<b>7,547</b>	<b>7,547</b>	<b>5,174</b>	<b>12,721</b>	<b>12,721</b>	<b>-3,957</b>	<b>8,764</b>
<b>Sum Available to Allocate</b>											<b>7,876</b>	<b>7,876</b>
<b>Net Operating Budget</b>	<b>422,531</b>	<b>12,868</b>	<b>435,399</b>	<b>435,399</b>	<b>6,649</b>	<b>442,048</b>	<b>442,048</b>	<b>11,832</b>	<b>453,880</b>	<b>453,880</b>	<b>16,641</b>	<b>470,521</b>

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

**Medium Term Financial Plan 2018/19 - 2021/22**  
**Financing**

	INDICATIVE POSITION											
	2018/19			2019/20			2020/21			2021/22		
	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	422,531	12,868	435,399	435,399	6,649	442,048	442,048	11,832	453,880	453,880	16,641	470,521
<b>Funded by:</b>												
<b>Government Grant</b>												
Revenue Support Grant	-18,665	12,797	-5,868	-5,868	5,868	0			0			0
Business Rates Top-up	-37,821	-1,182	-39,003	-39,003	5,374	-33,629	-33,629	-588	-34,217	-34,217	-599	-34,816
<b>Total Government Grant</b>	<b>-56,486</b>	<b>11,615</b>	<b>-44,871</b>	<b>-44,871</b>	<b>11,242</b>	<b>-33,629</b>	<b>-33,629</b>	<b>-588</b>	<b>-34,217</b>	<b>-34,217</b>	<b>-599</b>	<b>-34,816</b>
<b>Business Rates</b>												
Business Rates local share	-31,165	-2,094	-33,259	-33,259	-839	-34,098	-34,098	3,659	-30,439	-30,439	-536	-30,975
Collection Fund Surplus/Deficit	461	-372	89	89	-89	0	0	0	0	0	0	0
<b>Total Business Rates</b>	<b>-30,704</b>	<b>-2,466</b>	<b>-33,170</b>	<b>-33,170</b>	<b>-928</b>	<b>-34,098</b>	<b>-34,098</b>	<b>3,659</b>	<b>-30,439</b>	<b>-30,439</b>	<b>-536</b>	<b>-30,975</b>
Council Tax Surpluses	-7,277	1,961	-5,316	-5,316	816	-4,500	-4,500	0	-4,500	-4,500	0	-4,500
<b>COUNCIL TAX REQUIREMENT</b>	<b>328,064</b>	<b>23,979</b>	<b>352,042</b>	<b>352,042</b>	<b>17,779</b>	<b>369,821</b>	<b>369,821</b>	<b>14,903</b>	<b>384,724</b>	<b>384,724</b>	<b>15,506</b>	<b>400,230</b>
<b>Council Tax Calculation</b>												
Council Tax Base			246,841			251,778			256,813			261,949
Council Tax (Band D equivalent)			£1,426.19			£1,468.84			£1,498.07			£1,527.89
<b>Increase in Council Tax (precept)</b>			7.3%			5.1%			4.0%			4.0%
<b>Increase in Band D Council Tax</b>			5.99%			2.99%			1.99%			1.99%

## Improvements and Investments plus Pressures and Savings Summary

Improvements and Investments	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
Communities	6.914	-0.107	-2.000	-0.500	4.307
Communities - Fire & Rescue Service Resources	0.350	0.000	0.000	0.000	0.350
	1.000	0.000	-1.000	0.000	0.000
<b>Total Improvements and Investments</b>	<b>8.264</b>	<b>-0.107</b>	<b>-3.000</b>	<b>-0.500</b>	<b>4.657</b>

Pressures	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
People - Children's Services	8.892	-0.069	1.502	1.527	11.852
People - Adult Services	5.650	8.252	7.900	5.576	27.378
People - Public Health	1.000	0.000	0.000	0.000	1.000
Communities	0.007	0.000	0.000	0.000	0.007
Communities - Fire & Rescue Service Resources	0.450	-0.150	0.000	0.000	0.300
	0.615	0.400	0.000	0.000	1.015
Corporate Measures	4.236	-0.986	4.344	0.170	7.764
<b>Total Pressures</b>	<b>20.850</b>	<b>7.447</b>	<b>13.746</b>	<b>7.273</b>	<b>49.316</b>
<b>Less proposed demography allocation</b>			<b>-6.000</b>	<b>-7.103</b>	<b>-13.103</b>
<b>Total Pressures</b>	<b>20.850</b>	<b>7.447</b>	<b>7.746</b>	<b>0.170</b>	<b>36.213</b>

Savings	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
People - Children's Services	-4.281	-5.055	-2.670	0.000	-12.006
People - Adult Services	-5.230	-4.432	-0.107	-0.325	-10.094
People - Public Health	-0.500	0.250	0.000	0.250	0.000
Communities	-4.410	-0.400	1.330	-0.250	-3.730
Communities - Fire & Rescue Service Resources	-0.800	0.000	0.800	0.000	0.000
	-0.592	-1.966	-0.787	-0.200	-3.545
Corporate Measures	-28.301	12.763	0.188	-4.021	-19.371
<b>Total Savings</b>	<b>-44.114</b>	<b>1.160</b>	<b>-1.246</b>	<b>-4.546</b>	<b>-48.746</b>

Net Position	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
People - Children's Services	4.611	-5.124	-1.168	1.527	-0.154
People - Adult Services	0.420	3.820	7.793	5.251	17.284
People - Public Health	0.500	0.250	0.000	0.250	1.000
Communities	2.511	-0.507	-0.670	-0.750	0.584
Communities - Fire & Rescue Service Resources	0.000	-0.150	0.800	0.000	0.650
	1.023	-1.566	-1.787	-0.200	-2.530
Corporate Measures	-24.065	11.777	4.532	-3.851	-11.607
<b>Total Budget Changes</b>	<b>-15.000</b>	<b>8.500</b>	<b>9.500</b>	<b>2.227</b>	<b>5.227</b>
<b>Less Proposed Demography Allocation in MTFP</b>			<b>-6.000</b>	<b>-7.103</b>	<b>-13.103</b>
<b>Total Budget Changes (after demography)</b>	<b>-15.000</b>	<b>8.500</b>	<b>3.500</b>	<b>-4.876</b>	<b>-7.876</b>

<b>Transformation Savings Re-profiled</b>	<b>15.000</b>	<b>-8.500</b>	<b>-3.500</b>	<b>-3.000</b>	<b>0.000</b>
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<b>Total Position (shortfall +/-surplus -)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>-7.876</b>	<b>-7.876</b>
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## People - Children's Services

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<b>Pressures</b>					
19PC1	Demography Pressure (Placements, Corporate Parent, Children with Disabilities and Home to School Transport)	0.100	0.359	1.502	1.527	3.488
19PC2	Placements & Corporate Parent - estimated funding for Looked After Children already in care at 31 March 2018 and growth in numbers in 2018/19.	7.364				7.364
19PC3	Children with Disabilities - funding for increased complexity and number of children in the service in 2017/18 and 2018/19.	1.000				1.000
19PC8	SEND Grant Expenditure Budget	0.428	-0.428			0.000
	<b>Total Pressures</b>	<b>8.892</b>	<b>-0.069</b>	<b>1.502</b>	<b>1.527</b>	<b>11.852</b>
	<b>New Savings</b>					
19PC4	Home to School Transport - project to review eligibility and promote independence	-1.224	-0.707	-0.270		-2.201
19PC5	Entry to Care - We are working on a new strategy to safely reduce the number of children coming into care, through earlier and more effective intervention, and a joint-approach with our partners on tackling the root causes of family breakdown.	-1.592	-2.692	-1.900		-6.184
19PC6	Reconnecting Families - To reduce the length of time children stay in care and support families to reunite at the earliest possible stage.	-1.246	-1.346	-0.500		-3.092
19PC7	Placement costs - driving down costs of existing contracts and expansion of lower cost placements	-0.219	-0.310			-0.529
	<b>Total New Savings</b>	<b>-4.281</b>	<b>-5.055</b>	<b>-2.670</b>	<b>0.000</b>	<b>-12.006</b>
	<b>Total Children's Services Budget Changes</b>	<b>4.611</b>	<b>-5.124</b>	<b>-1.168</b>	<b>1.527</b>	<b>-0.154</b>

## People - Adult Services

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<b>Pressures</b>					
19PA1	<b>Demography</b>					
	Demography Pressure (Older people, learning disabilities, physical disabilities)	0.000	0.000	5.000	5.576	<b>10.576</b>
17SCS16	Planned savings of £1.5m in total (17SCS16) for review of packages are expected to be extremely challenging to achieve in addition to the existing savings of £1.6m made in 2016/17 and 2017/18.	0.750	0.750			<b>1.500</b>
17SCS31, 17SCS38, 17SCS41	Remove 50% of Learning Disability Panel savings (17SCS31, 17SCS38 and 17SCS41 reduced by 50% of total in each year based on forecast savings expected to be achieved by the Panel in 2017/18).	1.000	1.250			<b>2.250</b>
17SCS2	Remove savings related to the utilisation of council owned land (17SCS2) to increase availability of Extra Care housing. Replacement plans will be considered as part of a longer run strategy for the provision of care in Oxfordshire.	0.400	0.935			<b>1.335</b>
17SCS42	Additional income from the Better Care Fund (as reconfirmed in the 2017/18 Local Government Settlement) has been built into the MTFP since 2016/17 (17SCS42). Further guidance/information is awaited but it is unlikely that we will be able to use this to fund the existing MTFP in the way originally planned.	1.060	3.817			<b>4.877</b>
19PA2	Estimated inflationary pressure required to support the impact of the National Living Wage (NLW) on the rates the council pays external providers for adult social care.	2.350	1.500			<b>3.850</b>
19PA3	On-going base budget pressure relating to increases to rates paid to providers and new hospital social work team costs planned to be funded by the improved Better Care Fund from 2017/18 - 2019/20. The last notified year of the grant is 2019/20.			2.900		<b>2.900</b>
19PA4	Fallout of Health funding for 0.5fte of Director Post	0.090				<b>0.090</b>
	<b>Total Pressures</b>	<b>5.650</b>	<b>8.252</b>	<b>7.900</b>	<b>5.576</b>	<b>27.378</b>

## People - Adult Services

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<b>Savings</b>					
19PA5	Transforming Care for Learning Disabilities - saving relates to plans to move service users from long term placements outside Oxfordshire to supported living placements in Oxfordshire. Up to £0.5m up - front implementation cost will be met from reserves in 2018/19. Estimated on-going saving of £1.054m expected from 2021/22.		-0.272	-0.457	-0.325	-1.054
19PA6	Changes to adult social care contributions policy will be proposed. These are likely to increase levels of contributions towards the cost of care by people with income above the national minimum income guarantee. This would increase income by £1.5m. This additional income would be reinvested in adult social care services.	-0.750	-0.750			-1.500
19PA7	Reduce estimated impairment of Adult Social Care income due by £0.350m in each of 2018/19 and 2019/20. This is a technical financial accounting adjustment but effectively creates a one - off credit back to the revenue account.	-0.350		0.350		0.000
19PA8	Utilise 2.0% ASC Precept (available to allocate after funding demography)	-3.630	-3.410			-7.040
19PA10	Adult Social Care Precept - reduce spend to reflect lower taxbase increase in 2018/19 (linked to 19PA8)	-0.500				-0.500
	<b>Total Savings</b>	<b>-5.230</b>	<b>-4.432</b>	<b>-0.107</b>	<b>-0.325</b>	<b>-10.094</b>
	<b>Total Adult Social Care Budget Changes</b>	<b>0.420</b>	<b>3.820</b>	<b>7.793</b>	<b>5.251</b>	<b>17.284</b>



## People - Public Health

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<b><u>Pressures</u></b>					
18PH3	Previously agreed saving not achievable. Ringfence of grant continuing in 2018/19	1.000				1.000
	<b>Total Pressures</b>	<b>1.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>1.000</b>
	<b><u>Savings</u></b>					
19PPH1	Contribution from reserves towards Public Health activity funded by the Council for three years (2018/19 to 2020/21)	-0.500	0.250		0.250	0.000
	<b>Total Savings</b>	<b>-0.500</b>	<b>0.250</b>	<b>0.000</b>	<b>0.250</b>	<b>0.000</b>
	<b>Total Public Health Budget Changes</b>	<b>0.500</b>	<b>0.250</b>	<b>0.000</b>	<b>0.250</b>	<b>1.000</b>

## Communities

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<b>Improvements and Investments</b>					
	<b>Planning and Place</b>					
19COM1	Update of the Oxfordshire Strategic Transport Model: Provides the modelling information for our Strategic Site responses. This model update and investment will improve the robustness of the data within the model and increase the robustness of our responses. Looking at a 'user friendly' front end would also improve our capacity to respond to an increased demand, as well as reducing our reliance on consultants.		0.500		-0.500	0.000
19COM2	Investment to improve processes: To improve the speed and quality of responses to planning applications, which will include looking at the Single Response Development end to end process.	0.100	-0.100			0.000
19COM16	Housing and Growth Deal Capacity Funding	2.500	-0.500	-2.000		0.000
	<b>Property, Assets &amp; Investments</b>					
19COM3	The staffing pressures reflect the cost of a new Community Asset and Investment team, the TUPE cost of transferring the team delivering the minor works and capital programme, and the transitional cost to Facilities Management, whilst coming out of the current contract arrangements:					
	- Staffing Pressure - Community Assets & Investment	0.850				0.850
	- Staffing Pressure - Delivery	1.060				1.060
	- Staffing Pressure - FM	0.500				0.500
	<b>Infrastructure Delivery</b>					
19COM4	The pressure relates to the unrealisable Service Review and Area Stewards savings and unachievable highways maintenance cuts in grass cutting and drainage	0.964	0.933			1.897
19COM5	Investment in road safety works and parking infrastructure funded through drawdown from directorate reserves.	0.940	-0.940			0.000
	<b>Total Improvements and Investments</b>	<b>6.914</b>	<b>-0.107</b>	<b>-2.000</b>	<b>-0.500</b>	<b>4.307</b>
	<b>Pressures</b>					
19COM15	Flood Defence Levy	0.007				0.007
	<b>Total Pressures</b>	<b>0.007</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.007</b>

## Communities

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<b>Savings</b>					
	<b>Planning &amp; Place</b>					
19COM6	Increased Income Target Based on the projections for the planned growth over the next 5 years this additional income will primarily be realised through the pre-planning process.	-0.250	-0.250	-0.250	-0.250	-1.000
19COM17	Housing and Growth Deal Capacity Funding	-2.500	0.500	2.000		0.000
	<b>Property, Assets &amp; Investments</b>					
19COM9	Delivery Funding - Revenue	-0.350				-0.350
19COM10	Delivery Funding - Capitalisation	-0.350				-0.350
19COM11	Savings from Facilities Management Service Re-design and cost of maintaining assets		-0.500			-0.500
	<b>Infrastructure Delivery</b>					
19COM12	Savings from the renegotiated HWRC contract and Skanska Contract Fee.	-0.760				-0.760
19COM13	Maximisation of Income	-0.200	-0.150			-0.350
19COM14	Savings from reduced energy and maintenance costs relating to Street Lighting (assumes capital investment)			-0.420		-0.420
	<b>Total Savings</b>	<b>-4.410</b>	<b>-0.400</b>	<b>1.330</b>	<b>-0.250</b>	<b>-3.730</b>
	<b>Total Communities Budget Changes</b>	<b>2.511</b>	<b>-0.507</b>	<b>-0.670</b>	<b>-0.750</b>	<b>0.584</b>

## Communities - Fire &amp; Rescue Service and Community Safety

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<b><u>Improvements and Investments</u></b>					
19FRS1	Impact of Grenfell on regulatory and enforcement services	0.350				<b>0.350</b>
	<b>Total Improvements and Investments</b>	<b>0.350</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.350</b>
	<b><u>Pressures</u></b>					
19FRS2	Support the "duty to collaborate"	0.150				<b>0.150</b>
19FRS3	Maintain operational cover – WT recruits	0.100				<b>0.100</b>
19FRS4	Officer cover 365/24/7 – specialist skills	0.200	-0.150			<b>0.050</b>
	<b>Total Pressures</b>	<b>0.450</b>	<b>-0.150</b>	<b>0.000</b>	<b>0.000</b>	<b>0.300</b>
	<b><u>Savings</u></b>					
19FRS5	Replace contribution to vehicle replacement reserve with capital funding	-0.800		0.800		<b>0.000</b>
	<b>Total Savings</b>	<b>-0.800</b>	<b>0.000</b>	<b>0.800</b>	<b>0.000</b>	<b>0.000</b>
	<b>Total Fire &amp; Rescue Service Budget Changes</b>	<b>-0.350</b>	<b>-0.150</b>	<b>0.800</b>	<b>0.000</b>	<b>0.300</b>

## Resources

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<b>Improvements and Investments</b>					
19RES18	Councillor Priorities Fund (£15,000 per Councillor)	0.945		-0.945		0.000
19RES19	Parish Council Engagement	0.025	0.030	-0.055		0.000
19RES20	Centenary of ending of WW1	0.030	-0.030			0.000
	<b>Total Improvements and Investments</b>	<b>1.000</b>	<b>0.000</b>	<b>-1.000</b>	<b>0.000</b>	<b>0.000</b>
	<b>Pressures</b>					
	<b>HR</b>					
19RES1	Senior Leadership Development	0.150	-0.150			0.000
19RES2	Ongoing staffing pressure to support IBC	0.100				0.100
19RES3	Investors In People	0.027				0.027
	<b>Finance</b>					
19RES4	Pre-paid cards contract	0.115				0.115
19RES5	Procurement system costs & loss of concession income	0.123				0.123
	<b>Customer Experience</b>					
19RES6	Fallout of temporary funding for Council infrastructure not achievable (18CS2) - achieved through transformational redesign		0.650			0.650
19RES7	Museum Service - transitional costs to redesigned service (including loss of income)	0.100	-0.100			0.000
	<b>Total Pressures</b>	<b>0.615</b>	<b>0.400</b>	<b>0.000</b>	<b>0.000</b>	<b>1.015</b>
	<b>Savings</b>					
	<b>HR</b>					
19RES8	Reduction in Staff Mileage	-0.150				-0.150
	<b>Finance</b>					
19RES9	Finance service redesign	-0.065				-0.065
19RES10	Income from Health for finance functions	-0.138				-0.138
19RES11	Reduction in audit fees (new contract)	-0.010				-0.010
19RES12	IBC on-boarding charge ends		-0.262	-0.087		-0.349
19RES13	Savings to OCC from the further spreading of fixed costs within the IBC Partnership.		-0.204			-0.204
	<b>Customer Experience</b>					
19RES14	ICT - savings through transformational redesign		-1.500	-0.700	-0.200	-2.400
19RES15	ICT - charge non OCC users for ICT and telephony	-0.200				-0.200
	<b>Policy</b>					
19RES16	Delete Communications Team Assistant Post	-0.028				-0.028
	<b>Law &amp; Governance</b>					
19RES17	Reduce newspapers in Members Resource Centre (£546 saving)	-0.001				-0.001
	<b>Total Savings</b>	<b>-0.592</b>	<b>-1.966</b>	<b>-0.787</b>	<b>-0.200</b>	<b>-3.545</b>
	<b>Total Resources Budget Changes</b>	<b>1.023</b>	<b>-1.566</b>	<b>-1.787</b>	<b>-0.200</b>	<b>-2.530</b>

## Corporate Measures

Reference Number	Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
	<b><u>Pressures</u></b>					
19CM1	Business Rates Re-set loss of growth above the baseline			4.234	0.053	4.287
19CM2	Education Services Grant Reduction	0.498				0.498
19CM3	Loss on Taxbase - increase in 2018/19 1.24% (2% assumed in MTFP)	2.597	0.103	0.110	0.117	2.927
19CM18	Increase Corporate Contingency	1.000	-1.000			0.000
19CM19	Cabinet Priorities					0.000
19CM20	Reduction in Extended Rights to Free Travel grant	0.020				0.020
19CM21	Business Rates Top-up reduction - correction from Provisional Settlement	0.032				0.032
19CM22	Deficit on Business Rates Collection Fund	0.089	-0.089			0.000
	<b>Total Pressures</b>	<b>4.236</b>	<b>-0.986</b>	<b>4.344</b>	<b>0.170</b>	<b>7.764</b>
	<b><u>Savings</u></b>					
19CM4	Reduction in inflation allocation	-0.301	0.000	-1.500		-1.801
19CM5	Taxbase Increase - increase from 1.63% to 2% in 2019/20 & 2020/21		-1.326	-1.434		-2.760
19CM6	Collection Fund Surplus 2018/19	-1.316	1.316			0.000
19CM7	Collection Fund £4.5m ongoing from 2019/20		-0.500			-0.500
19CM8	Balances in excess of risk assessed level at end of 2017/18 and reduce on-going contribution to £1m per year	-2.000	1.000			-1.000
19CM9	Contribution from Insurance Reserve	-1.000	1.000			0.000
19CM10	Contribution from Prudential Borrowing Reserve	-0.950	0.950			0.000
19CM11	Strategic Measures	-1.905	-0.378	-0.446	-0.147	-2.876
19CM12	Use of Budget Reserve	-6.774	7.120	-0.346	-0.962	-0.962
19CM13	Additional New Homes Bonus Grant	-0.307				-0.307
19CM14	Additional Section 31 Grant for Business Rates Compensation	-1.056				-1.056
19CM15	Remove budget for Pensions Past Service Deficit	-0.830				-0.830
19CM16	Additional 1% Council Tax in 2018/19 and 2019/20	-3.320	-3.724	-0.282	-0.294	-7.620
19CM17	Use of Budget Prioritisation Reserve to balance	-6.830	6.827	4.196	-2.618	1.575
19CM23	SEND Implementation Grant	-0.331	0.331			0.000
19CM24	SEND Preparation for Employment Grant	-0.097	0.097			0.000
19CM25	Drawdown from Business Rates Reserve to offset the deficit on the collection fund	-0.089	0.089			0.000
19CM26	Business Rates Local Share	-1.195	-0.039			-1.234
	<b>Total Savings</b>	<b>-28.301</b>	<b>12.763</b>	<b>0.188</b>	<b>-4.021</b>	<b>-19.371</b>
	<b>Total Corporate Measures</b>	<b>-24.065</b>	<b>11.777</b>	<b>4.532</b>	<b>-3.851</b>	<b>-11.607</b>

## Budget Changes Since the January 2018 Cabinet Report

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total All £m
<b>Position per 23 January Cabinet report (shortfall +/surplus -)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>-7.876</b>	<b>-7.876</b>
<b>Additional Improvements and Investments</b>					
19CM19 - Cabinet Priorities	-1.000		1.000		<b>0.000</b>
NEW - Councillor Priorities Fund (£15,000 per Councillor)	0.945		-0.945		<b>0.000</b>
NEW - Parish Council Engagement	0.025	0.030	-0.055		<b>0.000</b>
NEW - Centenary of ending of WW1	0.030	-0.030			<b>0.000</b>
NEW - Housing and Growth Deal Capacity Funding	2.500	-0.500	-2.000		<b>0.000</b>
<b>Additional pressures/expenditure:</b>					
19RES14 - Reprofile ICT saving into 2019/20	0.500	-0.500			<b>0.000</b>
NEW - SEND Grant Expenditure Budget	0.428	-0.428			<b>0.000</b>
NEW - Reduction in Extended Rights to Free Travel grant	0.020				<b>0.020</b>
NEW - Business Rates Top-up reduction - correction from Provisional Settlement	0.032				<b>0.032</b>
NEW - Flood Defence Levy	0.007				<b>0.007</b>
NEW - Deficit on Business Rates Collection Fund	0.089	-0.089			<b>0.000</b>
<b>Revised Position prior to further measures to balance budget</b>	<b>3.576</b>	<b>-1.517</b>	<b>-2.000</b>	<b>-7.876</b>	<b>-7.817</b>
<b>Additional savings/income:</b>					
19CM3 - Taxbase Increase - Late adjustment to figures	-0.016				<b>-0.016</b>
19CM6 - Final Collection Fund Surplus	-0.629	0.629			<b>0.000</b>
NEW - SEND Implementation Grant	-0.331	0.331			<b>0.000</b>
NEW - SEND Preparation for Employment Grant	-0.097	0.097			<b>0.000</b>
NEW - Drawdown from Business Rates Reserve to offset the deficit on the collection fund	-0.089	0.089			<b>0.000</b>
NEW - Business Rates Local Share	-1.195	-0.039			<b>-1.234</b>
NEW - Housing and Growth Deal Capacity Funding	-2.500	0.500	2.000		<b>0.000</b>
19CM1 - Business Rates Re-set Loss of Growth above the baseline			1.234		<b>1.234</b>
19CM14 - Additional Section 31 grant for Business Rates Compensation	-0.656				<b>-0.656</b>
19CM17 - Use of Budget Prioritisation Reserve to balance budget	1.937	-0.090	-1.234	0.000	<b>0.613</b>
<b>Revised Overall Position as per February Council Report (shortfall +/surplus -)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>-7.876</b>	<b>-7.876</b>

## Council Tax and Precepts 2018/19

### Council Tax Data

1. In order to set its budget for 2018/19, 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 **£352,041,895** as shown in the proposed Medium Term Financial Plan (Section 4.1) the calculation of the Band D Council Tax for 2018/19 is as follows:

### Council Tax Calculation 2018/19

	£m
County Council net expenditure after specific grants	435.399
Less: Revenue Support Grant	-5.868
Business Rates Top Up	-39.003
Non-Domestic Rating Income	-33.259
Council Tax Collection Fund Adjustments	-5.316
Business Rates Collection Fund Adjustments	0.089
<b>Council Tax Requirement (R)</b>	<b>352.042</b>
Council Tax Base (assuming losses on collection) (T)	246,841
<b>Band D Council Tax (R/T)</b>	<b>£1,426.19</b>

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 £1,426.19, the council tax for other bands is as follows:

Property Band	Property Values	Band D Proportion	2018/19 £ p
A	Up to £40,000	6/9	950.79
B	Over £40,000 and up to £52,000	7/9	1,109.26
C	Over £52,000 and up to £68,000	8/9	1,267.72
D	Over £68,000 and up to £88,000	9/9	1,426.19
E	Over £88,000 and up to £120,000	11/9	1,743.12
F	Over £120,000 and up to £160,000	13/9	2,060.05
G	Over £160,000 and up to £320,000	15/9	2,376.98
H	Over £320,000	18/9	2,852.38

Table 2

**Allocation of Precept to Districts**

The County Council precept (£352,041,895) is the sum of the council tax income required to fund the Council's budget.

District Council	Tax Base Number	Assumed Precept Due
		£
Cherwell	52,681.60	75,133,971.10
Oxford City	44,623.40	63,641,446.85
South Oxfordshire	56,163.30	80,099,536.83
Vale of White Horse	50,451.80	71,953,852.64
West Oxfordshire	42,920.71	61,213,087.39
<b>TOTAL</b>	<b>246,840.81</b>	<b>352,041,894.81</b>

Formal approval is required under the council tax legislation for:

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

The information must be given to district councils by 1 March 2018.

# Detailed Revenue Budget 2018/19

13 February 2018 Council



Revenue Budget 2018/19  
Summary

		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
		£000	£000	£000	£000	£000	£000	£000	£000
<b>People</b>	Expenditure	641,941	-27,905	1,462	-8,638	1,340	7,099	13,162	628,461
	Recharge Income	-13,270	-4,683	0	164	0	0	1,735	-16,054
	DSG income (*)	-243,279	9,359	0	8,299	0	241	0	-225,380
	Grant income	-58,338	15,187	0	-422	2,570	-2,570	-11,572	-55,145
	Other Income	-26,308	8,278	-29	1,025	407	0	262	-16,365
		<b>300,746</b>	<b>236</b>	<b>1,433</b>	<b>428</b>	<b>4,317</b>	<b>4,770</b>	<b>3,587</b>	<b>315,517</b>
<b>Communities</b>	Expenditure	160,697	625	3,211	2,500	754	1,837	472	170,097
	Recharge Income	-49,885	128	-326	0	-800	914	-1,864	-51,833
	Grant income	-2,731	0	0	-2,500	0	0	874	-4,357
	Other Income	-16,280	488	-185	0	1,900	-200	-650	-14,926
		<b>91,801</b>	<b>1,241</b>	<b>2,701</b>	<b>0</b>	<b>1,854</b>	<b>2,551</b>	<b>-1,168</b>	<b>98,980</b>
<b>Resources</b>	Expenditure	66,959	-2,567	651	0	-492	1,265	-616	65,200
	Recharge Income	-39,643	926	0	0	300	-104	280	-38,241
	Grant income	-642	0	0	0	0	0	-185	-827
	Other Income	-6,859	-26	-35	0	0	-103	-46	-7,069
		<b>19,815</b>	<b>-1,667</b>	<b>616</b>	<b>0</b>	<b>-192</b>	<b>1,058</b>	<b>-567</b>	<b>19,063</b>
<b>Strategic Measures and Contributions to/from Reserves</b>	Expenditure	35,061	190	600	0	5,275	-20,497	0	20,629
	Recharge Income	-3,785	0	0	0	-2,012	1,647	0	-4,150
	Grant income	-19,247	0	0	7,868	0	0	0	-11,379
	Other Income	-1,860	0	0	0	479	-1,880	0	-3,261
		<b>10,169</b>	<b>190</b>	<b>600</b>	<b>7,868</b>	<b>3,742</b>	<b>-20,730</b>	<b>0</b>	<b>1,839</b>
<b>Net Operating Budget</b>		<b>422,531</b>	<b>0</b>	<b>5,350</b>	<b>8,296</b>	<b>9,721</b>	<b>-12,351</b>	<b>1,852</b>	<b>435,399</b>

**Revenue Budget 2018/19  
Summary**

		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
		£000	£000	£000	£000	£000	£000	£000	£000
<b>General Government Grant</b>	Grant income	-56,486	0	0	0	0	0	11,615	-44,871
<b>Business Rates from District Councils</b>	Other Income	-30,704	0	0	0	0	0	-2,466	-33,170
<b>Collection Fund Surpluses/Deficits</b>	Other Income	-7,277	0	0	0	0	0	1,961	-5,316
<b>COUNCIL TAX REQUIREMENT</b>		<b>328,064</b>	<b>0</b>	<b>5,350</b>	<b>8,296</b>	<b>9,721</b>	<b>-12,351</b>	<b>12,962</b>	<b>352,042</b>
	<b>Expenditure</b>	<b>904,658</b>	<b>-29,657</b>	<b>5,924</b>	<b>-6,138</b>	<b>6,877</b>	<b>-10,296</b>	<b>13,018</b>	<b>884,387</b>
	<b>Recharge Income</b>	<b>-106,583</b>	<b>-3,629</b>	<b>-326</b>	<b>164</b>	<b>-2,512</b>	<b>2,457</b>	<b>151</b>	<b>-110,278</b>
	<b>DSG income (*)</b>	<b>-243,279</b>	<b>9,359</b>	<b>0</b>	<b>8,299</b>	<b>0</b>	<b>241</b>	<b>0</b>	<b>-225,380</b>
	<b>Grant income</b>	<b>-137,444</b>	<b>15,187</b>	<b>0</b>	<b>4,946</b>	<b>2,570</b>	<b>-2,570</b>	<b>732</b>	<b>-116,579</b>
	<b>Other Income</b>	<b>-89,288</b>	<b>8,740</b>	<b>-249</b>	<b>1,025</b>	<b>2,786</b>	<b>-2,183</b>	<b>-939</b>	<b>-80,107</b>
<b>COUNCIL TAX REQUIREMENT</b>		<b>328,064</b>	<b>0</b>	<b>5,350</b>	<b>8,296</b>	<b>9,721</b>	<b>-12,351</b>	<b>12,962</b>	<b>352,042</b>

(\*) 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 2017/18" publication have been added throughout this document to show the movement from 2017/18 to 2018/19.](#)

**Revenue Budget 2018/19**  
**People**

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
				£000	£000	£000	£000	£000	£000	£000	£000
<b>SCS1</b>	<b>SCS1</b>	<b>ADULT SOCIAL CARE</b>									
SCS1-1	SCS1-1	<u>Pooled Budget Contributions</u>									
SCS1-1A		Better Care Fund Pool Contribution	Expenditure	0	78,848	-81	0	-433	50	-1,421	76,963
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	78,848	-81	0	-433	50	-1,421	76,963
SCS1-1B		Adults with Care and Support Needs Pool Contribution	Expenditure	0	80,671	-107	0	900	1,000	-622	81,842
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	-51	-1	0	0	0	0	-52
				0	80,620	-108	0	900	1,000	-622	81,790
SCS1-1C		Contribution to Mental Health Provider Pool	Expenditure	0	594	0	0	0	0	0	594
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	594	0	0	0	0	0	594
	SCS1-1A	Older People	Expenditure	73,662	-73,662	0	0	0	0	0	0
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				73,662	-73,662	0	0	0	0	0	0
	SCS1-1B	Physical Disabilities	Expenditure	11,794	-11,794	0	0	0	0	0	0
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				11,794	-11,794	0	0	0	0	0	0
	SCS1-1C	Learning Disabilities	Expenditure	68,868	-68,868	0	0	0	0	0	0
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				68,868	-68,868	0	0	0	0	0	0
	SCS1-1D	Mental Health	Expenditure	9,375	-9,375	0	0	0	0	0	0
	SCS1-1E		Recharge Income	0	0	0	0	0	0	0	0
			income	-51	51	0	0	0	0	0	0
				9,324	-9,324	0	0	0	0	0	0
		Subtotal Pooled Budget Contributions		163,648	-3,586	-189	0	467	1,050	-2,043	159,347

**Revenue Budget 2018/19**  
**People**

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
				£000	£000	£000	£000	£000	£000	£000	£000
SCS1-2	SCS1-2	Adult Protection & Mental Capacity	Expenditure	2,919	-8	51	0	193	0	160	3,315
			Recharge Income	-264	0	0	0	0	0	0	-264
			income	-30	0	0	0	0	0	0	-30
		Subtotal Adult Protection & Mental Capacity		2,625	-8	51	0	193	0	160	3,021
SCS1-3	SCS1-3	Provider & Support Services	Expenditure	9,303	2,947	159	0	-1,957	0	-84	10,368
			Recharge Income	-6,778	-1,985	0	0	0	0	1,735	-7,028
			income	-865	-660	-27	0	407	0	272	-873
		Subtotal Provider & Support Services		1,660	302	132	0	-1,550	0	1,923	2,467
SCS1-4	SCS1-4	Domestic Violence & Abuse Support Service	Expenditure	638	0	0	0	0	0	0	638
			Recharge Income	0	0	0	0	0	0	0	0
			Grant income	0	0	0	0	0	0	0	0
			income	-64	0	0	0	0	0	0	-64
		Subtotal Domestic Violence & Abuse Support Service		574	0	0	0	0	0	0	574
SCS1-5	SCS1-5	Housing Related Support	Expenditure	1,783	0	0	0	-500	0	0	1,283
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		Subtotal Housing Related Support		1,783	0	0	0	-500	0	0	1,283
SCS1-6	SCS1-6	Other Funding including: ASC Precept	Expenditure	13,374	-10,852	0	1,228	0	1,850	2,172	7,772
			Recharge Income	0	0	0	0	0	0	0	0
			Grant income	-6,276	0	0	-1,228	2,570	-2,570	0	-7,504
			income	0	0	0	0	0	0	0	0
		Subtotal Other Funding		7,098	-10,852	0	0	2,570	-720	2,172	268
SCS1-7	SCS1-7	Adult Social Care Recharges	Expenditure	200	-195	0	0	0	0	0	5
SCS1-8	SCS1-8		Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		Subtotal Adult Social Care Recharges		200	-195	0	0	0	0	0	5

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People

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
				£000	£000	£000	£000	£000	£000	£000	£000
SCS1-9		Adult Social Care Staffing & Infrastructure	Expenditure	0	12,184	220	0	0	0	0	12,404
			Recharge Income	0	-197	0	0	0	0	0	-197
			income	0	-96	0	0	0	0	0	-96
		Subtotal Adult Social Care Staffing & Infrastructure		0	11,891	220	0	0	0	0	12,111
		<b>TOTAL ADULT SOCIAL CARE</b>		<b>177,588</b>	<b>-2,448</b>	<b>214</b>	<b>0</b>	<b>1,180</b>	<b>330</b>	<b>2,212</b>	<b>179,076</b>
SCS2	SCS2	Joint Commissioning	Expenditure	4,324	1,814	103	0	1,570	90	-1,610	6,291
			Recharge Income	-1,185	637	0	0	0	0	0	-548
			income	-238	0	0	0	0	0	0	-238
				2,901	2,451	103	0	1,570	90	-1,610	5,505
		<b>TOTAL JOINT COMMISSIONING</b>		<b>2,901.000</b>	<b>2,451.000</b>	<b>103.000</b>	<b>0.000</b>	<b>1,570.000</b>	<b>90.000</b>	<b>-1,610.000</b>	<b>5,505.000</b>
			Expenditure	196,240	2,304	345	1,228	-227	2,990	-1,405	201,475
			Recharge Income	-8,227	-1,545	0	0	0	0	1,735	-8,037
			Grant income	-6,276	0	0	-1,228	2,570	-2,570	0	-7,504
			Income	-1,248	-756	-28	0	407	0	272	-1,353
		<b>BUDGET CONTROLLABLE BY ADULT SERVICES</b>		<b>180,489</b>	<b>3</b>	<b>317</b>	<b>0</b>	<b>2,750</b>	<b>420</b>	<b>602</b>	<b>184,581</b>
		Non Negotiable Support Service Recharges	support service recharge expenditure	11,712	200					1,783	13,695
			support service recharge income	0							0
			Grant income	0							0
			Income	0							0
		<b>TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES</b>		<b>11,712</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,783</b>	<b>13,695</b>
			Expenditure	207,952	2,504	345	1,228	-227	2,990	378	215,170
			Recharge Income	-8,227	-1,545	0	0	0	0	1,735	-8,037
			Grant income	-6,276	0	0	-1,228	2,570	-2,570	0	-7,504
			Income	-1,248	-756	-28	0	407	0	272	-1,353
		<b>ADULT SERVICES TOTAL</b>		<b>192,201</b>	<b>203</b>	<b>317</b>	<b>0</b>	<b>2,750</b>	<b>420</b>	<b>2,385</b>	<b>198,276</b>

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People

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
<b>CEF1</b>	<b>CEF1</b>	<b><u>EDUCATION &amp; LEARNING</u></b>									
CEF1-1	CEF1-1	Management & Central Costs (including admin and support service recharges)	expenditure recharge Income DSG income grant income income	2,136 0 -533 0 0	-144 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 34 0 0	0 0 0 0 0	1,992 0 -499 0 0
				1,603	-144	0	0	0	34	0	1,493
CEF1-2	CEF1-2	Additional & Special Educational Needs	expenditure recharge Income DSG income grant income income	39,014 -573 -36,141 0 -676	1,868 -18 -27 -998 -619	44 0 0 0 -1	1,970 0 -1,546 0 0	-471 0 0 0 0	0 0 0 0 0	4 0 0 0 0	42,429 -591 -37,714 -998 -1,296
				1,624	206	43	424	-471	0	4	1,830
CEF1-3	CEF1-4	Education	expenditure recharge Income DSG income grant income income	6,117 -473 -4,407 -891 -169	-2,613 -1,135 2,961 881 -143	22 0 0 0 0	-154 0 154 0 0	88 0 0 0 0	0 0 15 0 0	0 0 0 10 -10	3,460 -1,608 -1,277 0 -322
				177	-49	22	0	88	15	0	253
CEF1-4	CEF1-5	School Organisation & Planning (Including Home to School Transport recharge)	expenditure recharge Income DSG income grant income income	22,186 -401 -4,042 0 0	2,604 29 -2,620 0 0	331 0 0 0 0	-15 0 15 0 0	800 0 0 0 0	-1,224 0 4 0 0	0 0 0 0 0	24,682 -372 -6,643 0 0
				17,743	13	331	0	800	-1,220	0	17,667
		<b>SUBTOTAL EDUCATION &amp; LEARNING</b>		<b>21,147</b>	<b>26</b>	<b>396</b>	<b>424</b>	<b>417</b>	<b>-1,171</b>	<b>4</b>	<b>21,243</b>



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People

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
<b>CEF2</b>	<b>CEF2</b>	<b><u>CHILDREN'S SOCIAL CARE</u></b>									
CEF2-1	CEF2-1	Management & Central Costs (including admin and support service recharges)	expenditure recharge Income DSG income grant income income	6,332 -37 0 0 0	-450 0 0 0 0	76 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	157 0 0 0 0	6,115 -37 0 0 0
				6,295	-450	76	0	0	0	157	6,078
CEF2-2	CEF2-3	Social Care	expenditure recharge Income DSG income grant income income	24,864 -2,801 0 -1,186 -301	1,570 1,862 0 -1,267 -689	371 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	-1,551 0 0 1,310 0	25,254 -939 0 -1,143 -990
				20,576	1,476	371	0	0	0	-241	22,182
	CEF2-4	Locality & Community Support Service (Moved to CEF2-2)	expenditure recharge Income DSG income grant income income	1,297 0 0 0 0	-1,297 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
				1,297	-1,297	0	0	0	0	0	0
	CEF2-5	Family Support Service (Moved to CEF2-2)	expenditure recharge Income DSG income grant income income	11,822 -458 0 0 0	-11,822 458 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
				11,364	-11,364	0	0	0	0	0	0
	CEF2-6	Education, Employment & Training (Moved to CEF2-2)	expenditure recharge Income DSG income grant income income	1,725 0 0 0 -950	-1,725 0 0 0 950	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
				775	-775	0	0	0	0	0	0
		<b>SUBTOTAL CHILDREN'S SOCIAL CARE</b>		<b>40,307</b>	<b>-12,410</b>	<b>447</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-84</b>	<b>28,260</b>

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Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
<b>CEF3</b>	<b>CEF3</b>	<b><u>CHILDREN'S SOCIAL CARE COUNTYWIDE SERVICES</u></b>									
CEF3-1	CEF3-2	Corporate Parenting (includes external placement budget which was transferred from CEF2-2 Social Care during 2017/18).	expenditure recharge Income DSG income grant income income	21,735 -60 0 0 -48	14,397 -2,432 0 -43 -267	187 0 0 0 0	0 0 0 0 0	1,000 0 0 0 0	4,307 0 0 0 0	343 0 0 0 0	41,969 -2,492 0 -43 -315
				21,627	11,655	187	0	1,000	4,307	343	39,119
CEF3-2	CEF3-3	Safeguarding	expenditure recharge Income DSG income grant income income	1,902 -53 -64 0 -94	0 0 0 0 0	29 0 0 0 0	0 0 0 0 0	150 0 0 0 0	0 0 0 0 0	0 0 0 0 0	2,081 -53 -64 0 -94
				1,691	0	29	0	150	0	0	1,870
CEF3-3	CEF3-4	Services for Disabled Children	expenditure recharge Income DSG income grant income income	7,068 -10 0 0 0	0 0 0 0 0	47 0 0 0 0	0 0 0 0 0	0 0 0 0 0	1,100 0 0 0 0	0 0 0 0 0	8,215 -10 0 0 0
				7,058	0	47	0	0	1,100	0	8,205
CEF3-4	CEF3-5	Youth Offending Service	expenditure recharge Income DSG income grant income income	1,209 0 0 -550 -250	-16 0 0 -3 18	7 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	1,200 0 0 -553 -232
				409	-1	7	0	0	0	0	415
		<b>SUBTOTAL CHILDREN'S SOCIAL CARE COUNTYWIDE SERVICES</b>		<b>30,785</b>	<b>11,654</b>	<b>270</b>	<b>0</b>	<b>1,150</b>	<b>5,407</b>	<b>343</b>	<b>49,609</b>

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Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
<b>CEF4</b>	<b>CEF4</b>	<b><u>SCHOOLS</u></b>									
CEF4-1	CEF4-1	Delegated Budgets	expenditure	199,098	-30,398	0	-14,908	0	0	12,892	166,684
			recharge Income	0	-1,902	0	164	0	0	0	-1,738
			DSG income	-158,602	5,899	0	13,800	0	0	0	-138,903
			grant income	-18,101	16,617	0	0	0	0	-12,892	-14,376
			income	-22,395	9,784	0	944	0	0	0	-11,667
				0	0	0	0	0	0	0	0
CEF4-2	CEF4-2	Early Years Single Funding Formula (Nursery Education Funding)	expenditure	33,561	-3,146	0	3,998	0	0	0	34,413
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-33,561	3,146	0	-3,998	0	0	0	-34,413
			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	1,010	-129	0	130	0	0	0	1,011
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-660	0	0	-130	0	71	0	-719
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				350	-129	0	0	0	71	0	292
CEF4-4	CEF4-4	Schools Support Service Recharges	expenditure	3,037	9	0	0	0	-74	0	2,972
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-3,050	0	0	4	0	74	0	-2,972
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				-13	9	0	4	0	0	0	0
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
		<b>SUBTOTAL SCHOOLS</b>		<b>337</b>	<b>-120</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>71</b>	<b>0</b>	<b>292</b>

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Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
<b>CEF5</b>	<b>CEF5</b>	<b><u>CHILDREN, EDUCATION &amp; FAMILIES</u></b> <b><u>(CEF) CENTRAL COSTS</u></b>									
CEF5-1	CEF5-1	Management, Admin & Central Support Service Recharges	expenditure recharge Income DSG income grant income income	537 0 -476 0 0	341 0 0 0 0	3 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	883 0 0 0 0	1,764 0 -476 0 0
CEF5-2	CEF5-2	Premature Retirement Compensation (PRC)	expenditure recharge Income DSG income grant income income	61 3,860 0 0 0	341 -358 0 0 0	3 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	883 0 0 0 0	1,288 3,502 0 0 0
CEF5-3	CEF5-3	Joint Commissioning Recharge	expenditure recharge Income DSG income grant income income	3,860 1,005 0 -176 0	-358 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 43 0 0	0 0 0 0 0	3,502 1,005 0 -133 0
				829	0	0	0	0	43	0	872
		<b>SUBTOTAL CEF CENTRAL COSTS</b>		<b>4,750</b>	<b>-17</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>43</b>	<b>883</b>	<b>5,662</b>
			expenditure recharge Income DSG income grant income income	<b>391,082</b> <b>-4,866</b> <b>-243,279</b> <b>-20,728</b> <b>-24,883</b>	<b>-31,309</b> <b>-3,138</b> <b>9,359</b> <b>15,187</b> <b>9,034</b>	<b>1,117</b> <b>0</b> <b>0</b> <b>0</b> <b>-1</b>	<b>-8,979</b> <b>164</b> <b>8,299</b> <b>0</b> <b>944</b>	<b>1,567</b> <b>0</b> <b>0</b> <b>0</b> <b>0</b>	<b>4,109</b> <b>0</b> <b>241</b> <b>0</b> <b>0</b>	<b>12,728</b> <b>0</b> <b>0</b> <b>-11,572</b> <b>-10</b>	<b>370,315</b> <b>-7,840</b> <b>-225,380</b> <b>-17,113</b> <b>-14,916</b>
		<b>BUDGET CONTROLLABLE BY CHILDREN'S SERVICES</b>		<b>97,326</b>	<b>-867</b>	<b>1,116</b>	<b>428</b>	<b>1,567</b>	<b>4,350</b>	<b>1,146</b>	<b>105,066</b>

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Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
		Non Negotiable Support Service Recharge	support service recharge expenditure	11,219	900					56	12,175
			support service recharge income	0							0
			DSG income	0							0
			grant income	0							0
			income	0							0
		<b>TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGE</b>		<b>11,219</b>	<b>900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>56</b>	<b>12,175</b>
			expenditure	<b>402,301</b>	<b>-30,409</b>	<b>1,117</b>	<b>-8,979</b>	<b>1,567</b>	<b>4,109</b>	<b>12,784</b>	<b>382,490</b>
			recharge income	<b>-4,866</b>	<b>-3,138</b>	<b>0</b>	<b>164</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-7,840</b>
			DSG income	<b>-243,279</b>	<b>9,359</b>	<b>0</b>	<b>8,299</b>	<b>0</b>	<b>241</b>	<b>0</b>	<b>-225,380</b>
			grant income	<b>-20,728</b>	<b>15,187</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-11,572</b>	<b>-17,113</b>
			income	<b>-24,883</b>	<b>9,034</b>	<b>-1</b>	<b>944</b>	<b>0</b>	<b>0</b>	<b>-10</b>	<b>-14,916</b>
		<b>CHILDREN'S SERVICES TOTAL</b>		<b>108,545</b>	<b>33</b>	<b>1,116</b>	<b>428</b>	<b>1,567</b>	<b>4,350</b>	<b>1,202</b>	<b>117,241</b>

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**People**

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
				£000	£000	£000	£000	£000	£000	£000	£000
<b>PH1 &amp; 2</b>	<b>PH1 &amp; 2</b>	<b>Public Health Functions</b>									
PH1-1	PH1-1	Sexual Health	Expenditure	8,193	0	0	-19	0	0	0	8,174
			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
				8,193	0	0	-19	0	0	0	8,174
PH1-2	PH1-2	NHS Health Check Programme	Expenditure	665	0	0	-17	0	0	0	648
			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
				665	0	0	-17	0	0	0	648
PH1-3	PH1-3	Health Protection	Expenditure	10	0	0	-3	0	0	0	8
			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
				10	0	0	-3	0	0	0	8
PH1-4	PH1-4	National Child Measurement Programme	Expenditure	150	0	0	0	0	0	0	150
			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
				150	0	0	0	0	0	0	150
PH1-5	PH1-5	Public Health Advice	Expenditure	55	0	0	95	0	0	0	150
			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
				55	0	0	95	0	0	0	150

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Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
				£000	£000	£000	£000	£000	£000	£000	£000
PH1-6	PH1-6	0-5 Year Olds	Expenditure	8,550	0	0	-50	0	0	0	8,500
			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
				8,550	0	0	-50	0	0	0	8,500
PH2-1	PH2-1	Obesity	Expenditure	680	0	0	-261	0	0	0	419
			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
				680	0	0	-261	0	0	0	419
PH2-2	PH2-2	Physical Activity	Expenditure	75	0	0	-18	0	0	0	57
			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
				75	0	0	-18	0	0	0	57
PH2-3	PH2-3	Public Health General	Expenditure	1,387	0	0	-65	0	0	0	1,322
			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
				1,387	0	0	-65	0	0	0	1,322
PH2-4	PH2-4	Smoking and Tobacco Control	Expenditure	777	0	0	-182	0	0	0	595
			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
				777	0	0	-182	0	0	0	595
PH2-5	PH2-5	Children's 5-19 Public Health Programme	Expenditure	2,040	0	0	0	0	0	0	2,040
			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
				2,040	0	0	0	0	0	0	2,040
PH2-6	PH2-6	Other Public Health Programmes	Expenditure	405	0	0	-37	0	0	0	369
			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
				405	0	0	-37	0	0	0	369





Revenue Budget 2018/19  
Communities

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
<b>EE1</b>	<b>EE1</b>	<b><u>PLANNING &amp; PLACE</u></b>									
EE1-1 to EE1-5	EE1-1 to EE1-5	Planning & Place	expenditure	7,932	-71	112	0	150	-150	200	8,173
			recharge income	-384	10	0	0	0	0	0	-374
			grant income	0	0	0	0	0	0	0	0
			income	-4,259	40	-10	0	1,800	0	0	-2,429
				3,289	-21	102	0	1,950	-150	200	5,370
EE1-6	EE1-6	Local Enterprise Partnership	expenditure	2,068	-1	0	0	-50	0	-565	1,452
			recharge income	-314	1	0	0	0	0	0	-313
			grant income	-1,385	0	0	0	0	0	565	-820
			income	-83	0	0	0	0	0	0	-83
				286	0	0	0	-50	0	0	236
EE1-7		Housing and Growth Deal Capacity Funding	expenditure	0	0	0	2,500	0	0	0	2,500
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	-2,500	0	0	0	-2,500
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
<b>EE1</b>		<b>TOTAL PLANNING &amp; PLACE</b>		<b>3,575</b>	<b>-21</b>	<b>102</b>	<b>0</b>	<b>1,900</b>	<b>-150</b>	<b>200</b>	<b>5,606</b>
<b>EE2</b>	<b>EE2</b>	<b><u>INFRASTRUCTURE DELIVERY</u></b>									
EE2-1	EE2-1	Infrastructure Delivery Management (previously Commercial Services Management)	expenditure	-3,663	-491	7	0	-300	738	1927	-1,782
			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
EE2-1		Subtotal Infrastructure Delivery Management		-3,663	-491	7	0	-300	738	1,927	-1,782

**Revenue Budget 2018/19  
Communities**

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
				£000	£000	£000	£000	£000	£000	£000	£000
EE2-2		Asset & Contract Management									
EE2-21	n/a	Asset Renewals	expenditure	0	0	0	0	0	0	7,469	7,469
			recharge income	0	0	0	0	0	0	-383	-383
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-45	-45
				0	0	0	0	0	0	7,041	7,041
EE2-22A	n/a	Contract Management Staffing	expenditure	0	0	0	0	0	0	730	730
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	730	730
EE2-22B	n/a	Highways Contract Management	expenditure	0	0	0	0	0	0	2,223	2,223
			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	-70	-70
				0	0	0	0	0	0	2,153	2,153
EE2-22C	EE2-51A	Waste Management	expenditure	27,053	-4	862	0	1,000	-410	-418	28,083
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-282	0	-2	0	0	0	0	-284
				26,771	-4	860	0	1,000	-410	-418	27,799
EE2-2		Subtotal Asset & Contract Management		26,771	-4	860	0	1,000	-410	9,506	37,723

**Revenue Budget 2018/19  
Communities**

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
				£000	£000	£000	£000	£000	£000	£000	£000
EE2-3		Operations & Major Project Delivery									
EE2-31	n/a	Area Operations	expenditure	0	0	0	0	0	0	10,717	10,717
			recharge income	0	0	0	0	0	0	-141	-141
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-105	-105
				0	0	0	0	0	0	10,471	10,471
EE2-32	n/a	Area Operations Hub	expenditure	0	0	0	0	0	0	1,864	1,864
			recharge income	0	0	0	0	0	0	-109	-109
			grant income	0	0	0	0	0	0	-242	-242
			income	0	0	0	0	0	0	-204	-204
				0	0	0	0	0	0	1,309	1,309
EE2-33	EE2-6	Major Infrastructure Delivery	expenditure	1,172	-3	22	0	0	0	-558	633
			recharge income	-909	0	0	0	0	0	328	-581
			grant income	0	0	0	0	0	0	0	0
			income	-241	0	0	0	0	0	150	-91
				<b>22</b>	<b>-3</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-80</b>	<b>-39</b>
EE2-3		Subtotal Operations & Major Project Delivery		22	-3	22	0	0	0	11,700	11,741
EE2-4		Civil Enforcement, Traffic & Business Operations									
EE2-41	EE2-36	Civil Enforcement (Previously On/Off Street Parking and Park & Rides)	expenditure	6,101	-1	108	0	0	250	-202	6,256
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-6,085	0	-121	0	150	-200	0	-6,256
				16	-1	-13	0	150	50	-202	0
EE2-42	n/a	Traffic Control Centre	expenditure	0	0	0	0	0	0	1,054	1,054
			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	-1,852	-1,852
				0	0	0	0	0	0	-798	-798

Revenue Budget 2018/19  
Communities

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
				£000	£000	£000	£000	£000	£000	£000	£000
EE2-43	n/a	Asset Data & Systems	expenditure	0	0	0	0	0	0	1,461	1,461
			recharge income	0	0	0	0	0	0	-184	-184
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-238	-238
				0	0	0	0	0	0	1,039	1,039
EE2-44	n/a	Operational Development & Business Management	expenditure	0	0	0	0	0	0	801	801
			recharge income	0	0	0	0	0	0	-183	-183
			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	618	618
EE2-4		Subtotal Civil Enforcement, Traffic & Business Operations		0	0	0	0	0	0	-2,090	-2,090
	EE2-31 to EE2-34	<b>Lines to be removed</b> Network & Asset Management	expenditure	12,353	1,774	768	0	-560	373	-14,708	0
			recharge income	-680	-1	0	0	0	0	681	0
			grant income	0	0	0	0	0	0	0	0
			income	-1,307	-101	-27	0	0	0	1,435	0
				10,366	1,672	741	0	-560	373	-12,592	0
	EE2-35	Countryside & Records	expenditure	2,275	0	26	0	-90	150	-2,361	0
			recharge income	-9	-12	-2	0	0	0	23	0
			grant income	-242	0	0	0	0	0	242	0
			income	-197	9	0	0	0	0	188	0
				1,827	-3	24	0	-90	150	-1,908	0
	EE2-4	Delivery	expenditure	7,737	-2,886	1	0	0	400	-5,252	0
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-70	0	0	0	0	0	70	0
				<b>7,667</b>	<b>-2,886</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>400</b>	<b>-5,182</b>	<b>0</b>
	EE2-52	H&T Contract & Performance Mgt	expenditure	1,830	979	9	0	0	-350	-2,468	0
			recharge income	-48	0	0	0	0	0	48	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				1,782	979	9	0	0	-350	-2,420	0

Revenue Budget 2018/19  
Communities

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
	EE2-53	Area Stewards	expenditure	2,017	-250	33				-1,800	0
			recharge income	-15	0					15	0
			grant income	0	0						0
			income	-21	0					21	0
				1,981	-250	33	0	0	0	-1,764	0
		<b>TOTAL INFRASTRUCTURE DELIVERY</b>		<b>46,769</b>	<b>-987</b>	<b>1,684</b>	<b>0</b>	<b>200</b>	<b>951</b>	<b>-76</b>	<b>48,541</b>
<b>EE3</b>	<b>EE3</b>	<b><u>PROPERTY AND INVESTMENT</u></b>									
EE3-1	EE2-51B	Supported Transport	expenditure	31,372	-69	637	0	800	-1,224	-295	31,221
			recharge income	-19,284	0	-324	0	-800	1,224	0	-19,183
			grant income	-1,104	0	0	0	0	0	309	-795
			income	-689	0	-13	0	0	0	0	-702
				10,295	-69	301	0	0	0	14	10,541
EE3-2	EE2-2	Property & Procurement	expenditure	24,562	1,228	396	0	-166	2,060	110	28,190
			recharge income	-9,300	946	0	0	0	-310	0	-8,664
			grant income	0	0	0	0	0	0	0	0
			income	-763	-9	-1	0	-50	0	0	-823
				14,499	2,165	395	0	-216	1,750	110	18,703
<b>EE3</b>		<b>TOTAL PROPERTY AND INVESTMENT</b>		<b>24,794</b>	<b>2,096</b>	<b>696</b>	<b>0</b>	<b>-216</b>	<b>1,750</b>	<b>124</b>	<b>29,244</b>

Revenue Budget 2018/19  
Communities

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
<b>EE4</b>	<b>SCS3-1</b>	<b><u>FIRE &amp; RESCUE SERVICE and COMMUNITY SAFETY</u></b>									
EE4-1	SCS3-1	Fire and Rescue Service	Expenditure	22,587	-262	195	0	-30	0	-65	22,425
			Recharge Income	-4	0	0	0	0	0	0	-4
			income	-834	0	-7	0	0	0	0	-842
				21,749	-262	187	0	-30	0	-65	21,579
EE4-2	SCS3-2	Emergency Planning	Expenditure	211	-3	4	0	0	0	0	212
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				211	-3	4	0	0	0	0	212
EE4-3	SCS3-3	Gypsy & Traveller Services	Expenditure	1,073	-560	6	0	0	0	0	519
			Recharge Income	0	0	0	0	0	0	0	0
			income	-1,158	552	-2	0	0	0	0	-608
				-85	-8	4	0	0	0	0	-89
EE4-4	SCS3-4	Trading Standards	Expenditure	1,708	-81	26	0	0	0	0	1,654
			Recharge Income	0	0	0	0	0	0	0	0
			income	-291	-3	-1	0	0	0	0	-295
				1,417	-84	25	0	0	0	0	1,358
<b>EE4</b>		<b>TOTAL FIRE &amp; RESCUE SERVICE and COMMUNITY SAFETY</b>		<b>23,292</b>	<b>-356</b>	<b>220</b>	<b>0</b>	<b>-30</b>	<b>0</b>	<b>-65</b>	<b>23,060</b>
<b>EE9</b>	n/a	<b>Recharge income from Grants and External organisations</b>	Expenditure	0	0	0	0	0	0	0	0
			Recharge Income	0	-817	0	0	0	0	0	-817
			income	0	0	0	0	0	0	0	0
		<b>TOTAL RECHARGE INCOME FROM GRANTS &amp; EXTERNAL ORGANISATIONS</b>		<b>0</b>	<b>-817</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-817</b>
			expenditure	148,388	-701	3,211	2,500	754	1,837	-136	155,854
			recharge income	-30,947	128	-326	0	-800	914	95	-30,936
			grant income	-2,731	0	0	-2,500	0	0	874	-4,357
			income	-16,280	488	-185	0	1,900	-200	-650	-14,926
		<b>BUDGET CONTROLLABLE BY COMMUNITIES</b>		<b>98,430</b>	<b>-85</b>	<b>2,701</b>	<b>0</b>	<b>1,854</b>	<b>2,551</b>	<b>183</b>	<b>105,634</b>

Revenue Budget 2018/19  
Communities

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18 £000	Permanent Virements Agreed in 2017/18 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2018/19 £000
		Non Negotiable Support Service Recharges	support service recharge expenditure	12,309	1,326					608	14,243
			support service recharge income	-18,938						-1,959	-20,897
			grant income	0							0
			income	0							0
		<b>TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES</b>		<b>-6,629</b>	<b>1,326</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1,351</b>	<b>-6,654</b>
			Expenditure	<b>160,697</b>	<b>625</b>	<b>3,211</b>	<b>2,500</b>	<b>754</b>	<b>1,837</b>	<b>472</b>	<b>170,097</b>
			Recharge Income	<b>-49,885</b>	<b>128</b>	<b>-326</b>	<b>0</b>	<b>-800</b>	<b>914</b>	<b>-1,864</b>	<b>-51,833</b>
			Grant income	<b>-2,731</b>	<b>0</b>	<b>0</b>	<b>-2,500</b>	<b>0</b>	<b>0</b>	<b>874</b>	<b>-4,357</b>
			Income	<b>-16,280</b>	<b>488</b>	<b>-185</b>	<b>0</b>	<b>1,900</b>	<b>-200</b>	<b>-650</b>	<b>-14,926</b>
		<b>COMMUNITIES TOTAL</b>		<b>91,801</b>	<b>1,241</b>	<b>2,701</b>	<b>0</b>	<b>1,854</b>	<b>2,551</b>	<b>-1,168</b>	<b>98,980</b>

**Revenue Budget 2018/19  
Resources**

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
				£000	£000	£000	£000	£000	£000	£000	£000
CEO1	CEO1	Corporate Services	expenditure	1,028	-7	6	0	-100	55	-79	903
			recharge income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				1,028	-7	6	0	-100	55	-79	903
CEO2	CEO2	Human Resources	expenditure	4,325	-5	52	0	0	277	0	4,649
			recharge income	-1,025	430	0	0	0	0	0	-595
			income	-142	0	-2	0	0	0	0	-144
				3,158	425	50	0	0	277	0	3,910
CEO3	CEO3	Corporate Finance & Internal Audit	expenditure	6,446	-9	82	0	-50	66	0	6,535
			recharge income	-963	474	0	0	0	-128	0	-617
			income	-1,250	0	-2	0	0	97	0	-1,155
				4,233	465	80	0	-50	35	0	4,763
CEO4	CEO4	Law & Governance	expenditure	9,601	1,003	117	0	0	0	264	10,985
			recharge income	-2,657	-848	0	0	0	0	0	-3,505
			grant income	-642	0	0	0	0	0	-185	-827
			income	-3,917	-80	-13	0	0	0	0	-4,010
				2,385	75	104	0	0	0	79	2,643
CEO5	CEO5	Policy	expenditure	4,579	-1,033	61	0	0	-28	-5	3,574
			recharge income	-1,840	1,049	0	0	0	0	0	-791
			income	-103	-22	-1	0	0	0	0	-126
				2,636	-6	60	0	0	-28	-5	2,657
CEO7	CEO7	Transformation	expenditure	27,867	-2,686	333	0	-342	895	-25	26,042
			recharge income	-3,742	1,484	0	0	300	0	71	-1,887
			income	-1,447	76	-17	0	0	-200	-46	-1,634
				22,678	-1,126	316	0	-42	695	0	22,521
CEO9		Recharge income from Grants and External organisations	expenditure	0	0	0	0	0	0	0	0
			recharge income	0	-1,663	0	0	0	24	-273	-1,912
			income	0							0
				0	-1,663	0	0	0	24	-273	-1,912
			expenditure	53,846	-2,737	651	0	-492	1,265	155	52,688
			recharge income	-10,227	926	0	0	300	-104	-202	-9,307
			grant income	-642	0	0	0	0	0	-185	-827
			income	-6,859	-26	-35	0	0	-103	-46	-7,069
		<b>BUDGET CONTROLLABLE BY RESOURCES</b>		<b>36,118</b>	<b>-1,837</b>	<b>616</b>	<b>0</b>	<b>-192</b>	<b>1,058</b>	<b>-278</b>	<b>35,485</b>



**Revenue Budget 2018/19  
Resources**

Ref. 2018/19	Ref. 2017/18	Service Area		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
				£000	£000	£000	£000	£000	£000	£000	£000
		Non Negotiable Support Service	support service recharge expenditure	13,113	170					-771	12,512
			support service recharge income	-29,416						482	-28,934
			grant income	0							0
			income	0							0
		<b>TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES</b>		<b>-16,303</b>	<b>170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-289</b>	<b>-16,422</b>
			expenditure	<b>66,959</b>	<b>-2,567</b>	<b>651</b>	<b>0</b>	<b>-492</b>	<b>1,265</b>	<b>-616</b>	<b>65,200</b>
			recharge income	<b>-39,643</b>	<b>926</b>	<b>0</b>	<b>0</b>	<b>300</b>	<b>-104</b>	<b>280</b>	<b>-38,241</b>
			grant income	<b>-642</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-185</b>	<b>-827</b>
			income	<b>-6,859</b>	<b>-26</b>	<b>-35</b>	<b>0</b>	<b>0</b>	<b>-103</b>	<b>-46</b>	<b>-7,069</b>
		<b>RESOURCES TOTAL</b>		<b>19,815</b>	<b>-1,667</b>	<b>616</b>	<b>0</b>	<b>-192</b>	<b>1,058</b>	<b>-567</b>	<b>19,063</b>

Revenue Budget 2018/19  
Strategic Measures

		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
		£000	£000	£000	£000	£000	£000	£000	£000
<b><u>CAPITAL FINANCING</u></b>									
Principal	Expenditure	8,435				1,191	-1,158		8,468
Interest	Expenditure	17,126				-945	-584		15,597
Net Interest on Balances (split income and expenditure)	Expenditure	372				-46	570		896
	Recharge Income	-3,285				-1,512	1,147		-3,650
	Other income	-1,860				479	-1,880		-3,261
		-4,773	0	0	0	-1,079	-163	0	-6,015
<b>SUBTOTAL CAPITAL FINANCING</b>		<b>20,788</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-833</b>	<b>-1,905</b>	<b>0</b>	<b>18,050</b>
<b>Contingency</b>	Expenditure	4,376	190	600		-117	1,000		6,049
<b>Pensions Past Service Deficit Funding</b>	Expenditure	830					-830		0
<b>Recharge to Public Health</b>	Recharge Income	-500				-500	500		-500
<b><u>CONTRIBUTIONS TO/FROM BALANCES</u></b>									
General Balances	Expenditure	4,700				-2,700	-2,000		0
<b>SUBTOTAL CONTRIBUTIONS TO/FROM BALANCES</b>		<b>4,700</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-2,700</b>	<b>-2,000</b>	<b>0</b>	<b>0</b>
<b><u>CONTRIBUTIONS TO/FROM RESERVES</u></b>									
Reserves	Expenditure	-778				6,942	-16,545		-10,381
	Other income	0							0
		-778	0	0	0	6,942	-16,545	0	-10,381
Prudential Borrowing costs	Expenditure	0				950	-950		0
<b>SUBTOTAL CONTRIBUTIONS TO/FROM RESERVES</b>		<b>-778</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,892</b>	<b>-17,495</b>	<b>0</b>	<b>-10,381</b>

Revenue Budget 2018/19  
Strategic Measures

		Budget 2017/18	Permanent Virements Agreed in 2017/18	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2018/19
		£000	£000	£000	£000	£000	£000	£000	£000
<b><u>UNRINGFENCED SPECIFIC GRANT INCOME</u></b>	Grant income	-19,247			7,868				-11,379
<b>TOTAL UNRINGFENCED SPECIFIC GRANT INCOME</b>		<b>-19,247</b>	<b>0</b>	<b>0</b>	<b>7,868</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-11,379</b>
Strategic Measures	Expenditure	35,061	190	600	0	5,275	-20,497	0	20,629
	Recharge Income	-3,785	0	0	0	-2,012	1,647	0	-4,150
	Grant Income	-19,247	0	0	7,868	0	0	0	-11,379
	Other income	-1,860	0	0	0	479	-1,880	0	-3,261
<b>STRATEGIC MEASURES TOTAL</b>		<b>10,169</b>	<b>190</b>	<b>600</b>	<b>7,868</b>	<b>3,742</b>	<b>-20,730</b>	<b>0</b>	<b>1,839</b>
<b><u>COUNCIL TAX COLLECTION FUND SURPLUSES/DEFICITS</u></b>	Other income	-7,277						1,961	-5,316
<b>TOTAL COLLECTION FUND SURPLUSES/DEFICITS</b>		<b>-7,277</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,961</b>	<b>-5,316</b>
<b><u>BUSINESS RATES FROM DISTRICT COUNCILS</u></b>	Other income	-31,165						-2,094	-33,259
<b><u>BUSINESS RATES COLLECTION FUND SURPLUSES/DEFICITS</u></b>	Other income	461						-372	89
<b>TOTAL BUSINESS RATES FROM DISTRICT COUNCILS</b>		<b>-30,704</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-2,466</b>	<b>-33,170</b>
<b><u>GENERAL GOVERNMENT GRANT INCOME</u></b>									
Revenue Support Grant	Grant income	-18,665						12,797	-5,868
Business Rates Top-Up	Grant income	-37,821						-1,182	-39,003
<b>TOTAL GENERAL GOVERNMENT GRANT INCOME</b>		<b>-56,486</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,615</b>	<b>-44,871</b>

## Government Grants - Details 2017/18 and 2018/19

Ringfenced	Directorate	Issued by	Estimate 2017/18 £000	Estimate 2018/19 £000	Estimate 2019/20 £000
	<b>People - Children's Services</b>				
R	Dedicated Schools Grant (DSG) - Schools Block	DfE		130,518	130,518
R	Dedicated Schools Grant (DSG) - Central Block	DfE		4,041	4,041
R	Dedicated Schools Grant (DSG) - High Needs Block	DfE	243,280	51,166	51,166
R	Dedicated Schools Grant (DSG) - Early Years Block	DfE		39,655	39,655
R	Pupil Premium	DfE	8,706	6,914	6,914
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	2,855	619	619
R	Youth Justice Board	YJB	550	553	553
R	Asylum (USAC and Post 18)	HO	1,143	1,143	1,143
R	PE and Sport Grant	DfE	1,484	2,774	2,774
R	Universal Infant Free School Meals	DfE	5,946	5,067	5,067
R	Remand Framework	YJB	43	43	43
R	Staying Put Grant	DfE	0	0	0
R	Inter Agency Fee grant	DfE	0	0	0
R	Teacher School Funding Grant	DfE	0	0	0
	<b>TOTAL PEOPLE - CHILDREN'S SERVICES</b>		<b>264,007</b>	<b>242,493</b>	<b>242,493</b>
	<b>People - Adult Services</b>				
R	Improved Better Care Fund	DH	6,276	7,504	8,099
	<b>TOTAL PEOPLE - ADULT SERVICES</b>		<b>6,276</b>	<b>7,504</b>	<b>8,099</b>
	<b>Public Health</b>				
R	Public Health Grant	DH	31,334	30,528	30,528
	<b>TOTAL PUBLIC HEALTH</b>		<b>31,334</b>	<b>30,528</b>	<b>30,528</b>

## Government Grants - Details 2017/18 and 2018/19

Ringfenced	Directorate	Issued by	Estimate 2017/18 £000	Estimate 2018/19 £000	Estimate 2019/20 £000
	<b>Communities</b>				
R	Bus Service Operators Grant	DfT	1,104	795	795
R	Natural England	DEFRA	242	242	242
R	Housing and Growth Deal Capacity Funding	DCLG	0	2,500	2,000
	<b>Subtotal Communities Grants</b>		<b>1,346</b>	<b>3,537</b>	<b>3,037</b>
	<b>Grants held on behalf of Local Enterprise Partnership</b>				
R	Oxford Innovation Business Support	BEIS	250	205	205
R	Careers & Employment Centre		20	75	75
R	European Regional Development Fund		40	40	40
R	DCLG (Local Enterprise Partnership Funding)	DCLG	500	500	500
R	City Deal Skills Grant	ESFA	575	0	0
	<b>Subtotal Grants held on behalf of Local Enterprise Partnership</b>		<b>1,385</b>	<b>820</b>	<b>820</b>
	<b>TOTAL COMMUNITIES</b>		<b>2,731</b>	<b>4,357</b>	<b>3,857</b>
	<b>Resources</b>				
R	Music	DfE	642	827	827
	<b>TOTAL RESOURCES</b>		<b>642</b>	<b>827</b>	<b>827</b>
	<b>Strategic Measures</b>				
U	Lead Local Flood Authority	DEFRA	42	42	42
U	Extended Rights to Free Travel	DfE	298	278	278
U	Fire Revenue Grant	DCLG	213	213	213
U	Troubled Families - Service Transformation Grant	DCLG	200	200	200
U	New Homes Bonus	DCLG	3,998	3,366	3,242
U	New Homes Bonus Adjustment Grant	DCLG	159	0	0
U	Local Reform & Community Voices Grant	DH	515	515	515
U	Adult Social Care Grant	DH	2,302	0	0
U	Independent Living Fund	DH	3,678	3,562	3,454
U	Education Services Grant	DfE	1,189	0	0

## Government Grants - Details 2017/18 and 2018/19

Ringfenced	Directorate	Issued by	Estimate 2017/18 £000	Estimate 2018/19 £000	Estimate 2019/20 £000
U	Special Educational Needs Reform Grant	DfE	471	0	0
U	Special Educational Needs Implementation Grant	DfE	0	331	0
U	Special Educational Needs Preparation for Employment Grant	DfE	0	97	0
U	Transition Funding	DCLG	4,463	0	0
U	Section 31 Grant for Business Rate Compensation	DCLG	1,719	2,775	3,499
U	Revenue Support Grant	DCLG	18,665	5,868	0
U	Business Rates Top-Up	DCLG	37,821	39,003	39,868
	<b>TOTAL STRATEGIC MEASURES</b>		<b>75,733</b>	<b>56,250</b>	<b>51,311</b>
	<b>Total All Grants</b>		<b>380,723</b>	<b>341,959</b>	<b>337,115</b>

### Ringfenced

**R** Ringfenced

**U** Un-ringfenced

### Issued by

**DfE** Department for Education

**YJB** Youth Justice Board

**HO** Home Office

**DH** Department of Health

**DCLG** Department for Communities & Local Government

**ESFA** Education & Skills Funding Agency

**BEIS** Department for Business, Energy & Industrial Strategy

**DEFRA** Department for Environment, Food & Rural Affairs

**CO** Cabinet Office

## Virement Rules 2018/19

### 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 2018;
  - changes to gross income and gross expenditure<sup>1</sup>;
  - 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 in the Ringfenced Government Grants annex of the following Financial Monitoring Report to Cabinet.

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

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 policy<sup>2</sup>; 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
    - 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;

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



- 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.

## Financial Strategy 2018/19 – 2027/28

### Introduction

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

This new financial strategy will set out a vision for how we will become self-sustaining and financially resilient in delivering the Council's vision for **thriving communities for everyone in Oxfordshire**. The strategy therefore reflects a sound understanding of the balance between what is possible and what is prudent and explicitly provides capacity to deal with the unexpected. Fundamentally, the financial strategy will align capital and revenue resources with objectives. The new financial strategy comprises short, medium and long term planning horizons but focuses on the medium and longer term because, the challenges we face are with us for the long term and this this time horizon which should be the focus if the Council is to thrive in an uncertain future.

### Context for the Financial Strategy

Since 2010, the Council along with the rest of local government has seen significant reductions in government grant at the same time as rising demand particularly in adult and children's social care. By 2019/20, the Council will no longer receive any revenue support grant and will also see a reduction of £6.2m in what was a fixed 'top-up' share of business rates the authority receives. As a result of this, the focus of financial planning over the last six years has been on the short and medium term to ensure the Council remained financially viable.

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

Since then, there has been recognition that funding for adult social care is inadequate and as a temporary measure the government introduced firstly the adult social care precept and then the additional grant funding in 2017/18 as well as the improved Better Care Fund announced in the 2017 Budget.

Since the introduction of the 50% Business Rates retention scheme in 2013/14, growth across Oxfordshire has been consistent and by the time we get to the next reset of the baseline in 2020/21, Oxfordshire County Council will be receiving approximately £3m annually. Whilst this will reduce to zero at the reset in 2020/21, it is expected to grow at a similar rate again.

Work on the Fair Funding review, a review of the existing needs and distribution formula has been progressing slowly. Consultation on the call for evidence stage closed in September 2016 and the next consultation is expected imminently. The needs formula has not been reviewed since the implementation of the 50% business Rates retention scheme in 2013/14 and there is recognition that it is out of date and does not reflect need. The review will be split into three areas; relative needs, relative resources and transition arrangements. The new formula will determine how much funding each council receives and is expected to be implemented in 2020/21.

In respect of the Capital Programme, changes in capital financing from supported borrowing to government grant in 2011/12 alongside the creation of LEPs and major transport funding being routed via them as well as the introduction of academies and free school programmes have had a major impact on the council. Annual funding by grant is now limited to school's basic need and structural maintenance plus highways maintenance. This means the ability for the council to fund local property or infrastructure schemes is limited to use of capital receipts, Section 106 income, prudential borrowing (giving rise to revenue costs); or specific grants which often require a bidding process. This has resulted in an increase in backlog maintenance of existing assets reduced ability to deliver local schemes.

### **Financial Planning Horizons**

The different planning horizons have different characteristics in terms of responding to risk and uncertainty, use of financial techniques and their contribution to planning approaches. The financial strategy therefore covers:

**The Budget** – for the forthcoming year (2018/19) with an emphasis on control, probity, meeting regulatory requirements and accountability

**The Medium Term Financial Plan** – for the three years following the budget year (2019/20 – 2021/22) with an emphasis on a commitment to improving performance, responsiveness to customers needs plus improving efficiency and effectiveness

**The Strategic Financial Plan** – for the six years beyond the medium-term plan (2022/23 – 2027/28) with a focus on long term planning that enables futures needs and outcomes to be met, is strategic and customer led, proactive in managing change and risk and receptive to new ideas

### **The Budget & Medium Term Financial Plan**

Setting the (revenue) budget for the forthcoming year is the only legal requirement and is the cornerstone of securing stewardship. The annual budget process requires detailed plans of both expenditure and income, linked to expected service requirements and changes and uses contingencies and reserves to mitigate the impact of risk and uncertainty. As well as being the financial representation of the council's activities and plans, the budget is the primary instrument of financial control as spending plans and operational objectives are specified in sufficient detail to be allocated to managers. Setting activity targets or having a target unit cost for operational objectives will then provide a link to what the budget is expected to deliver. Through routine and regular monitoring of forecast spend, unit costs and activity, managers can report on their success in delivering planned objectives. At least in the first instance, for the 'high risk' budget areas, unit costs and planned

activity should become part of the both the budget setting process but also routine monitoring.

The budget is the bedrock on which both medium term planning and longer term financial strategies are based and the budget, Medium Term Financial Plan and Capital Programme are intrinsically linked. Issues which need to be taken into consideration in setting the budget are also relevant for Medium Term Financial Plan and the Capital Programme.

The Medium Term Financial Plan ensures that future needs and outcomes can be met and is based on forecasting projections of both income and expenditure using available information and using sensitivity analysis to understand the implications of both upside and downside risks. Furthermore, the identification of risks requires mitigation plans or strategies to be developed which aim to reduce the likelihood of the risk materialising.

By April 2020, we will have delivered the savings required to reduce spending in line with the government's grant reductions. Beyond this we will aim to achieve long term sustainability and financial resilience and provide the resources to deliver the Council's vision and priorities.

Beyond 2019/20 the current working assumption is that the level of government support will remain stable. The Fair Funding Review is expected to be implemented in 2020/21 and will deliver a formula which reflects both need and resources. Given the recognition that authorities that deliver adult social care and more recently children's social care are not sufficiently funded it is currently assumed the council's assessed need will increase. However, the council also has relatively high resources – i.e. the tax base which reduces the reliance on government grant. The assumption is that these two factors cancel each other out and the level of funding received under the new formula will be the same as the funding in 2019/20.

Tax base growth is expected to be 2% from 2019/20 and beyond. After taking into account an allowance for inflation and demographic costs, the tax base increase required to give a breakeven position is 1.41%. The existing MTFP includes growth of 1.63% (around 4,000 homes at Band D), but given the known housebuilding need across Oxfordshire and the recent government announcement of a Housing and Growth deal for Oxfordshire, this increase is expected to be surpassed.

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

- Managing the impact of rising need, caused by population growth and increased complexity, for adult and children's social care through effective demand management approaches and cost control
- Taking a holistic approach to use of reserves and other corporate measures as well as income generation, to ensure the council has the financial breathing space during 2018/19 and 2019/20 to drive forward actions which will reduce demand
- Delivering the savings currently in the medium term financial plan (MTFP), and identifying upwards of £15m of savings included in the MTFP from transforming how we work

A comprehensive and robust budget and Medium Term Financial Plan should understand, consider and take a view on a broad range of issues. The following have been considered in the proposed budget and Medium Term Financial Plan:

- That funding is linked to the priorities in the Corporate Plan
- Understands how performance/outcomes drives both expenditure and income
- Understands and reflects the current and forecast economic position (local, UK, abroad)
- Considers demographics and population change
- Understands and reflects forthcoming new or changes to government policy
- Takes into consideration how services will be delivered over the medium term
- Reflects an understanding of the market (where services delivered externally) and how our actions and decisions influence that now and in the future
- Considers and understands priorities of partners and neighbours (where this might impact on the Council) and risks associated with this in terms of interdependencies and the availability of future funding
- Has well planned and robust savings proposals that do not have an optimism bias
- Ensures there are adequate balances to meet risk over the medium term
- Ensures there are sufficient earmarked reserves to meet the priorities over the medium term
- Has an understood and agreed risk appetite in relation to:
  - Treasury Management Strategy
  - Investment Strategy
  - Bad Debt collection
  - Rate of collection of Council Tax and Business Rates
  - Use of earmarked reserves
- Includes a sensitivity analysis (upside and downside risk) for expenditure and income
- Understands and maximises the income streams available
- Considers the replacement of assets
- Takes account of the revenue consequences of capital decisions

Measuring the Council's financial health through a set of targeted measures is a key way of measuring our financial health and resilience in supporting the Council's plans and priorities. The key indicators upon which we will measure ourselves are set out in Appendix 1. Financial indicators alone will not give a complete picture of financial health and sustainability; strengths of financial management and governance, which should be reviewed on a regular basis, are also important factors to be taken into consideration as well as external auditor's opinion on arrangements to secure value for money and financial resilience. These are reported to the Audit & Governance Committee as part of the Annual Governance Statement and Annual Audit letter respectively.

### **The Strategic Financial Plan**

In developing the strategic financial plan, it is important to understand both the context of Oxfordshire as well as the main drivers of change. The plan should also reflect the view of the council in terms of its longer term strategic positioning. In this context, we then need to ensure that the most fundamental issues facing the

organisation which have been identified are responded to. It also needs to be recognised that longer term planning will need to account for alternative possible future economic and political environments. There will be uncertainty, unquantifiable factors and little or no reliable data.

The first steps in moving towards a longer-term approach to financial planning is the decision to extend the capital programme period from four years, in line with the Medium Term Financial Plan, to a ten-year programme. This will enable our approach to setting the Strategic Financial Plan moves This longer-term approach will offer strategic choice and options around developing our community assets and respond to the fundamental issues of rising demand in adults and children's services and allow for a for planned approach to replacement of assets including street lighting.

The new requirement for a Capital Strategy which sets out the long-term context in which capital expenditure and investment decisions is a welcome move to help focus on strategic financial planning term. This longer-term approach will offer strategic choice and options around developing our community assets and respond to issues such as rising demand in adults and children's services and allow for a for planned approach to replacement of assets including street lighting. The strategy needs to demonstrate how investment decisions are taken in line with service objectives and this is key to the longer-term planning approach.

### Measuring performance

The budget is monitored and reported to Cabinet on a regular basis. The savings required to be delivered as part of the Medium Term Financial Plan are also monitored and reported on regularly. However, in addition to this a key theme of the Medium Term Financial Plan should be a set of key performance indicators that measure the Council's financial health.

#### Measurement of funding available:

Change in core spending power  
Trend of changes in council tax base

#### Progress in savings required over the medium term:

Savings achieved over last 4 years and those still to be achieved

#### In year achievement of savings and delivering to budget:

Under/overspend at year end  
In year achievement of planned savings in % terms

#### Level of and use of earmarked reserves:

Un-ringfenced reserves as % of net revenue expenditure  
Change in un-ringfenced reserves over last 4 years as % of net revenue expenditure  
Number of maintained schools with deficit balances

#### Ability to manage unplanned/unforeseen events:

Balances as % of net revenue expenditure  
Trend in use of/additions to balances over last 4 years

#### Capital assets:

Highways backlog maintenance as % of asset value  
Property backlog maintenance as % of asset value  
Street furniture backlog maintenance as % of asset value  
% of developer contributions meeting cost of new build schools

#### Settlement funding assessment exposure:

Settlement funding assessment as % of revenue spending power

#### Pension Fund liability:

Pension fund liability as % of net revenue budget

#### Debt:

Total debt as % of net revenue budget  
Debt more than one-year-old as % of total debt  
Change in impairment provision over last 4 years  
Debt write off as % of total debt

Nb. Key Treasury Management indicators are reported as part of the Treasury Management Strategy reports to Audit & Governance Committee and Cabinet three times a year.



## **Earmarked Reserves and General Balances Policy Statement 2018/19**

### **Introduction**

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

### **Statutory Position**

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

### **Purpose of balances and reserves**

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

## Level of balances and reserves

8. In recent years, it has been considered prudent to maintain a level of balances commensurate with risk, with a risk assessment undertaken annually by the Section 151 officer (Director of Finance), as part of the budget setting process.
9. The risk assessment for 2018/19 has determined that balances should be held at £16.3m, compared to £17.6m for 2017/18. This is equivalent to 3.9% of the operating budget. Based on the latest 2017/18 Financial Monitoring and Medium Term Financial Plan Delivery Report to Cabinet in December 2017, the expected level of balances at 31 March 2018 is currently £18.8m.
10. The reduction in the risk assessment is, in the main, as a result of removing the risk relating to business rates income. The risk relates to the success of appeals, reduction in collection rates that could have materialised in year and any deficit from previous years. However, this risk does not arise during the year, only at the point the budget is set so any changes to the expected income levels are adjusted then. Details of the risk assessment are set out in Appendix 1 to this paper.
11. The existing MTFP includes an annual £2.0m contribution to balances to replenish any use from the previous year and ensure that the risk assessed level is maintained. From a review of 2016/17 and the previous four years, the average draw down from balances has been £0.9m. It is therefore proposed that the annual contribution is reduced to £1.0m and that this is transferred to the corporate contingency budget, increasing it to £6.0m.
12. The Financial Strategy for 2018/19 sets out that for 2018/19 and 2019/20 a holistic view on the use of earmarked reserves will be made, to allow time to drive forward actions which will reduce demand. This means using reserves to balance the budget particularly in 2018/19.
13. Whilst there have been some years with higher levels of reserves, the level of earmarked reserves held at 31 March 2017 of £86.0m<sup>1</sup> was only 2% less than at 31 March 2012.
14. In recent years, a large number of low value reserves have been created under the banner of Directorate reserves. Holding a large number of small reserves is restrictive in using them holistically in accordance with the financial strategy. Therefore, except for those with restrictions on usage (e.g. on street parking reserve, reserves held on behalf of OxLEP). In line with the Financial Regulations, Cabinet will be asked to approve their amalgamation into a single Budget Priorities reserve to be established before 1 April 2018.
15. Drawdown planned in 2018/19 and beyond proposed as part of this year's budget process will be honoured. All future requests for usage will be agreed by the all of the Strategic Directors in consultation with the Director of Finance, and where they are above £1m that Cabinet approval will be required.

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<sup>1</sup> After schools reserves

**2018/19 risk assessment for determining appropriate level of balances**

	<b>2018/19</b>		<b>2017/18</b>
<b>Area of risk</b>	<b>£m</b>	<b>Explanation of risk/justification of balances</b>	<b>£m</b>
Emergencies	0.8	Expenditure below Bellwin Scheme threshold (0.2% of annual budget)	0.9
Directorate overspends and non-achievement of planned savings	8.4	Risk that directorates will overspend due to unforeseen pressures, demography, demand or non-achievement of planned savings (based on a 3% adverse variance less sum held in contingency)	8.3
Business rates	0.0	5% adverse variation to District Councils' estimates, due to inaccuracy or under estimation of successful appeals	1.5
Contingent liabilities & insurance risk	4.0	Possible liabilities for which no provision has been made or funding set aside in an earmarked reserve (0.5% of gross expenditure or minimum to meet quantified contingent liabilities)	2.1
Major contracts & 3rd party spend	3.1	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
<b>Total</b>	<b>16.3</b>		<b>17.6</b>

## Forecast Earmarked Reserves 2017/18 to 2021/22

The table below shows the forecast level of earmarked reserves held by Council over the medium term . The actual level of earmarked reserves held by Council at 31 March 2018 will be published in the 2017/18 Statement of Accounts. The actual balance at 31 March 2017 is shown for information.

	Balance at 31 March 2017	Forecast Balance at 31 March 2018	Forecast Balance at 31 March 2019	Forecast Balance at 31 March 2020	Forecast Balance at 31 March 2021	Forecast Balance at 31 March 2022
	£m	£m	£m	£m	£m	£m
Schools' Reserves	18.373	10.534	8.544	6.239	3.928	2.178
Vehicle and Equipment Reserve	3.334	2.006	0.789	0.587	0.927	0.927
Grants and Contributions Reserve	14.787	5.484	5.433	5.433	5.433	5.433
Government Initiatives	0.418	0.250	0.000	0.000	0.000	0.000
Trading Accounts	0.072	0.072	0.072	0.072	0.072	0.072
Council Elections	0.718	0.000	0.218	0.436	0.654	0.000
OxLEP	0.199	0.199	0.199	0.199	0.199	0.199
On Street Car Parking	2.790	2.790	3.176	3.176	3.176	3.176
Transformation Reserve	2.122	0.700	0.350	0.000	0.000	0.000
Budget Prioritisation Reserve <sup>1</sup>	17.691	13.243	4.761	4.137	8.807	10.382
Insurance Reserve	8.080	7.180	6.080	6.180	6.280	6.380
Business Rates Reserve	0.117	0.117	0.522	1.016	1.510	2.004
Capital Reserves	34.476	33.939	33.374	33.389	27.515	9.481
Budget Equalisation Reserve <sup>2</sup>	1.205	1.205	0.000	5.626	11.032	15.476
<b>Total Reserves</b>	<b>104.382</b>	<b>77.719</b>	<b>63.518</b>	<b>66.490</b>	<b>69.533</b>	<b>55.708</b>
<b>Total Reserves excluding Schools</b>	<b>86.009</b>	<b>67.185</b>	<b>54.974</b>	<b>60.251</b>	<b>65.605</b>	<b>53.530</b>

<sup>1</sup> previously called Budget Reserve

<sup>2</sup> previously general Directorate reserves and consolidated in accordance with Earmarked Reserves & General Balances policy statement 2018/19

**Provisional 2018/19 Dedicated Schools Grant Allocation**

	<b>Early Years Block</b>	<b>Schools Block</b>	<b>Central Schools Services Block</b>	<b>High Needs Block</b>	<b>Total DSG</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
2018/19 Initial Baseline	38,760	356,730		49,390	444,880
Add back high Needs Recoupment (special planned places/provision)				9,600	9,600
Realignment of Responsibilities		-3,937	3,937		0
Transfer of SEB Units from High Needs to Schools Block		579		-579	0
Change in funding methodology to National Funding Formula (NFF)		6,046	72		6,118
Implicit Growth Assumption added to NFF for new schools/academies		1,140			1,140
<b>2018/19 Revised Baseline</b>	<b>38,760</b>	<b>360,558</b>	<b>4,009</b>	<b>58,411</b>	<b>461,738</b>
Increased take-up 3/4 year entitlement to 15 hours, DfE estimate (see note 1)	895				895
Provisional 2018-19 import /export adjustment replacing SEN recoupment				990	990
Change in funding methodology to for High Needs Block (part of National Funding Formula review)				1,243	1,243
School Pupil Population increase (pupil number increased from October 2016)		5,239	32		5,271
<b>Total Provisional DSG 2018/19 per Department for Education (DfE)</b>	<b>39,655</b>	<b>365,797</b>	<b>4,041</b>	<b>60,644</b>	<b>470,136</b>
Deductions for high needs places funded directly by EFA (agreed planned special places, funding transfer to EFA for distribution)				-9,478	-9,478
<b>Provisional Funding Block Totals and DSG Receipts 2018/19</b>	<b>39,655</b>	<b>365,797</b>	<b>4,041</b>	<b>51,166</b>	<b>460,658</b>

**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 2018 following the January 2018 census, and will be based on participation.

## Treasury Management Strategy Statement & Annual Investment Strategy for 2018/19

### 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 2018/19 in respect of the following aspects of the treasury management function is based upon the views of the Council's Treasury Management Strategy Team (TMST)<sup>1</sup>, informed by market forecasts provided by the Council's treasury advisor, Arlingclose Limited. The strategy covers:
  - Treasury limits in force which limit the treasury risk and activities of the Council;
  - Treasury Management Prudential Indicators for 2018/19, 2019/20 and 2020/21;
  - 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 projects) are limited to a level which is affordable within the projected income of the Council for the foreseeable future.

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

## Treasury Limits for 2018/19 to 2020/21

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 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 2018/19 to 2020/21

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. Authorised Limit and Operational Boundary for External Debt
  - vi. Actual External Debt
  - vii. Adoption of the CIPFA Treasury Management in the Public Services Code of Practice
  - viii. Gross and net debt
  - ix. Upper and lower limits to maturity structure of fixed rate borrowing
  - x. Upper limits on fixed and variable rate interest exposures
  - xi. 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 2017/18 and the Treasury Management Mid-Term Review 2018/19, which will be considered in July and November 2018 respectively.

## Forecast Treasury Portfolio Position

12. The Council's treasury forecast portfolio position for the 2018/19 financial year comprises:

	Principal £m	Average Rate %
<b>Opening External Debt Balance</b>		
PWLB	317.383	4.358
LOBO	45.000	3.943
Money Market Loans	5.000	0.950
<b>TOTAL EXTERNAL DEBT</b>	<b>433.000</b>	
<u>2018/19 Average Cash Balance</u>		
Average In-House Cash	264.349	
Average Externally Managed	68.651	
<b>TOTAL INVESTMENTS</b>	<b>333.000</b>	

13. The average forecast cash balance for 2018/19 is comprised of the following:

	Average Balance £m
Earmarked Reserves	62.000
Capital and Developer Contributions	189.397
General Balances	17.600
Cashflow and Working Capital Adjustments	47.353
Provisions and Deferred Income	13.650
<b>TOTAL</b>	<b>333.000</b>

## Interest Rates

### *Economic Background – Provided by Arlingclose*

14. The major external influence on the Authority's treasury management strategy for 2018/19 will be the UK's progress in negotiating its exit from the European Union and agreeing future trading arrangements. The domestic economy has remained relatively robust since the surprise outcome of the 2016 referendum, but there are indications that uncertainty over the future is now weighing on growth. Transitional arrangements may prevent a cliff-edge, but will also extend the period of uncertainty for several years. Economic growth is therefore forecast to remain sluggish throughout 2018/19.
15. In contrast, the US economy is performing well and the Federal Reserve is raising interest rates in regular steps to remove some of the emergency monetary stimulus it has provided for the past decade. The European Central Bank is yet to



raise rates, but has started to taper its quantitative easing programme, signalling some confidence in the Eurozone economy.

### *Credit outlook – Provided by Arlingclose:*

16. High profile bank failures in Italy and Portugal have reinforced concerns over the health of the European banking sector. Sluggish economies and fines for pre-crisis behaviour continue to weigh on bank profits, and any future economic slowdown will exacerbate concerns in this regard.
17. 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. In addition, the largest UK banks will ringfence their retail banking functions into separate legal entities during 2018. There remains some uncertainty over how these changes will impact upon the credit strength of the residual legal entities.
18. 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 remain very low.

### *Interest rate forecast – Provided by Arlingclose:*

19. The Authority's treasury adviser Arlingclose's central case is for UK Bank Rate to remain at 0.50% during 2018/19, following the rise from the historic low of 0.25%. The Monetary Policy Committee re-emphasised that any prospective increases in Bank Rate would be expected to be at a gradual pace and to a limited extent.
20. Future expectations for higher short term interest rates are subdued and on-going decisions remain data dependant and negotiations on exiting the EU cast a shadow over monetary policy decisions. The risks to Arlingclose's forecast are broadly balanced on both sides. The Arlingclose central case is for gilt yields to remain broadly stable across the medium term. Upward movement will be limited, although the UK government's seemingly deteriorating fiscal stance is an upside risk.

### *Interest rate forecast - Treasury Management Strategy Team's View*

21. 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 for in-house managed deposits in the Strategic Measures budget for 2018/19 and over the medium term. TMST forecast a 25 bps rise in the UK Bank Rate during 2018/19 on the basis that UK inflation will continue to overshoot the Bank of England's target, a position supported by the Bank of England's November 2017 Inflation Report. The Bank Rate forecasts set out below represent the average rate for the financial year:

- 2018/19 0.63% (increase from 0.50% to 0.75% in October 2018)

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

22. 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 0.75% in 2018/19, increasing by 18 basis points to 0.88% for 2019/20, and increasing to 1.00% for 2020/21 and 2021/22. These rates have been incorporated into the strategic measures budget estimates:

- 2018/19 0.75%
- 2019/20 0.88%
- 2020/21 1.00%
- 2021/22 1.00%

23. The target rate of return for external deposits as of 31 December 2017 was 4.88%. The Council achieved an annualised return of 3.40% against this target. This is due to more than 55% of the external funds being held in accumulating value funds, which do not pay an income, and therefore are not yet included in the Council's external fund return.

### **Borrowing Strategy**

#### *Arlingclose's View*

24. 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 1.70%, increasing gradually to 1.950% by December 2020.
- The 20 year gilt yield is expected to start the financial year at 1.85%, rising to 1.93% by the end of the forecast in December 2020.
- The 10 year gilt yield is expected to start the financial year at 1.25%, rising to 1.36% by December 2020.
- The 5 year gilt yield is expected to start the financial year at 0.75% and to reach 0.89% by December 2020.

25. Arlingclose's forecasts have an upside variation range of between 25 and 40 basis points, and a downside variation range of between 25 and 50 basis points depending on the economic and political climate.

*Treasury Management Strategy Team's View*

26. It is expected that the Bank Rate will increase by 25 basis points to 0.75% during 2018/19 and that there will continue to be a high “cost of carry<sup>2</sup>” associated with the long-term borrowing compared to temporary investment returns. The TMST will continue to monitor the Council's debt portfolio and will consider debt repayment if it is in the Council's interest.
27. 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.
28. 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.
29. Internal borrowing is a short-term financing solution as cash surpluses are temporary balances made up of creditors over debtors, earmarked reserves and capital reserves. As reserves are drawn down for their earmarked purpose internal borrowing will need to be replaced with external borrowing.
30. 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 £50m 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.
31. If market conditions change during the 2018/19 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.
32. As the Accountable Body for OxLEP Ltd, the Oxfordshire Local Enterprise Partnership, the Council will be required to prudentially borrow £42m on behalf of OxLEP for project funding from 2018/19 onwards. The loans will be repaid through the retained business rates of OxLEP. This represents projects to be delivered by the Council. The TMST monitor interest rates and will consider forward borrowing on behalf of OxLEP at the end of 2017/18 if it is determined to be cost-effective. This is consistent with the expectation that interest rates and Gilt yields will continue to rise over the period.

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

33. The Council will be able to apply for the new Local Infrastructure Rate, at a discounted interest rate of gilts + 60 basis points. The borrowing on behalf of OxLEP may be eligible as the schemes are all major infrastructure schemes. In 2017/18, OxLEP were able to borrow through the Public Work Loan Board (PWLB) project rate at a discounted rate 40 basis point below the standard rate across all loan types and maturities. As at 30 November 2017 this had not been required.
34. 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.
35. 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*

36. 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.
37. 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.
38. 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.

39. 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 32.
40. 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.
41. The Council's external debt is forecast to exceed the CFR in 2017/18. In 2018/19, 2019/20 and 2020/21, external debt will fall below the expected CFR, resulting in an internal borrowing requirement.

### *Borrowing Instruments*

42. The TMST's forecast for the period 2018/19 – 2021/22 for 20 and 50 year PWLB rates over the medium term are an average rate of 2.26% and 2.19% per year respectively.
43. In November 2012, the PWLB introduced the Certainty Rate which allows eligible Councils to borrow at a discounted rate of 0.20% below the advertised borrowing rate. Eligibility is established by the submission of an annual application form to the Department of Communities and Local Government. The Council has successfully applied and qualified for the rate for the period from 1 November 2017 to 31 October 2018.
44. An annual application will be made to renew eligibility for the Certainty Rate, in order to maintain the option should it be required.
45. The Council has historically set a maximum limit of 20% of the debt portfolio to be borrowed in the form of Lender's Option Borrower's Option (LOBOs). It is recommended that this remain as the limit for 2018/19. As at 30 November 2017, LOBOs represent 12.05% of the total external debt.
46. The Council has four £5m LOBO's with call options in 2018/19, three of which have two call options in year, whilst one has a single call option in year. At each call date, the lender may choose to exercise their option to change the interest rate payable on the loan. If the lender chooses to do so, the Council will evaluate alternative financing options before deciding whether or not to exercise the borrower's option to repay the loan or to accept the new rate offered. It is likely that if the rate is changed the debt will be repaid.

### **Annual Investment Strategy**

47. 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
48. The Council also aims to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The borrowing of monies purely to invest or on-lend and make a return is unlawful and the Council will not engage in such activity.
49. The Treasury Management Code of Practice requires the Council to approve a Treasury Management Policy Statement. Good practice requires that this statement is regularly reviewed and revised as appropriate. The Treasury Management Policy Statement is included at Appendix D. Cabinet is recommended to recommend Council to approve the Treasury Management Policy Statement.

### *Investment Instruments*

50. Investment instruments identified for use in the 2018/19 financial year are set out at Appendices B and C under the 'Specified' and 'Non-Specified' Investment categories.
51. Guidance states that specified investments are those requiring "minimal procedural formalities". The placing of cash on deposit with banks and building societies 'awarded high credit ratings by a credit rating agency', the use of 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.
52. Money market funds (MMFs) will be utilised, but good treasury management practice prevails and whilst MMFs provide good diversification the council will also seek to diversify any exposure by using more than one MMF where practical. It should be noted that while exposure will be limited, the use of MMFs does give the council exposure to institutions that may not be included on the approved lending list for direct deposits. This is deemed to be an acceptable risk due to the benefits of diversification. The Treasury team use an online portal to provide details of underlying holdings in MMFs. This enables more effective and regular monitoring of full counterparty risk.
53. All specified investments will be sterling denominated, with maturities up to a maximum of 1 year, meeting the 'high' credit rating criteria where applicable.
54. Non-specified investment products are those which take on greater risk. They are subject to greater scrutiny and should therefore be subject to more rigorous justification and agreement of their use in the Annual Investment Strategy; this applies regardless of whether they are under one year investments and have high credit ratings.
55. A maximum of 50% of the portfolio will be held in non-specified investments.

56. During 2018/19 the Treasury Management Team will consider ESG investments and analyse what impact adopting ESG criterion into the Council's overall Treasury Management Strategy would have in terms of risk and return. The results of this analysis will be reported back to Council as part of the Treasury Management Mid Term Review.

### *Changes to Instruments*

57. There are no proposed changes to instruments for 2018/19

### *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 70 and 71 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 70 and 71), 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 70 and 71 will still apply.
68. Counterparty limits as set out in paragraphs 70 and 71, 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 2018/19. 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 2017, 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 2017, the Council had £57.3m invested in external funds (excluding MMFs), representing 14% 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. The TMST will monitor the level of long term balances and the maturity profile of long term deposits, and if appropriate will seek to achieve a higher rate of return by investing a higher proportion of balances in external funds.
77. In order to ensure appropriate diversification within externally managed and pooled funds these should be diversified between a minimum of two asset classes.
78. The performance of the pooled funds is monitored by the TMST throughout the year against the funds' benchmarks and the in-house investment returns.
79. 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**

80. 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 2018/19.
81. The Treasury Management Strategy Team is aware of several risk areas relating to Brexit. Work is being undertaken to try to identify and quantify those risks, which will be reported accordingly.
82. The weighted average maturity (WAM) of in-house deposits as at 30 November 2017 was 232 days. This was made up of £47.1m of instant access balances with a maturity of 1 day, and £339.8m of deposits with a WAM of 264 days.
83. The in-house WAM has increased from 210 days, reported on 30 November 2016. The small increase in WAM is mainly due to a higher investment balance on the 30 November 2017 than on the same day in 2016 meaning a larger proportion of the portfolio could be committed long term while still ensuring sufficient liquidity.
84. With continued uncertainty over the timing of further rises in the 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, while also enabling the Treasury Management team to respond to any increases in interest rates in the short-term.

85. 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.
86. It is proposed that any further changes required to the Annual Treasury Management Strategy & Annual Investment Strategy, continue to be delegated to the Chief Finance Officer in consultation with the Leader of the Council and Cabinet Member for Finance.

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

87. 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.
88. 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.
89. 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.
90. It is the view of the TMST that the use of standalone financial derivatives will not be required for Treasury Management purposes during 2018/19. The Council will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use.

## Performance Monitoring

91. The Council will monitor its Treasury Management performance against other authorities through its membership of the CIPFA Treasury Management benchmarking club.
92. 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.
93. 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.
94. Latest performance figures will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2017/18, and the Treasury Management Mid-Term Review 2018/19, which will be considered in July and November 2018 respectively.

## Investment Training

95. 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.
96. The Council has opted up to 'professional client' categorisation with under the second Markets in Financial Instruments Directive (MiFID II). In order to achieve this, evidence was required that the person(s) authorised to make investment decisions on behalf of the authority have at least one year's relevant professional experience and the expertise and knowledge to make investment decisions and understand the risks involved. Members of the TMST currently meet these criteria and training needs will be regularly monitored and reviewed to ensure continued compliance.

## Treasury Management Advisors

97. 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 2017.

## Appendix A

## Prudential Indicators 2018/19, 2019/20 and 2020/21

## 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 2016/17. This is because the repayment of external debt has not been in line with decrease in the CFR. From 2017/18 the CFR will be higher than gross debt, indicating a level of internal borrowing in line with this strategy. This view takes into account current commitments, existing plans and the proposals in the approved budget.

Debt	31.03.17 Actual £m	31.03.18 Revised £m	31.03.19 Estimate £m	31.03.20 Estimate £m	31.03.21 Estimate £m
External Borrowing	385.383	367.383	343.383	341.383	345.383
Long Term Liabilities	23.989	23.003	21.971	20.860	19.664
<b>Total Debt</b>	<b>409.372</b>	<b>390.386</b>	<b>365.354</b>	<b>362.243</b>	<b>365.047</b>

## 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 2018/19 and the following two financial years. The Council must also approve the actual expenditure for 2016/17 and revised expenditure for 2017/18.

	2016/17 Actual £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m
<b>Capital Expenditure</b>	111.250	114.264	120.051	179.474	162.307

	Actual 2016/17 £m	Estimates			
		2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Prudential Borrowing	8.729	24.679	15.688	21.838	23.160
Grants and Contributions	101.681	89.235	104.213	157.571	136.858
Capital Receipts	0.000	0.000	0.000	0.000	2.187
Revenue	0.840	0.350	0.150	0.065	0.102
Reserves	0.000	0.000	0.000	0.000	0.000
	<b>111.250</b>	<b>114.264</b>	<b>120.051</b>	<b>179.474</b>	<b>162.307</b>

ii.ii. The indicators have been based on the February 2018 capital programme which will be approved by Council on 13 February 2018 with the Service & Resource Planning Report.

ii.iii. The capital expenditure figures for beyond 2018/19 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 %
2016/17	Actual	30.591	440.170	6.95%
2017/18	Estimate	23.565	441.716	5.33%
2018/19	Estimate	22.817	446.778	5.11%
2019/20	Estimate	23.717	453.491	5.23%
2020/21	Estimate	22.510	464.599	4.84%

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 2017 that are recommended for approval are:

Year	Actual/Estimate	£m
2016/17	Actual	382.690
2017/18	Estimate	397.518
2018/19	Estimate	402.921
2019/20	Estimate	413.264
2020/21	Estimate	423.794

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. **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.

	2017/18 probable outturn	2018/19 estimate	2019/20 estimate	2020/21 Estimate
	£m	£m	£m	£m
<b>Operational Boundary for external debt -</b>				
Borrowing	400.000	410.000	425.000	440.000
other long term liabilities	25.000	25.000	25.000	25.000
<b>TOTAL</b>	<b>425.000</b>	<b>435.000</b>	<b>450.000</b>	<b>465.000</b>
<b>Authorised Limit for external debt -</b>				
Borrowing	410.000	420.000	435.000	450.000
other long term liabilities	35.000	35.000	35.000	35.000
<b>TOTAL</b>	<b>445.000</b>	<b>455.000</b>	<b>470.000</b>	<b>485.000</b>

**vii. Actual External Debt**

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

<b>Total External Debt as at 31.03.17</b>	<b>£m</b>
External Borrowing	385.383
Financing Liability	23.989
<b>Total</b>	<b>409.372</b>

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

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

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

	2017/18	2018/19	2019/20	2020/21
Net Debt / Gross Debt	70%	70%	70%	70%

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

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

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

**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:**

	2017/18	2018/19	2019/20	2020/21
Net principal re fixed rate borrowing / investments	£350m	£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:**

	2017/18	2018/19	2019/20	2020/21
Net principal re variable rate borrowing / investments	£0	£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 to increase the upper limit to £150m in 2018/19 before reducing the limit to £130m in 2019/20 and £120m 2020/21. The increase in this limit is to reflect higher forecast cash balance than previously forecast.

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Upper limit on principal sums invested longer than 364 days	85	150	130	120

## Appendix B

### Minimum Revenue Provision Policy Statement for 2018/19

#### Introduction

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

#### MRP Methodology Statement 2018/19

5. The Council is recommended therefore to approve the following statement:
6. For capital expenditure incurred before 1 April 2008, the MRP policy for 2017/18 onwards will be a straight-line charge of the outstanding pre-2008 expenditure as at 1 April 2017 calculated over a 50-year period.
7. For all unsupported (prudential) borrowing, the MRP policy will be based on the estimated life of the assets for which the borrowing is undertaken (Option 3 – Asset Life Method or Annuity Method).
8. In the case of finance leases and on-balance sheet Private Finance Initiative (PFI) type contracts, the MRP requirement will be regarded as being met by a charge equal to the element of the rent/charge that goes to write-down the balance sheet liability, including the retrospective element in the first year (Option 3 in modified form).

## Appendix C

## Specified Investments

<b>Investment Instrument</b>	<b>Minimum Credit Criteria</b>	<b>Use</b>
Debt Management Agency Deposit Facility	N/A	In-house and Fund Managers
Term Deposits – UK Government	N/A	In-house
Term Deposits – other Local Authorities	N/A	In-house
Term Deposits – Banks and Building Societies	Short-term F1, Long-term BBB+, Minimum Sovereign Rating AA+	In-house and Fund Managers
Certificates of Deposit issued by Banks and Building Societies	A1 or P1	In-house on a buy and hold basis and Fund Managers
Money Market Funds	AAA	In-house and Fund Managers
Other Money Market Funds and Collective Investment Schemes <sup>3</sup>	Minimum equivalent credit rating of A+. These funds do not have short-term or support ratings.	In-house and Fund Managers
UK Government Gilts	N/A	In-house on a buy and hold basis and Fund Managers
Treasury Bills	N/A	In-house and Fund Managers
Reverse Repurchase Agreements - maturity under 1 year from arrangement and counterparty is of high credit quality (not collateral)	Long Term Counterparty Rating A-	In-house and Fund Managers
Covered Bonds – maturity under 1 year from arrangement	Minimum issue rating of A-	In-house and Fund Managers

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

## Appendix D

## Non-Specified Investments

<b>Investment Instrument</b>	<b>Minimum Credit Criteria</b>	<b>Use</b>	<b>Max % of total Investments</b>	<b>Max Maturity Period</b>
Term Deposits – other Local Authorities (maturities in excess of 1 year)	N/A	In-house	50%	3 years
Term Deposits – Banks and Building Societies (maturities in excess of 1 year)	Short-term F1+, Long-term AA-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
Structured Products (e.g. Callable deposits, range accruals, snowballs, escalators etc.)	Short-term F1+, Long-term AA-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
UK Government Gilts with maturities in excess of 1 year	N/A	In-house and Fund Managers	50% in-house; 100% External Funds	5 years in-house, 10 years fund managers
Bonds issued by Multilateral Development Banks	AAA	In-house and Fund Managers	50% in-house; 100% External Fund	25 years
Bonds issued by a financial institution which is guaranteed by the UK Government	AA	In-house and Fund Managers	50% in-house; 100% External Fund	5 years in-house

## Section 4.9

<b>Investment Instrument</b>	<b>Minimum Credit Criteria</b>	<b>Use</b>	<b>Max % of total Investments</b>	<b>Max Maturity Period</b>
Collective Investment Schemes <sup>4</sup> but which are not credit rated	N/A	In-house and Fund Managers	50% In-house; 100% External Funds	Pooled Funds do not have a defined maturity date
Sovereign Bond Issues	AAA	In-house on a buy and hold basis. Fund Managers	50% in-house; 100% External Funds	5 year in-house, 30 years fund managers
Reverse Repurchase Agreements - maturity in excess of 1 year, or/and counterparty not of high credit quality.	Minimum long term rating of A-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years
Covered Bonds	AAA	In-house and Fund Managers	50% in-house; 100% External Funds	20 years
Registered Providers	As agreed by TMST in consultation with the Leader and the Cabinet Member for Finance	In-house	50% In-house	5 years

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

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<sup>4</sup> 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.

## **Section 4.9**

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.



## The Capital Strategy - 2018/19 to 2027/28

### Background

1. In September 2017, CIPFA issued a consultation on proposed changes to the Prudential Code. This included the proposal to introduce the requirement for Council to approval a Capital Strategy annually as part of the budget setting process. The purpose being to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability, and affordability. The updated code was issued in December 2017 and is effective from 2018/19. However, it was recognised that the requirement to produce a Capital Strategy may require a longer lead in time and there is recognition that this requirement may not be fully implemented until 2019/20. It is expected that this strategy will be required to be updated in 2019/20 to reflect all requirements of the code but this initial version has been produced and is included in the suite of papers for approval by Council.

### Introduction

2. The Capital Strategy is a policy document that outlines Oxfordshire County Council's approach to capital investment over the next ten years. It is closely linked to other key strategic and policy documents, such as:
  - The Corporate Plan
  - The Oxfordshire Infrastructure Strategy (OxIS)
  - The Local Transport Plan
  - The Strategic Property Asset Management Plan
  - The Highways Asset Management Plan
  - The Finance Strategy including the Medium Term Financial Plan
  - The Treasury Management Strategy
3. The Council is currently in a process of transformation, designing a new operating model to ensure it is "Fit for the Future", The Capital Strategy will need to remain under review during 2018/19 so that it is consistent with the future direction of a new operating model, and enables the delivery of change on a timely basis.
4. The Capital Strategy complements the key documents above by defining the approach, structure and governance for the effective financing and management of our capital investment needs and ambitions. It outlines how the Council's existing capital resources will be effectively managed to meet the planned needs and opportunities for meeting the ambitions for future longer term capital investments

## Section 4.10

5. It is inevitable that the level the capital resources required to meet capital investment needs and aspirations will exceed the actual resources available. Therefore, one of the key purposes of the Capital Strategy is to ensure that no capital programme or project proposal is approved without determining whether there are better ways of achieving the stated objectives or better ways of using the available resources.
6. The Council seeks to employ a variety of different resources to close the funding gap. In this context, the second key purpose of the capital strategy is to ensure that capital investment plans are affordable, prudent, sustainable and demonstrate value for money.
7. The Capital Strategy sets out the County Council's capital investment plans and explains how capital investment contributes to the Council's Vision and Priorities. It shows how the Council prioritises, targets and measures the performance of its capital resources. It also shows how the Council intends to maximise the value of its investment to support the achievement of its vision and priorities. It provides the framework for determining capital spending plans and the effective use of the Council's capital resources.
8. The areas considered by the Capital Strategy are:
  - The financial context including the opportunity for income generation and growth.
  - The delivery of corporate priorities and infrastructure needs through capital investment
  - Capital governance and decision-making
  - A robust, appropriate and sustainable financial strategy

### **The Council's Vision and Priorities**

9. The Vision for Oxfordshire, set out in the Corporate Plan is "**Thriving communities for everyone in Oxfordshire**"
10. To achieve our vision, we will listen to residents so we can continuously improve our services and provide value for money. Our priorities are:

#### **Thriving communities**

- We help people live safe, healthy lives and play an active part in their community
- We provide services that enhance the quality of life in our communities, and protect the local environment

#### **Thriving people**

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

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

### **Thriving economy**

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

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

### **Local Context**

12. Oxfordshire's population is around 683,100<sup>1</sup> and the county's area is 260,500 hectares. It is the most rural county in the South-East region; over 50% of Oxfordshire's population live in settlements of fewer than 10,000 people. Almost a quarter of Oxfordshire's population live in the city of Oxford with a similar proportion in its market towns and the remaining half living in rural areas. The population is ageing with substantial recent growth in the number of people aged 85 and over.

13. The County is facing significant demographic pressures. Economic prosperity and the quality of the environment make Oxfordshire an attractive place in which to live and work. Between 2015 and 2030 Oxfordshire's total population is forecast to grow by over 27%, whilst over the same period, the number of people aged 85 and over is projected to grow by 92%. This will increase the number of people requiring intensive support from the social and health care system. In addition, the increase in fertility rates in the existing population residing in existing housing will lead to an increase in the number of children requiring school places.

14. Oxfordshire will experience significant housing and employment growth to 2031, with an ambition for an additional 100,000 homes in Oxfordshire. This would see housing delivery of 5,100 dwellings per year, the current average has been 2,400 dwellings per annum. There will therefore be a need for considerable investment in new infrastructure to meet the pressures on essential services such as schools, roads, waste and extra-care housing provision. A key challenge will be to make sure that there are sufficient resources to fund, forward plan and implement this level of growth effectively.

15. Oxfordshire's local authorities worked collectively through the Growth Board on an Oxfordshire Infrastructure Strategy (OxIS) designed to identify, map

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<sup>1</sup> Office of National Statistics (ONS) Mid-2016 Population estimate

and prioritise Oxfordshire's infrastructure requirements to 2040 and beyond. Significant elements of this were completed and published in the course of 2017.

16. Following this, negotiations with national government partners have led to an outline agreement securing £215m of government investment in measures to support the delivery of housing, promote affordable housing, and secure required infrastructure. Final agreement of a detailed delivery plan is expected to take place through councils, cabinets, and with national government, in February 2018.

### **Partnership Working**

17. The Council has a strong vision to create sustainable places by working closely with its partners. It recognises that it can only achieve its objectives through partnership working and is therefore committed to working with public, private, voluntary and community organisations.
18. The Council already has a history of pursuing joint-working and joint-service delivery initiatives for better outcomes for communities and residents of the County. It will continue to actively seek opportunities to work in partnership to provide capital investment in Oxfordshire.
19. The Council is currently working with:
  - All Oxfordshire District Councils, the City Council and OxLEP to secure a Housing and Growth Deal for Oxfordshire;
  - OxLEP to deliver Local Growth Fund projects; and
  - Oxfordshire District Councils and the City Council to deliver One Public Estate Projects;

### **Financial Context**

20. Since 2010, local government has seen significant reductions in the revenue funding received from government to address the national deficit, however, national capital funding allocations, despite large initial reductions, have returned to or increased from the pre-2010 levels. The establishment of Local Enterprise Partnerships (LEPs) in 2011 has resulted in significant funding for large infrastructure schemes through the Local Growth Fund. The government have committed to borrow for investment in infrastructure and innovation which will boost productivity through the National Productivity Investment Fund established in 2016, gives additional funding for housing, infrastructure and research & development.
21. For the Council, government capital grants have continued for basic need, school's structural maintenance and highways maintenance.

## Section 4.10

22. A key source of capital funding for the council is developer contributions. There have been significant contributions to the schools and transport programmes in recent years. With the upturn of the housing market and identification of strategic sites it is expected that developer contributions will continue to be an important funding source for the council to deliver the infrastructure needed in these growth areas.
23. Due to the sharp reduction in the value of capital receipts experienced in 2010, that were slow to recover, the income derived from the sale of council assets has not been as significant in the last few years compared to the past. In addition, the squeeze on the revenue budget has made it very difficult for the Council to increase its prudential borrowing provision significantly. This has meant that there has been little resource available to meet the needs or priorities of the council beyond the statutory requirements of providing school places and school and highway maintenance.

### County Council's Infrastructure and Asset Base

24. The County Council has a wide range of infrastructure and property assets including schools, offices, highways depots, roads, bridges, park and ride sites, waste recycling centres and county farms.
25. The Council's capital assets were valued at £1,134.8m in the 2016/17 Statement of Accounts. The summary of the consolidated balance sheet is set out in the table below.

Category	Value £m
Intangible Assets	1.9
Investment Property	7.2
Land & Buildings	578.1
Vehicles, Plant, Furniture & Equipment	93.3
Infrastructure	409.7
Surplus Assets and Assets Held for Sale	3.6
Assets Under Construction	41.0
<b>TOTAL</b>	<b>1,134.8</b>

26. The Council's Estate includes 520 assets in the school's estate and 615 assets in the corporate estate. The Council is also responsible for maintaining over 2,750 miles of public highway, 1,970 miles of footway, 2,900 bridges and 80,000 street lights.
27. Over the period September 2011 to September 2016, the Council created an additional 4,559 school places in existing Primary and Secondary schools. The forecast is that an additional 3,468 places will be provided over the next

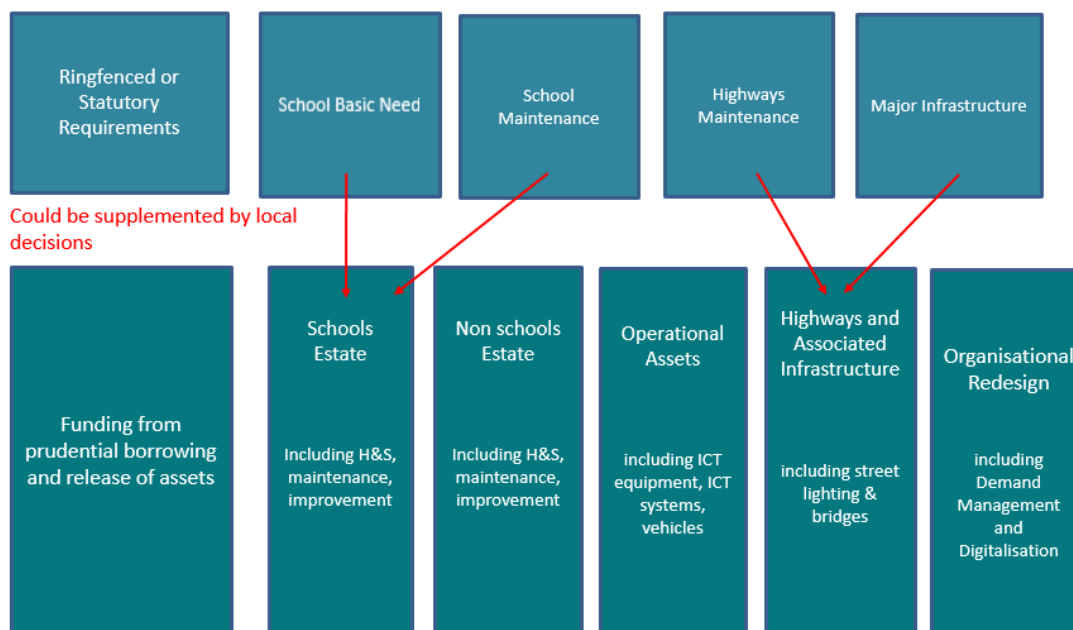
4 years. In addition, 2,445 school places have been created in new schools on major housing developments and a further 2,580 places will be created by September 2020.

## **Capital Programme Proposals**

28. The current capital programme for 2017/18 to 2020/21 totals £430.6m<sup>2</sup>. The figures for the years 2019/20 onwards are draft based on an indicative programme put forward to Cabinet. The programme includes some indicative projects where no firm costings or business cases have been produced. Projects are only progressed after a formal approval process, as outlined in this capital strategy.
29. The programme predominately includes School Basic Need projects, the annual highways maintenance programme and large transport schemes that have received specific government grant funding, such as City Deal or Local Growth Fund.
30. The new capital programme proposed alongside this capital strategy, extends the programme period to 2027/28 to enable strategic choice and options around developing our community assets, responding to issues such as rising demand in adults and children's services and allows for a planned approach to the replacement of assets.
31. With this in mind, the overall vision for the capital programme is to have a diverse portfolio of activity, ensuring the continued creation of new infrastructure; maintenance of existing infrastructure; plus, replacement of old infrastructure, for the benefit of Oxfordshire residents and businesses. This will deliver value for money within an affordable financial envelope by generating income and growth, enabling the delivery of savings and focussing on creating better places to live and work. This is all underpinned by the needs of the people and businesses of Oxfordshire to meet the Council's overall vision.
32. To support this vision a portfolio area approach has been adopted for the development of the capital programme. The portfolio areas are in addition to the ringfenced and statutory requirements of school basic need, school maintenance, highways maintenance and major infrastructure schemes. In setting these portfolios, it is recognised that the Council may wish to invest more than the specific grant funding provided for the schools and non-schools estate. The portfolio approach allows for a policy led approach or the ambition to achieve a desired outcome. The portfolio areas are shown in the following diagram:

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<sup>2</sup> Based on the Capital Programme presented to Cabinet in December 2017



## Financing the Capital Programme

33. The funding assumptions for government grants has been estimated to the year 2027/28. This includes a forecast of £14.0m of basic need funding, £13.8m of school's maintenance funding and £125.4m of highways maintenance funding. These forecasts will be revised each year as further funding announcements are made.
34. The change of approach in the use of surplus assets, to consider them on a case by case basis and maximise the value the Council achieves from them, is expected to provide in the region of £45m additional funding over the ten-year period. Managing capital resources over a longer term will allow some schemes to proceed earlier in the programme with the expectation of a capital receipt at a future date. It will be important to ensure that there is a suitable balance of planned expenditure in advance of any capital receipt to allow for delays or revaluations.
35. The following table summarises the estimated funding available and the proposed allocations against the portfolio areas included in the proposed capital programme.

	£m
<b>Estimated Funding Available:</b>	
Additional estimated funding up to and for 2027/28	153.2
Capital Receipts & other resources	40.5
Earmarked Reserves released for reallocation	12.1
<b>Total Estimated Funding Available</b>	<b>205.8</b>

## Section 4.10

<b>Proposed Allocations:</b>	
<b>Grant Funded Streams</b>	
Schools Basic Need	-22.8
Schools Maintenance (Annual Programme)	-13.0
Highways Maintenance (Annual Programme)	-102.4
<b>Portfolio Areas</b>	
Schools Estate	-5.0
Non-Schools Estate	-6.9
Operational Assets	-15.2
Highways and associated Infrastructure	-20.0
Operational Redesign	-15.0
Capital Programme Contingency	-5.5
<b>Total Funding Requirement</b>	<b>-205.8</b>
<b>Total Surplus(+)/Shortfall(-)</b>	<b>0.0</b>

36. The portfolio area allocations are based on a combination of identified schemes with known budget requirements, identified schemes with estimated budget requirements and general allocations where services can bring forward business cases to bid for the funding. For the portfolio areas, detailed business cases will be brought forward to the Capital Investment Programme Board who will approve them or make recommendations to Cabinet for inclusion in the capital programme, depending on the approval thresholds in the Financial Procedure Rules (FPRs).
37. The £205.8m increase in the capital programme is funded from additional grant and capital receipts, therefore there is no additional pressure placed on the revenue budget that can occur from prudential borrowing. However, the Council may wish to undertake prudential borrowing in response to the changed approach to the capital programme to enable strategic choice and to respond to issues such as rising demand in adults and children's services.

### Capital Programme Financing Strategy Principles

38. The Council's capital programme financing strategy principles are:
- The government grants received for basic need, school maintenance and highways maintenance are treated as a single flexible pot that fund the statutory requirements of the provision of school places and school and highways maintenance as the first priority.
  - Capital receipts are also treated as a corporate resource and used across the capital programme flexibly.
  - The Council will continue to be proactive in ensuring, as far as possible, that all additional capital investment needs arising from new developments are funded from developer contributions.



## Section 4.10

- Ringfenced resources are used for the purposes for which they are issued.
- Prudential borrowing will still be considered where:
  - capital investment will result in future revenue savings and the cost of borrowing can be met from the savings; or
  - the council has a significant unmet capital need. The borrowing is repaid from revenue over the life of the asset and this implication is taking into account when assessing the affordability of the proposal.
- The Council will try wherever possible to influence investment through the targeted use of its limited capital resources to lever in other investment to meet its objectives. However, the Council is clear that projects that may bring in further investment will only be supported if they meet the Council's priorities and objectives. The Council also evaluates long-term implications of accepting any external funding provision, in particular on its revenue budget.
- The Capital Programme will maintain a 3% contingency level.
- The Council will continue to employ an effective year-end financing strategy that is aimed at minimising the liability on the revenue budget. The first calls on capital resources are therefore external funding (including S106), grants, capital receipts and reserves. The final calls, where necessary, are on prudential borrowing.

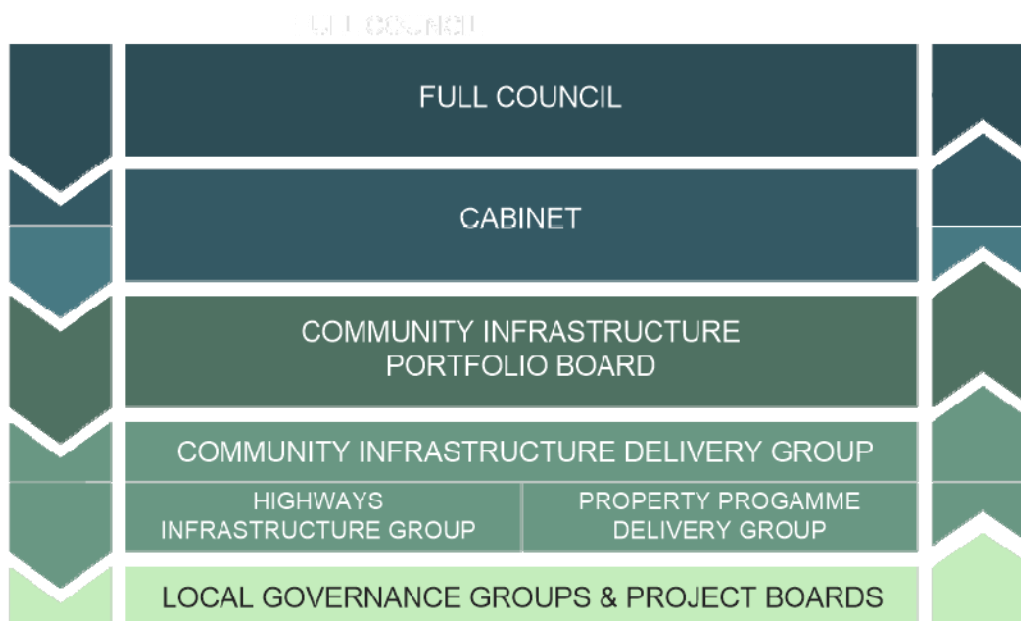
### Investment Approach

39. Linked to the new approach to capital programme planning, the Council will be developing an Investment Strategy. The primary objective of the Investment Strategy will be to achieve policy benefits or service outcomes (whether this is supporting economic growth, delivery of services, creating affordable housing etc.) rather than investing purely for financial return. This approach is very much in the spirit of the revised Prudential Code, which whilst does not preclude investment for return only, does require authorities to disclose what contribution investment activities make to core functions and what dependence the authority has on commercial activity.

### Governance and reporting

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

41. As a result, capital governance arrangements were reviewed during 2017 and a new structure was put in place to establish a strong link between the mainstream capital programme and capital investment needs arising from the growth agenda and from organisational strategic issues such as rising demand in adults and children's services. The new structure is shown below:



### *Council and Cabinet*

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

### *The Community Infrastructure Portfolio Board (CIPB)*

43. The Community Infrastructure Portfolio Board (CIPB) is a director-level working group to be the senior point of contact in the delivery of all capital infrastructure projects. It takes its decision-making power from the delegated authority of member officers as per Financial Procedure Rules and the council's Constitution. It makes decisions only where priorities are already agreed by the Cabinet as part of the Council's budgetary framework. It also ensures that necessary consultation is carried out with the Informal Cabinet and relevant Directors as part of the decision-making process.
44. The board controls the implementation programme of strategic capital investment for Oxfordshire and ensures that the investment is planned and delivered effectively. It facilitates effective decision-making and provides officer leadership, governance and challenge in the capital and asset portfolios.

### *The Community Infrastructure Delivery Group*

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

### *Programme/Project Delivery Boards*

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

### *Capital Programme Implementation*

48. The Council operates a two-stage approval process for capital resource allocation. If a project is approved at stage 1, it is accepted in principle to the capital programme and is allocated a project development budget. This stage is also called "commit to investigate". At stage 2, the project receives full approval for work to commence and expenditure to be incurred, subject to the budget constraints of the project delivery budget allocation.
49. A business case supports each approval stage that has:
- Analysed a range of possible solutions at the feasibility phase of each major capital investment;
  - Based the options appraisal on the life cycle costs of possible solutions, including the discounted cost of future expenditures to determine their affordability;
  - Explored different project delivery models that, where possible, include partnerships, sharing costs with other organisations, obtaining grant contributions or generates revenue income;
  - Recommended the option that ensures the capital investment secures the maximum benefit.

# Capital Programme 2018/19 - 2027/28

13 February 2018 Council



## CAPITAL PROGRAMME: 2017/18 TO 2027/28

Programme	Capital Investment Programme (latest forecast)						CAPITAL INVESTMENT TOTAL £'000s	
	Current Year	Firm Programme		Provisional Programme				
	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s		
People: Children	33,820	30,800	40,555	23,928	15,886	34,373	179,362	
People: Schools Local Capital	1,400	850	800	750	700	2,850	7,350	
People: Adults	6,226	1,457	1,875	12,324	1,750	2,522	26,154	
Communities: Transport	48,246	50,424	58,445	57,831	54,286	164,504	433,736	
Communities: Other Property Development Programmes	5,344	10,328	12,336	6,296	1,558	3,000	38,862	
Resources	14,028	12,256	25,791	35,500	6,500	12,250	106,325	
<b>TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE</b>	<b>109,064</b>	<b>106,115</b>	<b>139,802</b>	<b>136,629</b>	<b>80,680</b>	<b>219,499</b>	<b>791,789</b>	
Earmarked Reserves	5,200	13,936	39,672	25,678	7,388	11,548	103,422	
<b>TOTAL ESTIMATED CAPITAL PROGRAMME</b>	<b>114,264</b>	<b>120,051</b>	<b>179,474</b>	<b>162,307</b>	<b>88,068</b>	<b>231,047</b>	<b>895,211</b>	
<b>TOTAL ESTIMATED PROGRAMME IN-YEAR RESOURCES</b>	<b>128,874</b>	<b>122,308</b>	<b>158,967</b>	<b>156,608</b>	<b>73,498</b>	<b>199,595</b>	<b>839,850</b>	
In-Year Shortfall (-) / Surplus (+)		14,610	2,257	-20,507	-5,699	-14,570	-31,452	-55,361
Cumulative Shortfall (-) / Surplus (+)	55,361	69,971	72,228	51,721	46,022	31,452	0	0



## PEOPLE: CHILDREN CAPITAL PROGRAMME

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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<b>Provision of School Places (Basic Need)</b>										
Existing Demographic Pupil Provision (Basic Needs Programme)	1,648	6,575	10,091	19,153	14,800	12,729	19,623	84,619	82,971	76,396
11/12 - 16/17 Basic Need Programme Completions	4,532	350	725	476	0	0	0	6,083	1,551	1,201
Adderbury, Christopher Rawlins - Expansion to 1.5FE (ED875)	515	1,800	100	27	0	0	0	2,442	1,927	127
Drayton - Expansion to 1FE (ED886)	56	475	17	0	0	0	0	548	492	17
Sutton Courtenay - Expansion to 1FE (ED883)	71	1,100	50	36	0	0	0	1,257	1,186	86
Chilton - Expansion to 1.5FE (ED893)	124	1,500	100	20	0	0	0	1,744	1,620	120
Willowcroft - SEN Resource Base (ED905)	0	275	13	0	0	0	0	288	288	13
Kingfisher - Expansion (ED899)	1	450	29	0	0	0	0	480	479	29
Matthew Arnold - 1FE Expansion (ED877)	169	1,850	850	144	0	0	0	3,013	2,844	994
Faringdon Community College - 2FE Expansion (ED876)	345	2,900	2,200	845	0	0	0	6,290	5,945	3,045
East Hanney, St James - Expansion to 1FE (ED859)	184	1,025	825	99	0	0	0	2,133	1,949	924
<b>Provision of School Places Total</b>	<b>7,645</b>	<b>18,300</b>	<b>15,000</b>	<b>20,800</b>	<b>14,800</b>	<b>12,729</b>	<b>19,623</b>	<b>108,897</b>	<b>101,252</b>	<b>82,952</b>

## PEOPLE: CHILDREN CAPITAL PROGRAMME

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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<b><u>Growth Portfolio - New Schools</u></b>	Note: This section of the programme shows available funding and not the full scheme cost, unless specified Project Approval number displayed.									
Didcot, Great Western Park - Secondary (Phase 1) (ED836) Aureus	18,561	2,100	0	1,010	0	0	0	21,671	3,110	1,010
Didcot, Great Western Park - Primary 2 (14 classroom) (ED835) Aureus	648	4,750	1,400	352	0	0	0	7,150	6,502	1,752
Bicester, South West - Secondary (Alchester)	71	1,500	8,500	5,250	679	0	0	16,000	15,929	14,429
Oxford - Barton (West) - 1.5FE Primary School	256	500	500	3,450	2,250	244	0	7,200	6,944	6,444
Banbury, Southam Road - 1FE Primary School	17	200	500	3,000	2,250	183	0	6,150	6,133	5,933
The Swan Free School (Financial Contribution)	0	50	700	800	500	50	0	2,100	2,100	2,050
Project Development Budget - North East Wantage (Crab Hill) - Bicester, Graven Hill	0	100	100	100	100	0	0	400	400	300
New School Programme Completions	0	950	0	936	0	0	0	1,886	1,886	936
<b>Growth Portfolio Total</b>	<b>19,553</b>	<b>10,150</b>	<b>11,700</b>	<b>14,898</b>	<b>5,779</b>	<b>477</b>	<b>0</b>	<b>62,557</b>	<b>43,004</b>	<b>32,854</b>



## PEOPLE: CHILDREN CAPITAL PROGRAMME

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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<u>Children's Home</u>										
New Children's Home Programme Completions	0	150	0	1,012	0	0	0	1,162	1,162	1,012
<b>Children's Home Total</b>	<b>0</b>	<b>150</b>	<b>0</b>	<b>1,012</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,162</b>	<b>1,162</b>	<b>1,012</b>
<u>Annual Programmes</u>										
Schools Access Initiative	0	400	400	400	300	300	1,200	3,000	3,000	2,600
Temporary Classrooms - Replacement & Removal	0	325	350	350	350	350	1,200	2,925	2,925	2,600
Schools Accommodation Intervention & Support Programme	0	100	100	100	100	100	600	1,100	1,100	1,000
School Structural Maintenance (inc Health & Safety)	0	2,350	2,300	2,200	2,000	1,800	6,750	17,400	17,400	15,050
School Estate	0	0	0	0	0	0	5,000	5,000	5,000	5,000
<b>Annual Programme Total</b>	<b>0</b>	<b>3,175</b>	<b>3,150</b>	<b>3,050</b>	<b>2,750</b>	<b>2,550</b>	<b>14,750</b>	<b>29,425</b>	<b>29,425</b>	<b>26,250</b>

## PEOPLE: CHILDREN CAPITAL PROGRAMME

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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<b>Other Schemes &amp; Programmes</b>										
CEF Transformation Programme - Children & Family Centres (ED895)	917	350	200	33	0	0	0	1,500	583	233
Capacity Building - Early Yrs Entitlement	1,187	1,300	500	500	499	0	0	3,986	2,799	1,499
Free School Meals (ED862)	0	100	0	10	0	0	0	110	110	10
Loans to Foster/Adoptive Parents (Prudentially Funded)	247	120	75	75	100	130	0	747	500	380
Small Projects	114	0	25	15	0	0	0	154	40	40
<b>Other Schemes &amp; Programmes Total</b>	<b>2,465</b>	<b>1,870</b>	<b>800</b>	<b>633</b>	<b>599</b>	<b>130</b>	<b>0</b>	<b>6,497</b>	<b>4,032</b>	<b>2,162</b>
<b>Retentions</b>										
<b>Retentions Total</b>	<b>18</b>	<b>175</b>	<b>150</b>	<b>162</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>505</b>	<b>487</b>	<b>312</b>
<b>Schools Capital</b>										
Devolved Formula Capital	0	1,400	850	800	750	700	2,850	7,350	7,350	5,950
<b>School Local Capital Programme Total</b>	<b>0</b>	<b>1,400</b>	<b>850</b>	<b>800</b>	<b>750</b>	<b>700</b>	<b>2,850</b>	<b>7,350</b>	<b>7,350</b>	<b>5,950</b>
<b>PEOPLE: CHILDREN CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>29,681</b>	<b>35,220</b>	<b>31,650</b>	<b>41,355</b>	<b>24,678</b>	<b>16,586</b>	<b>37,223</b>	<b>216,393</b>	<b>186,712</b>	<b>151,492</b>
<b>PEOPLE: CHILDREN ADJUSTED CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>29,681</b>	<b>33,820</b>	<b>30,800</b>	<b>40,555</b>	<b>23,928</b>	<b>15,886</b>	<b>34,373</b>	<b>209,043</b>	<b>179,362</b>	<b>145,542</b>

## PEOPLE: ADULTS CAPITAL PROGRAMME

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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<u>Public Health Directorate</u>										
<b>PUBLIC HEALTH PROGRAMME TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>SOCIAL CARE FOR ADULTS PROGRAMME</u></b>										
<u>Adult Social Care</u>										
Adult Social Care Programme	355	345	300	750	750	750	1,000	4,250	3,895	3,550
<u>Residential</u>										
HOPs Phase 1- New Builds	0	0	0	0	10,503	0	0	10,503	10,503	10,503
Oxfordshire Care Partnership	8,729	271	0	0	0	0	0	9,000	271	0
<u>Specialist Housing Programme (inc ECH - New Schemes &amp; Adaptations to Existing Properties)</u>										
ECH - New Schemes & Adaptations to Existing Properties	1,111	500	1,000	1,000	1,000	1,000	1,522	7,133	6,022	5,522
Deferred Interest Loans (CSDP)	432	125	125	125	71	0	0	878	446	321
<b>SOCIAL CARE FOR ADULTS PROGRAMME TOTAL</b>	<b>10,627</b>	<b>1,241</b>	<b>1,425</b>	<b>1,875</b>	<b>12,324</b>	<b>1,750</b>	<b>2,522</b>	<b>31,764</b>	<b>21,137</b>	<b>19,896</b>
<u>Disabled Facilities Grant</u>										
Disabled Facilities Grant	0	4,985	0	0	0	0	0	4,985	4,985	0
<b>DISABLED FACILITIES GRANT PROGRAMME TOTAL</b>	<b>0</b>	<b>4,985</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,985</b>	<b>4,985</b>	<b>0</b>
<b><u>STRATEGY AND TRANSFORMATION PROGRAMME</u></b>										
<b>STRATEGY &amp; TRANSFORMATION PROGRAMME TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Retentions & Minor Works	0	0	32	0	0	0	0	32	32	32
<b>PEOPLE: ADULTS CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>10,627</b>	<b>6,226</b>	<b>1,457</b>	<b>1,875</b>	<b>12,324</b>	<b>1,750</b>	<b>2,522</b>	<b>36,781</b>	<b>26,154</b>	<b>19,928</b>

## COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2017 / 18 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
			2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<b>HOUSING AND GROWTH DEAL - INFRASTRUCTURE</b>										
Infrastructure Programme	0	0	13,500	20,000	25,000	35,000	56,500	150,000	150,000	150,000
<b>HOUSING AND GROWTH DEAL PROGRAMME TOTAL</b>	<b>0</b>	<b>0</b>	<b>13,500</b>	<b>20,000</b>	<b>25,000</b>	<b>35,000</b>	<b>56,500</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>
<b>CITY DEAL PROGRAMME</b>										
<u>Science Transit</u>										
Kennington & Hinksey Roundabouts	7,355	118	0	0	0	0	0	7,473	118	0
Hinksey Hill Northbound Slip Road	373	368	372	5,677	400	1,510	0	8,700	8,327	7,959
<u>Access to Enterprise Zone</u>										
Harwell Link Rd Section 1 B4493 to A417	3,822	6,661	59	1,107	0	0	0	11,649	7,827	1,166
Harwell Link Rd Section 2 Hagbourne Hill	5,354	129	532	0	0	0	0	6,015	661	532
Featherbed Lane and Steventon Lights	2,307	200	1,000	1,769	2,448	0	0	7,724	5,417	5,217
Harwell, Oxford Entrance	257	250	800	693	0	0	0	2,000	1,743	1,493
<u>Northern Gateway</u>										
Cotteslowe Roundabout	4,903	243	0	31	0	0	0	5,177	274	31
Wolvercote Roundabout	5,257	100	0	5	0	0	0	5,362	105	5
Loop Farm Link Road	264	500	2,500	4,036	0	0	0	7,300	7,036	6,536
Other City Deal Programme spend	182	-88	0	0	0	0	0	94	-88	0
<b>CITY DEAL PROGRAMME TOTAL</b>	<b>30,074</b>	<b>8,481</b>	<b>5,263</b>	<b>13,318</b>	<b>2,848</b>	<b>1,510</b>	<b>0</b>	<b>61,494</b>	<b>31,420</b>	<b>22,939</b>

## COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2017 / 18 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
			2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<b><u>LOCAL PINCH POINT PROGRAMME</u></b>										
Milton Interchange	11,966	250	0	175	153	0	0	12,544	578	328
A34 Chilton Junction Improvements	9,693	340	100	400	350	0	0	10,883	1,190	850
<b>LOCAL PINCH POINT PROGRAMME TOTAL</b>	<b>21,659</b>	<b>590</b>	<b>100</b>	<b>575</b>	<b>503</b>	<b>0</b>	<b>0</b>	<b>23,427</b>	<b>1,768</b>	<b>1,178</b>
<b><u>LOCAL GROWTH DEAL PROGRAMME</u></b>										
Eastern Arc Phase 1 Access to Headington	2,167	2,400	4,784	82	1,732	0	0	11,165	8,998	6,598
Science Vale Cycle Network Improvements	88	830	1,141	743	559	1,139	0	4,500	4,412	3,582
Oxford Science Transit Phase 2 - A40 Public Transport improvements (project development)	388	2,240	872	0	0	0	0	3,500	3,112	872
Didcot Northern Perimeter Road 3 (project development)	485	99	166	0	0	0	0	750	265	166
A34 Lodge Hill Slips	7	1,305	3,017	1,805	9,675	0	0	15,809	15,802	14,497
Oxford Queen's Street Pedestrianisation (project development)	104	806	560	0	0	0	0	1,470	1,366	560
<b>LOCAL GROWTH DEAL PROGRAMME TOTAL</b>	<b>3,239</b>	<b>7,680</b>	<b>10,540</b>	<b>2,630</b>	<b>11,966</b>	<b>1,139</b>	<b>0</b>	<b>37,194</b>	<b>33,955</b>	<b>26,275</b>

## COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2017 / 18 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
			2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<b>SCIENCE VALE UK</b>										
Milton Park Employment Access Link: Backhill Tunnel	280	527	0	0	0	0	0	807	527	0
Wantage, Crab Hill (contribution)	0	0	0	2,000	2,500	0	0	4,500	4,500	4,500
<b>SCIENCE VALE UK LOCALITY PROGRAMME TOTAL</b>	<b>280</b>	<b>527</b>	<b>0</b>	<b>2,000</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>5,307</b>	<b>5,027</b>	<b>4,500</b>
<b>OXFORD</b>										
Oxford, Botley Rd (NPIF-funded)	0	120	0	0	0	0	0	120	120	0
Iffley Fields Controlled Parking Zone	0	225	25	0	0	0	0	250	250	25
Woodstock Rd, ROQ	98	240	312	0	0	0	0	650	552	312
Riverside routes to Oxford city centre	566	696	2,004	401	0	0	0	3,667	3,101	2,405
<b>OXFORD LOCALITY PROGRAMME TOTAL</b>	<b>664</b>	<b>1,281</b>	<b>2,341</b>	<b>401</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,687</b>	<b>4,023</b>	<b>2,742</b>
<b>BICESTER</b>										
Bicester Perimeter Road (Project Development)	0	0	250	750	0	0	0	1,000	1,000	1,000
<b>BICESTER LOCALITY PROGRAMME TOTAL</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>

## COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<b><u>BANBURY</u></b>										
A361 Road Safety Improvements	0	212	2,177	946	801	0	0	4,136	4,136	3,924
<b>BANBURY LOCALITY PROGRAMME TOTAL</b>	<b>0</b>	<b>212</b>	<b>2,177</b>	<b>946</b>	<b>801</b>	<b>0</b>	<b>0</b>	<b>4,136</b>	<b>4,136</b>	<b>3,924</b>
<b><u>WITNEY AND CARTERTON</u></b>										
Witney, A40 Downs Road junction (contribution)	0	0	500	750	0	0	0	1,250	1,250	1,250
<b>WITNEY AND CARTERTON LOCALITY PROGRAMME TOTAL</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>
<b><u>COUNTYWIDE AND OTHER</u></b>										
East-West Rail (contribution)	29	737	737	737	737	737	6,604	10,318	10,289	9,552
Small schemes (developer and other funded)	36	965	0	0	0	0	0	1,001	965	0
Completed schemes	0	240	0	0	0	0	0	240	240	0
<b>COUNTYWIDE AND OTHER INTEGRATED TRANSPORT TOTAL</b>	<b>65</b>	<b>1,942</b>	<b>737</b>	<b>737</b>	<b>737</b>	<b>737</b>	<b>6,604</b>	<b>11,559</b>	<b>11,494</b>	<b>9,552</b>
<b>INTEGRATED TRANSPORT STRATEGY TOTAL</b>	<b>55,981</b>	<b>20,713</b>	<b>35,408</b>	<b>42,107</b>	<b>44,355</b>	<b>38,386</b>	<b>63,104</b>	<b>300,054</b>	<b>244,073</b>	<b>223,360</b>

## COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
			2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s			
<b>STRUCTURAL MAINTENANCE PROGRAMME</b>										
Carriageways	0	1,286	1,424	1,455	1,079	2,000	12,000	19,244	19,244	17,958
Surface Treatments	0	8,739	6,075	6,110	5,983	6,500	39,000	72,407	72,407	63,668
Footways	0	1,075	752	752	750	800	4,800	8,929	8,929	7,854
Drainage	0	841	900	900	900	900	5,400	9,841	9,841	9,000
Bridges	0	2,081	2,005	2,000	1,893	2,000	12,000	21,979	21,979	19,898
Public Rights of Way Foot Bridges	0	107	100	100	100	100	600	1,107	1,107	1,000
Street Lighting	0	1,617	890	775	775	775	4,650	9,482	9,482	7,865
Traffic Signals	0	225	250	172	247	250	1,500	2,644	2,644	2,419
Section 42 contributions	0	604	555	558	561	575	3,450	6,303	6,303	5,699
Highways & Associated Infrastructure	0	0	0	0	0	2,000	18,000	20,000	20,000	20,000
<b>STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL</b>	<b>0</b>	<b>16,575</b>	<b>12,951</b>	<b>12,822</b>	<b>12,288</b>	<b>15,900</b>	<b>101,400</b>	<b>171,936</b>	<b>171,936</b>	<b>155,361</b>
<b>CHALLENGE FUND PROGRAMME</b>										
Street Lighting	1,161	2,929	0	0	0	0	0	4,090	2,929	0
Drainage	2,251	1,499	0	0	0	0	0	3,750	1,499	0
Edge Strengthening	3,057	1,953	0	0	0	0	0	5,010	1,953	0
Resurfacing	476	694	0	0	0	0	0	1,170	694	0
<b>CHALLENGE FUND PROGRAMME TOTAL</b>	<b>6,945</b>	<b>7,075</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,020</b>	<b>7,075</b>	<b>0</b>



## COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<b>Major schemes and other programme</b>										
Embankment Stabilisation Programme	800	7	0	0	0	0	0	807	7	0
Henley Rd (Flowing Springs)	0	1,040	0	0	0	0	0	1,040		
A420/A34 Botley Junction & Cumnor Bypass	480	11	0	0	0	0	0	491	11	0
Kennington Railway Bridge	818	200	750	1,316	0	0	0	3,084	2,266	2,066
Oxford, Cowley Road	0	70	300	1,700	0	0	0	2,070	2,070	2,000
A478 Playhatch Road (project development)	116	5	0	0	0	0	0	121	5	0
Network Rail Electrification Bridge Betterment Programme	228	100	250	500	1,188	0	0	2,266	2,038	1,938
NPIF programme 2017-18	0	2,450	765	0	0	0	0	3,215	3,215	765
<b>STRUCTURAL MAINTENANCE MAJOR SCHEMES TOTAL</b>	<b>2,442</b>	<b>3,883</b>	<b>2,065</b>	<b>3,516</b>	<b>1,188</b>	<b>0</b>	<b>0</b>	<b>13,094</b>	<b>10,652</b>	<b>6,769</b>
<b>STRUCTURAL MAINTENANCE PROGRAMME TOTAL</b>	<b>9,387</b>	<b>27,533</b>	<b>15,016</b>	<b>16,338</b>	<b>13,476</b>	<b>15,900</b>	<b>101,400</b>	<b>199,050</b>	<b>189,663</b>	<b>162,130</b>
<b>COMMUNITIES: TRANSPORT CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>65,368</b>	<b>48,246</b>	<b>50,424</b>	<b>58,445</b>	<b>57,831</b>	<b>54,286</b>	<b>164,504</b>	<b>499,104</b>	<b>433,736</b>	<b>385,490</b>

## COMMUNITIES: OTHER PROPERTY DEVELOPMENT CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2017 / 18 £'000s	Firm Programme		Provisional Programme			Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
			2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<b>Fire &amp; Rescue Service</b>										
Fire Equipment (SC112)	547	0	103	0	0	0	0	650	103	103
Relocation of Rewley Training Facility	0	25	50	450	75	0	0	600	600	575
F&RS - Replacement Fire Doors	0	100	100	0	0	0	0	200	200	100
Carterton Fire Station	34	0	0	0	0	0	0	34	0	0
Fire Review Development Budget	0	200	250	2,700	275	0	0	3,425	3,425	3,225
<b>COMMUNITY SAFETY PROGRAMME TOTAL</b>	<b>581</b>	<b>325</b>	<b>503</b>	<b>3,150</b>	<b>350</b>	<b>0</b>	<b>0</b>	<b>4,909</b>	<b>4,328</b>	<b>4,003</b>
<b>ASSET UTILISATION PROGRAMMES</b>										
Asset Utilisation Programme	0	1,000	500	1,000	1,236	0	0	3,736	3,736	2,736
Asset Utilisation Completions	0	0	0	416	0	0	0	416	416	416
<b>ASSET UTILISATION PROGRAMME TOTAL</b>	<b>0</b>	<b>1,000</b>	<b>500</b>	<b>1,416</b>	<b>1,236</b>	<b>0</b>	<b>0</b>	<b>4,152</b>	<b>4,152</b>	<b>3,152</b>
<b>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME</b>										
SALIX Energy Programme	198	150	150	130	102	0	0	730	532	382
<b>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME TOTAL</b>	<b>198</b>	<b>150</b>	<b>150</b>	<b>130</b>	<b>102</b>	<b>0</b>	<b>0</b>	<b>730</b>	<b>532</b>	<b>382</b>
<b>PROPERTY (Non-School) PROGRAMMES</b>										
Minor Works Programme	99	250	525	200	203	300	900	2,477	2,378	2,128
Health & Safety (Non-Schools)	0	24	50	74	74	100	600	922	922	898
Non-Schools Estate	0	0	0	500	2,150	650	1,500	4,800	4,800	4,800
<b>ANNUAL PROPERY PROGRAMMES TOTAL</b>	<b>99</b>	<b>274</b>	<b>575</b>	<b>774</b>	<b>2,427</b>	<b>1,050</b>	<b>3,000</b>	<b>8,199</b>	<b>8,100</b>	<b>7,826</b>

## COMMUNITIES: OTHER PROPERTY DEVELOPMENT CAPITAL PROGRAMME

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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<b>WASTE MANAGEMENT PROGRAMME</b>										
Waste Recycling Centre Infrastructure Development	0	150	100	1,000	1,250	289	0	2,789	2,789	2,639
Alkerton WRC	0	150	50	400	931	219	0	1,750	1,750	1,600
<b>WASTE MANAGEMENT PROGRAMME TOTAL</b>	<b>0</b>	<b>300</b>	<b>150</b>	<b>1,400</b>	<b>2,181</b>	<b>508</b>	<b>0</b>	<b>4,539</b>	<b>4,539</b>	<b>4,239</b>
<b>CORPORATE PROPERTY &amp; PARTNERSHIP PROGRAMMES</b>										
Broadband (OxOnline) Project	12,648	2,349	2,590	2,165	0	0	0	19,752	7,104	4,755
Spendlove Centre, Charlbury (R11)	156	246	0	0	0	0	0	402	246	0
Oxford Flood Relief Scheme	0	0	2,500	2,500	0	0	0	5,000	5,000	5,000
Cogges Manor Farm	0	100	250	25	0	0	0	375	375	275
Chipping Norton Access Road - Rockhill Farm (R26)	0	100	10	0	0	0	0	110	110	10
New Salt Stores & Accommodation	104	500	3,100	776	0	0	0	4,480	4,376	3,876
<b>CORPORATE PROPERTY &amp; PARTNERSHIP PROGRAMMES TOTAL</b>	<b>12,908</b>	<b>3,295</b>	<b>8,450</b>	<b>5,466</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30,119</b>	<b>17,211</b>	<b>13,916</b>
Retentions (completed schemes)	0	0	0	0	0	0	0	0	0	0
<b>COMMUNITIES: OTHER PROPERTY DEVELOPMENT CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>13,786</b>	<b>5,344</b>	<b>10,328</b>	<b>12,336</b>	<b>6,296</b>	<b>1,558</b>	<b>3,000</b>	<b>52,648</b>	<b>38,862</b>	<b>33,518</b>

## RESOURCES CAPITAL PROGRAMME

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
		2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	up to 2027 / 28 £'000s			
<b>COMMUNITY SERVICES PROGRAMME</b>										
Bicester Library (CS13)	710	300	300	190	0	0	0	1,500	790	490
Westgate Library - Redevelopment	199	2,400	300	701	0	0	0	3,600	3,401	1,001
Cowley Library (Development budget)	0	70	10	0	0	0	0	80	80	10
<b>COMMUNITY SERVICES PROGRAMME TOTAL</b>	<b>909</b>	<b>2,770</b>	<b>610</b>	<b>891</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,180</b>	<b>4,271</b>	<b>1,501</b>
Operational Assets	0	900	2,900	2,400	0	5,000	4,000	15,200	15,200	14,300
Organisational Redsign	0	0	250	1,000	3,500	1,500	8,250	14,500	14,500	14,500
<b>COMMUNITY SERVICES PROGRAMME TOTAL</b>	<b>0</b>	<b>900</b>	<b>3,150</b>	<b>3,400</b>	<b>3,500</b>	<b>6,500</b>	<b>12,250</b>	<b>29,700</b>	<b>29,700</b>	<b>28,800</b>
<b>OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP</b>										
<u>Local Growth Fund</u>										
Didcot Station Car Park Expansion (contribution)	1,131	6,523	1,846	0	0	0	0	9,500	8,369	1,846
Centre for Applied Superconductivity	4,115	375	0	0	0	0	0	4,490	375	0
Advanced Engineering & Technical Skills Centre	676	3,174	150	0	0	0	0	4,000	3,324	150
Northway and Marston Flood Alleviation	321	279	0	0	0	0	0	600	279	0
<b>HOUSING AND GROWTH DEAL - HOUSING</b>										
Housing Programme	0	0	6,500	21,500	32,000	0	0	60,000	60,000	60,000
<b>OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP, HOUSING &amp; GROWTH DEAL TOTAL</b>	<b>6,243</b>	<b>10,351</b>	<b>8,496</b>	<b>21,500</b>	<b>32,000</b>	<b>0</b>	<b>0</b>	<b>78,590</b>	<b>72,347</b>	<b>61,996</b>
Completed Projects	10	7	0	0	0	0	0	17	7	0
<b>RESOURCES CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>7,162</b>	<b>14,028</b>	<b>12,256</b>	<b>25,791</b>	<b>35,500</b>	<b>6,500</b>	<b>12,250</b>	<b>113,487</b>	<b>106,325</b>	<b>92,297</b>

## CAPITAL INVESTMENT PLANNING 2018/19 - 2027/28

## SUMMARY

Description	Cost £'000	Funding £'000	Net £'000	Balance £'000	Notes
<b>Estimated Flexible Capital Resources Available</b>					
Additional Estimated Funding to 2027/28		153,187			Annex 1
Capital Receipts New / Revaluations		45,000			Annex 2
Earmarked Reserves released for reallocation		7,635			Annex 2
<b>Total Estimated New Flexible Capital Resources Available to 2027/28</b>		<b>205,822</b>		<b>205,822</b>	
<b>Proposed Allocations to Portfolio Areas</b>					
Schools Basic Need	30,300	7,550	22,750	183,072	
Schools Maintenance (Annual Programme)	13,000	0	13,000	170,072	
Highways Maintenance	102,459	0	102,459	67,613	
Schools Estate	5,000	0	5,000	62,613	Annex 3
Non-Schools Estate	6,900	0	6,900	55,713	Annex 3
Operational Assets	15,200	0	15,200	40,513	Annex 3
Highways and Associated Infrastructure	20,000	0	20,000	20,513	Annex 3
Organisational Redesign	17,454	2,454	15,000	5,513	Annex 3
Contingency	5,500	0	5,500	13	Approx. 3% of the additional £200m increase in programme size
<b>Total Proposed Allocations to Portfolio Areas</b>	<b>215,813</b>	<b>10,004</b>	<b>205,809</b>		
<b>Total Surplus (+)/Shortfall (-)</b>				<b>13</b>	

## CAPITAL INVESTMENT PLANNING 2018/19 - 2027/28

## ANNEX 1

## ADDITIONAL FUNDING AND ANNUAL PROGRAMMES

CURRENT PROGRAMME	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
<a href="#">Education</a>												
Basic Need	14,484	0	3,750	<b>3,750</b>								21,984
Capital Maintenance	4,150	<b>2,750</b>	<b>2,250</b>	<b>2,000</b>								11,150
<a href="#">Transport</a>												
Integrated Transport Block	3,688	<b>3,688</b>	<b>3,688</b>	<b>3,688</b>								14,752
Structural Maintenance	14,842	<b>13,434</b>	<b>13,434</b>	<b>13,434</b>								55,144
Incentive Funding	<b>1,251</b>	<b>1,959</b>	<b>1,399</b>	<b>1,400</b>								6,009
Pothole Funding	1,315											1,315
<b>TOTAL</b>	<b>39,730</b>	<b>21,831</b>	<b>24,521</b>	<b>24,272</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>110,354</b>

PROPOSED PROGRAMME	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000	Change £'000
<a href="#">Education</a>													
Basic Need	14,484	0	0	<b>3,250</b>	<b>3,250</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	35,984	14,000
Capital Maintenance	4,150	<b>3,500</b>	<b>3,000</b>	<b>2,500</b>	<b>2,000</b>	<b>2,000</b>	<b>1,750</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	24,900	13,750
<a href="#">Transport</a>													
Integrated Transport Block	3,688	<b>3,688</b>	<b>3,688</b>	<b>3,688</b>	<b>3,688</b>	<b>3,700</b>	<b>3,700</b>	<b>3,700</b>	<b>3,700</b>	<b>3,700</b>	<b>3,700</b>	40,640	25,888
Structural Maintenance	14,842	<b>13,434</b>	<b>13,434</b>	<b>13,434</b>	<b>13,434</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>	149,578	94,434
Incentive Funding	<b>1,288</b>	<b>1,959</b>	<b>1,399</b>	<b>839</b>	<b>839</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>	11,124	5,115
Pothole Funding	1,315				<b>0</b>							1,315	0
<b>TOTAL</b>	<b>39,767</b>	<b>22,581</b>	<b>21,521</b>	<b>23,711</b>	<b>23,211</b>	<b>22,500</b>	<b>22,250</b>	<b>22,000</b>	<b>22,000</b>	<b>22,000</b>	<b>22,000</b>	<b>263,541</b>	<b>153,187</b>
<b>Difference</b>	<b>37</b>	<b>750</b>	<b>-3,000</b>	<b>-561</b>	<b>23,211</b>	<b>22,500</b>	<b>22,250</b>	<b>22,000</b>	<b>22,000</b>	<b>22,000</b>	<b>22,000</b>	<b>153,187</b>	<b>153,187</b>

Figures shown in Bold Italics are estimated or indicative allocations.

Figures shown in yellow are changes to current capital programme.

## CAPITAL INVESTMENT PLANNING 2018/19 - 2027/28

## ANNEX 1

## ADDITIONAL FUNDING AND ANNUAL PROGRAMMES

CURRENT ANNUAL PROGRAMMES	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000
Highways maintenance annual programmes	15,688	13,381	13,247	12,713								55,029
East-West Rail (contribution)	737	737	737	737								2,948
Schools Access Initiative	400	400	400	300								1,500
Temporary Classrooms - Replacement & Removal	325	350	350	350								1,375
Schools Accommodation Intervention & Support Programme	100	100	100	100								400
School Structural Maintenance	2,350	2,050	2,050	1,700								8,150
Minor Works Programme	500	200	200	278								1,178
Health & Safety (Non-Schools)	24	50	74	74								222
<b>TOTAL</b>	<b>20,124</b>	<b>17,268</b>	<b>17,158</b>	<b>16,252</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70,802</b>

Proposed Annual Programmes	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	TOTAL £'000	Change £'000
<b>Highways Maintenance</b>													
Highways maintenance annual programmes	15,688	13,381	13,247	12,713	13,900	13,900	13,900	13,900	13,900	13,900	13,900	152,329	97,300
East-West Rail (contribution)	737	737	737	737	737	737	737	737	737	737	737	8,107	5,159
<b>School Maintenance</b>													
Schools Access Initiative	400	400	400	300	300	200	200	200	200	200	200	3,000	1,500
Temporary Classrooms - Replacement & Removal	325	350	350	350	350	200	200	200	200	200	200	2,925	1,550
Schools Accommodation Intervention & Support Programme	100	100	100	100	100	100	100	100	100	100	100	1,100	700
School Structural Maintenance	2,350	2,300	2,200	2,000	1,800	1,500	1,250	1,000	1,000	1,000	1,000	17,400	9,250
<b>Non-Schools Estate</b>													
Minor Works Programme	500	200	200	278	300	150	150	150	150	150	150	2,378	1,200
Health & Safety (Non-Schools)	24	50	74	74	100	100	100	100	100	100	100	922	700
<b>TOTAL</b>	<b>20,124</b>	<b>17,518</b>	<b>17,308</b>	<b>16,552</b>	<b>17,587</b>	<b>16,887</b>	<b>16,637</b>	<b>16,387</b>	<b>16,387</b>	<b>16,387</b>	<b>16,387</b>	<b>188,161</b>	<b>117,359</b>
<b>Difference</b>	<b>0</b>	<b>250</b>	<b>150</b>	<b>300</b>	<b>17,587</b>	<b>16,887</b>	<b>16,637</b>	<b>16,387</b>	<b>16,387</b>	<b>16,387</b>	<b>16,387</b>	<b>117,359</b>	<b>117,359</b>

## CAPITAL INVESTMENT PLANNING 2018/19 - 2027/28

## ANNEX 2

## FUNDING

Ref.	Directorate	Project	Funding Available £000	Description/Notes
1)	Earmarked Reserves	Released from Earmarked Reserves (Corporate)	7,635	Earmarked Reserves held within the capital programme that are no longer required.
2)	Capital Receipts & other contributions	Various	45,000	Estimate of receipts to 2028
		<b>TOTAL FUNDING</b>	<b>52,635</b>	



## CAPITAL INVESTMENT PLANNING 2018/19 - 2027/28

## ANNEX 3

## PROPOSED ALLOCATIONS TO PORTFOLIO AREAS

Ref.	Project	Total Project Cost £000	Project Specific Funding Available £000	Flexible Funding Required £000	Description/Notes
	<b><u>Schools Basic Need</u></b>				
1)	Basic Needs Additional Pressure 2018/19 to 2021/22	7,300	4,550	2,750	New projects identified within 4 year plan.
2)	Basic Needs Additional Pressure 2022/23 to 2027/28	23,000	3,000	20,000	Estimate for 2022/23 - 2027/28
	<b>Total Basic Need</b>	<b>30,300</b>	<b>7,550</b>	<b>22,750</b>	
	<b><u>Schools Maintenance</u></b>				
3)	Annual Programme Allocation	13,000	0	13,000	Annex 1
	<b>Total Schools Maintenance</b>	<b>13,000</b>	<b>0</b>	<b>13,000</b>	
	<b><u>Highways Maintenance</u></b>				
4)	Annual Programme Allocation	102,459	0	102,459	Annex 1
	<b>Total Highways Maintenance</b>	<b>102,459</b>	<b>0</b>	<b>102,459</b>	
	<b><u>Schools Estate</u></b>				
5)	Indicative 10-year Allocation	5,000	0	5,000	
	<b>Total Schools Estate</b>	<b>5,000</b>	<b>0</b>	<b>5,000</b>	
	<b><u>Non-Schools Estate</u></b>				
6)	Annual Programme Allocation	1,900	0	1,900	Annex 1
7)	F&RS - Replacement Fire Doors	200	0	200	Delivery 2017/18
8)	Reprovision of Maltfield Children's Home (incl land)	3,000	0	3,000	Delivery 20/21 - Capital Receipt included in Funding
9)	Indicative 10-year Allocation	1,800	0	1,800	
	<b>Total Non-Schools Estate</b>	<b>6,900</b>	<b>0</b>	<b>6,900</b>	

## CAPITAL INVESTMENT PLANNING 2018/19 - 2027/28

## ANNEX 3

## PROPOSED ALLOCATIONS TO PORTFOLIO AREAS

Ref.	Project	Total Project Cost £000	Project Specific Funding Available £000	Flexible Funding Required £000	Description/Notes
	<b><u>Operational Assets</u></b>				
10)	Indicative 10-year allocation	15,200	0	15,200	Will potentially include; Children's Services (Liquid Logic) ICT Solution; F&RS replacement vehicles; ICT replacement equipment and ICT - Data Centre
	<b>Total Operational Assets</b>	<b>15,200</b>	<b>0</b>	<b>15,200</b>	
	<b><u>Highways and Associated Infrastructure</u></b>				
15)	Indicative 10-year allocation	20,000	0	20,000	
	<b>Total Highways &amp; Associated Infrastructure</b>	<b>20,000</b>	<b>0</b>	<b>20,000</b>	
	<b><u>Organisational Redesign</u></b>				
16)	SEN - New places & infrastructure improvements	2,454	2,454	0	Funding 2018-21
17)	Indicative 10-year allocation	15,000	0	15,000	
	<b>Total Organisational Redesign</b>	<b>17,454</b>	<b>2,454</b>	<b>15,000</b>	
	<b>TOTAL PROPOSED PORTFOLIO ALLOCATIONS</b>	<b>210,313</b>	<b>10,004</b>	<b>200,309</b>	

CAPITAL PROGRAMME 2017/18 TO 2027/28  
Highways Maintenance Programme 2018/19 to 2020/21

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2018/19 (£)	2019/20 (£)	2020/21 (£)
<b>CARRIAGEWAY STRUCTURAL MAINTENANCE PROGRAMME</b>								
<b>Resurfacing Schemes</b>								
	Abingdon	Abingdon	Wootton Road/Faringdon Road	Bath St to Boxhill Walk	Resurfacing	255,000		
	Wallingford	Didcot and Henley	High Street	Goldsmiths Lane to Castle Street	Resurfacing	155,000		
	Horton-cum-Studley	Bicester and Kidlington	Horton Hill	Church Lane to Brill Road	Resurfacing	249,000		
	Thame	Thame, Wheatley and Watlington	Park Street	School to mini roundabout	Resurfacing	66,000		
	Wantage	Faringdon and Wantage	Denchworth Road	Elizabeth Drive to Mill Street	Resurfacing	271,000		
	Faringdon	Faringdon and Wantage	Marlborough Street	Station Road to Gloucester Street	Resurfacing	153,000		
	Woodstock	Woodstock, Chipping Norton, Eynsham and Charlbury	Shipton Road	School to Flemings Road	Resurfacing		315,000	
	Wantage	Faringdon and Wantage	Port Way/lckleton Rd	Newbury St to Ham Road	Resurfacing		412,000	
Advance Design & Surveying						190,000	150,000	115,000
Advance Site Investigation						85,000	60,000	61,000
<b>Recycling Schemes</b>								
To be confirmed							250,000	
Schemes to be finalised / adjustments								903,000
Contingency							268,000	
<b>TOTAL CARRIAGEWAY STRUCTURAL MAINTENANCE PROGRAMME</b>						<b>1,424,000</b>	<b>1,455,000</b>	<b>1,079,000</b>
<b>SURFACE TREATMENTS PROGRAMME</b>								
<b>Combined Safety Schemes</b>								
18/19 Programme total								
	Wheatley	Thame, Wheatley and Watlington	London Road	approaches either side of Asda access	Safety Scheme	129,012		
	Banbury	Banbury	A422 Hennef Way	A422/ A4260 approaches to Concorde Ave roundabout	Safety Scheme	187,159		
	Piddington	Bicester and Kidlington	B4011	B4011 approaches to Brill/ Piddington crossroads	Safety Scheme	64,851		
	Salford	Woodstock, Chipping Norton, Eynsham and Charlbury	A44 Lower End	bend from Harkaway House to Chapel Lane	Safety Scheme	146,017		
	Merton	Bicester and Kidlington	Merton/ Islip	bend west of Merton borrow pit between culverts	Safety Scheme	75,905		
	Didcot	Didcot and Henley	Abingdon Road , Didcot	approaches to pedestrian controlled crossing	Safety Scheme	83,758		
	Didcot	Didcot and Henley	Tamar Way, Didcot	approaches to pedesrian crossing near school	Safety Scheme	73,064		
	Banbury	Banbury	A422 Stratford Road	school to Warwick Road	Safety Scheme	90,062		
	Yarnton	Bicester and Kidlington	A44 Woodstock Rd/A4260 rbt	southbound approach to Loop Farm roundabout	Safety Scheme	76,293		
	Oxford	Oxford City	A4165 Banbury Rd/ jct Parks Rd	Banbury Road and Parks Road approaches to junction	Safety Scheme	221,879		
Safety Traffic Aids / Measures	Various Locations	Various Locations				100,000		
19/20 Programme							900,000	
20/21 Programme								900,000
Design / Support/ Programing						100,000	100,000	100,000
<b>TOTAL Combined Safety Schemes</b>						<b>1,348,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

CAPITAL PROGRAMME 2017/18 TO 2027/28  
Highways Maintenance Programme 2018/19 to 2020/21

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2018/19 (£)	2019/20 (£)	2020/21 (£)
<b>Surface Dressing</b>								
18/19 Fixed	Tetsworth	Thame, Wheatley and Watlington	A40 Tetsworth -Postcombe	Tetsworth - Postcombe	Surface Dressing	75,000		
	Beckley & Stowood	Thame, Wheatley and Watlington	Bayswater Road.	Full Length	Surface Dressing	65,000		
	Chinnor	Thame, Wheatley and Watlington	Chinnor Hill.	Roundabout to Gooseneck Junct	Surface Dressing	30,000		
	Harpsden	Didcot and Henley	Woodlands Rd Harpsden.	Full Length	Surface Dressing	68,000		
	Towersey	Thame, Wheatley and Watlington	Emmington Xrd	Emmington x Rd to Towersly Turn	Surface Dressing	40,000		
	Kidmore End	Didcot and Henley	Rokeyby Drive	Full Length	Surface Dressing	15,000		
	Shiplake	Didcot and Henley	Mill Rd Shiplake	Full Length	Surface Dressing	30,000		
	Burford	Witney, Carterton and Burford	B4425 Bibury Road	County Boudary - A40	Surface Dressing	85,000		
	Burford	Witney, Carterton and Burford	A361 - Burford Rbt	Signet Village	Surface Dressing	80,000		
	Charlbury	Woodstock, Chipping Norton, Eynsham and Charlbury	Enstone Road	The Slade - Market St	Surface Dressing	15,000		
	Witney	Witney, Carterton and Burford	A40- Witney- Bypass (East)	Ducklington - Shores Green	Surface Dressing	170,000		
	Finmere	Bicester and Kidlington	A421 Finmere	Mixbury - Oaks Farm to County Bdy	Surface Dressing	89,000		
	Wardington	Banbury	A361 - Wardington north to Cty bdy	Wardington northwards to County Bdy	Surface Dressing	40,000		
	Hook Norton	Banbury	Station Road	Hook Norton - Station Road	Surface Dressing	11,000		
	Shennington with Alkerton	Banbury	A422 - Stratford Rd	New Inn to county bdy	Surface Dressing	43,000		
	North Aston	Banbury	A4260 - Oxford Rd Danes Hill.Duals	Danes Hill - Duns Tew duals to Electricity sub station	Surface Dressing	11,000		
	Deddington	Banbury	A4260 - Oxford Road	Electricity sub station to Deddington	Surface Dressing	44,000		
	Chesterton	Bicester and Kidlington	Wendlebury Road	Wendlebury to Chesterton turn	Surface Dressing	41,000		
	Fernham	Faringdon and Wantage	Faringdon to Fernham	Whole length	Surface Dressing	64,000		
	Longworth	Faringdon and Wantage	Spring Hill/Faringdon Road	Whole length	Surface Dressing	69,000		
	Watchfield	Faringdon and Wantage	Majors Road	Whole Length	Surface Dressing	55,000		
	Faringdon	Faringdon and Wantage	A420	Faringdon to Great Coxwell	Surface Dressing	76,000		
	Wantage	Faringdon and Wantage	Stockham Park /Winchester Way	Challow Rd to St. Marys Way	Surface Dressing	20,000		
	Oxford	Oxford City	Rose Hill	whole length	Surface Dressing	60,000		
	Oxford	Oxford City	Henley Avenue	whole length	Surface Dressing	52,000		
Schemes still to be finalised/adjustments						17,000		
19/20 Programme (Locality Led)							1,365,000	
20/21 Programme (Locality Led)								1,365,000
<b>Support / Programming</b>						10,000	10,000	10,000
<b>TOTALSURFACE DRESSING</b>						<b>1,375,000</b>	<b>1,375,000</b>	<b>1,375,000</b>
<b>Other Surface Treatments</b>								
<b>Surface Dressing Pre-Patching Schemes</b>						800,000	800,000	800,000
<b>Structural Patching (Locality led)</b>						2,100,000	2,100,000	2,100,000
<b>Special Treatments Programme</b>								
Preventative repair programme (dragon patching treatment)								
Iron work strengthening programme								
<b>Micro asphalt programme</b>								
18/19 Programme								
	Didcot	Didcot and Henley	Barnes Road	Barnes Road	Micro Asphalt	14,000		
	Didcot	Didcot and Henley	Churchill Road	Churchill Road	Micro Asphalt	18,000		
	Didcot	Didcot and Henley	Slade Road	Slade Road	Micro Asphalt	26,000		
	Didcot	Didcot and Henley	Balmoral Road	Balmoral Road	Micro Asphalt	11,000		
	Curbridge and Lew	Witney, Carterton and Burford	A4095 Lew	University Farm	Micro Asphalt	30,000		
	Witney	Witney, Carterton and Burford	Woodgreen	Woodgreen	Micro Asphalt	15,000		
	Milton under Wychwood	Woodstock, Chipping Norton, Eynsham and Charlbury	High Street	Church Rd - Wychwood Dr	Micro Asphalt	19,000		
	Banbury	Banbury	Timms Road	Grange Rd to Beaconsfield Rd	Micro Asphalt	16,000		
	Banbury	Banbury	Elmscote Road	Timms Rd to Beaconsfield Rd	Micro Asphalt	11,000		
	Banbury	Banbury	Trinity Close	Entire road plus cul de sacs	Micro Asphalt	28,000		

CAPITAL PROGRAMME 2017/18 TO 2027/28  
Highways Maintenance Programme 2018/19 to 2020/21

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2018/19 (£)	2019/20 (£)	2020/21 (£)
	Banbury	Banbury	Caernarvon Way.	Edinburgh Way to end	Micro Asphalt	5,000		
	Banbury	Banbury	Caernarvon Way	Edinburgh Way to Stirling Court	Micro Asphalt	5,000		
	Shrivenham	Faringdon and Wantage	Damson Trees	Whole Road	Micro Asphalt	17,000		
	Abingdon	Abingdon	Darrell Way	Whole Road	Micro Asphalt	17,000		
	Abingdon	Abingdon	Heron's Walk	Whole Road	Micro Asphalt	7,000		
	Abingdon	Abingdon	St. Nicholas's Green	Whole Road	Micro Asphalt	8,000		
	Abingdon	Abingdon	St. Mary's Green	Whole Road	Micro Asphalt	8,000		
	Oxford	Oxford City	Marston Ferry Road	Parks Rd to St Giles	Micro Asphalt	31,000		
	Oxford	Oxford City	Bayswater Road	mini RAB/junc with Stowford	Micro Asphalt	2,000		
	Oxford	Oxford City	Black Bird Leys Rd	Junction with Sandy lane west	Micro Asphalt	3,000		
19/20 Programme (Locality programme)							290,000	
20/21 Programme (Locality Programme)								290,000
Design /Support / Programming						9,000	10,000	10,000
<b>Retexturing programme</b>								
18/19 Programme								
	Lewknor	Thame, Wheatley and Watlington	Chalford Road	Postcombe	Retexturing	7,000		
	Didcot	Didcot and Henley	A4130 Hadden Hill	Hadden Hill	Retexturing	18,000		
	Highmoor	Didcot and Henley	B480	Highmoor Cross	Retexturing	9,000		
	Wootton	Abingdon	B4017 Cumnor Robinson Road Wootton	Cumnor to Robinson Road Wootton	Retexturing	22,000		
	Stanford in the Vale	Faringdon and Wantage	A417	Faringdon Rd to Park Lane	Retexturing	9,000		
	Deddington	Banbury	B4031 / Iron Down Hill	Barton Rd - Netherworton Rd	Retexturing	5,000		
	Swalcliffe	Banbury	Shutford Road	Swalcliffe Lea - Five Ways	Retexturing	18,000		
	Hook Norton	Banbury	Chipping Norton Road	Fanville Head Farmhouse - Swerford to Gt Rollright Rd	Retexturing	6,000		
	Rollright	Woodstock, Chipping Norton, Eynsham and Charlbury	The Walk	Coldharbour - Rollright Heath	Retexturing	10,000		
	Rollright	Woodstock, Chipping Norton, Eynsham and Charlbury	The Walk	A361 - Walk Farm	Retexturing	14,000		
	Woodstock	Woodstock, Chipping Norton, Eynsham and Charlbury	Banbury Road	Weaveley Xrds - Budd Cl	Retexturing	13,000		
	Tackley	Woodstock, Chipping Norton, Eynsham and Charlbury	Through village	Nethercott Rd - Ball Lane	Retexturing	6,000		
	Oxford	Oxford City	Old Road	Windmill Rd to Gypsy Lane	Retexturing	5,000		
19/20 Programme (Locality programme)							140,000	
20/21 Programme (Locality Programme)								140,000
Support / Programming						10,000	10,000	10,000
<b>TOTAL OTHER SURFACE TREATMENTS</b>						<b>3,352,000</b>	<b>3,350,000</b>	<b>3,350,000</b>
Contingency							385,000	258,000
<b>TOTAL SURFACE TREATMENTS PROGRAMME</b>						<b>6,075,000</b>	<b>6,110,000</b>	<b>5,983,000</b>
<b>FOOTWAYS PROGRAMME</b>								
<b>Footway Reconstruction</b>								
18/19 programme								
	Banbury	Banbury	Market Place/Bridge Street	various locations	Footway reconstruction	86,000		
	Witney	Witney, Carterton and Burford	High Street	Market Square to Welch Way west side	Footway reconstruction	97,000		
	Thame	Thame, Wheatley and Watlington	Park Street	School to just past the mini	Footway reconstruction	58,000		
Design						60,000		
Contingency						49,000	50,000	50,000
Footway Programme (Locality Led)							300,000	300,000
<b>TOTAL Footway Reconstruction</b>						<b>350,000</b>	<b>350,000</b>	<b>350,000</b>

CAPITAL PROGRAMME 2017/18 TO 2027/28  
Highways Maintenance Programme 2018/19 to 2020/21

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2018/19 (£)	2019/20 (£)	2020/21 (£)
<b>Footway Surface Dressing</b>								
18/19 programme						325,000		
	Kidlington	Bicester and Kidlington	Cherwell Avenue estate	Estate located within Evans Lane and Bicester Road	Footway Slurry			
	Chipping Norton	Woodstock, Chipping Norton, Eynsham and Charlbury	Estate off Over Norton Rd	TBC	Footway Slurry			
		Woodstock, Chipping Norton, Eynsham and Charlbury	Estate off Walterbush Road	TBC	Footway Slurry			
	Charlbury	Woodstock, Chipping Norton, Eynsham and Charlbury	Woodfield Drive estate	Off Dancers Hill and Hixet Wood	Footway Slurry			
		Woodstock, Chipping Norton, Eynsham and Charlbury	Lee Heights	Off Sturt Road	Footway Slurry			
	Shipton and Milton Under W	Woodstock, Chipping Norton, Eynsham and Charlbury	Church Meadow	Off Church Road	Footway Slurry			
		Woodstock, Chipping Norton, Eynsham and Charlbury	Coombes Close	Off Milton Road	Footway Slurry			
		Woodstock, Chipping Norton, Eynsham and Charlbury	Sinnels Field	Whole road	Footway Slurry			
	Ascott Under Wychwood	Woodstock, Chipping Norton, Eynsham and Charlbury	Maple Way and Dawls close	Off Shipton Road	Footway Slurry			
	Finstock	Woodstock, Chipping Norton, Eynsham and Charlbury	Church Rise/Hill Cres	Off School Road	Footway Slurry			
	Witney	Woodstock, Chipping Norton, Eynsham and Charlbury	Wadards Meadow	Estate off Cogges Hill Road	Footway Slurry			
	Ducklington	Woodstock, Chipping Norton, Eynsham and Charlbury	Area in Ducklington to be measured	TBC	Footway Slurry			
	Abingdon	Abingdon	Longmead Road inc	LONGMEAD ABINGDON	Footway Slurry			
		Abingdon		BERRYCROFT ABINGDON	Footway Slurry			
		Abingdon		THORNHILL WALK ABINGDON	Footway Slurry			
		Abingdon		HAZEL CLOSE ABINGDON	Footway Slurry			
		Abingdon		WELFORD GARDENS ABINGDON	Footway Slurry			
		Abingdon		WILDMOOR ABINGDON	Footway Slurry			
		Abingdon	NORTHCOURT ROAD inc	DARREL WAY ABINGDON	Footway Slurry			
		Abingdon		NORTHCOURT ROAD ABINGDON	Footway Slurry			
		Abingdon	WILSHAM ROAD ABINGDON ( 1 SIDE)	WILSHAM ROAD ABINGDON ( 1 SIDE)	Footway Slurry			
		Abingdon	FENNEL WAY ABINGDON	FENNEL WAY ABINGDON	Footway Slurry			
	Wallingford	Didcot and Henley	Blackstone Road estate inc	ST GEORGES ROAD WALLINGFORD	Footway Slurry			
		Didcot and Henley		WILDING ROAD WALLINGFORD	Footway Slurry			
		Didcot and Henley		SINODUN ROAD WALLINGFORD	Footway Slurry			
		Didcot and Henley		DOYLEY ROAD, WALLINGFORD	Footway Slurry			
		Didcot and Henley		CLAPCOT WAY WALLINGFORD	Footway Slurry			
		Didcot and Henley		GREENFIELD CRESCENT (EVENS)	Footway Slurry			
		Didcot and Henley		FIR TREE AVE. WALLINGFORD (PA)	Footway Slurry			
		Didcot and Henley		NORRIES DRIVE WALLINGFORD	Footway Slurry			
		Didcot and Henley		FITZCOURT WAY WALLINGFORD	Footway Slurry			
		Didcot and Henley		SEVERALLS CLOSE WALLINGFORD	Footway Slurry			
		Didcot and Henley		GLYN ROAD WALLINGFORD	Footway Slurry			
		Didcot and Henley		WITTENHAM CLOSE WALLINGFORD	Footway Slurry			
		Didcot and Henley		BLACKSTONE	Footway Slurry			
	Benson	Didcot and Henley	BLACKLANDS ROAD BENSON	Off Brook Street	Footway Slurry			
		Didcot and Henley	THE CEDARS BENSON	Off Brook Street	Footway Slurry			
	Cholsey	Didcot and Henley	Panters Road	Off Ilges lane	Footway Slurry			
		Didcot and Henley	Rothwells	Off Wallingford Road	Footway Slurry			
		Didcot and Henley	Cross Road	Off Wallingford Road	Footway Slurry			
Annual Programme 19/20 (Locality Led)							325,000	
Annual Programme 20/21 (Locality Led)								325,000
<b>TOTAL Footway Surface Dressing</b>						<b>325,000</b>	<b>325,000</b>	<b>325,000</b>

CAPITAL PROGRAMME 2017/18 TO 2027/28  
Highways Maintenance Programme 2018/19 to 2020/21

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2018/19 (£)	2019/20 (£)	2020/21 (£)
Advance Design						25,000	25,000	25,000
Contingency						52,000	52,000	50,000
<b>TOTAL FOOTWAYS PROGRAMME</b>						<b>752,000</b>	<b>752,000</b>	<b>750,000</b>
<b>DRAINAGE PROGRAMME</b>								
<b>Improvement Schemes</b> (Officer led)								
Main drain repairs		Faringdon and Wantage	Acorn Bridge A420	Verge in the vicinity of Acorn Bridge	Main drain repairs	20,000		
A420 Cumnor Bypass	Cumnor	Faringdon and Wantage	A420 Cumnor Bypass	subject to progress	A420 Cumnor Bypass	100,000		
Drainage Improvements	Bicester	Bicester and Kidlington	Wretchwick Lane	Various locations	Drainage Improvements	10,000		
Flood Alleviation	Black Bourton	Witney, Carterton and Burford	Black Bourton	Black Bourton	Flood Alleviation	20,000		
Drainage Improvements	Chadlington	Woodstock, Chipping Norton, Eynsham and Charlbury	B4026 Spelsbury Road	Various locations	Drainage Improvements	20,000		
Drainage Improvements	Horley	Banbury	Church Lane	Various locations	Drainage Improvements	20,000		
Drainage Improvements	Leaffield	Woodstock, Chipping Norton, Eynsham and Charlbury	Finstock Road	Various locations	Drainage Improvements	20,000		
Drainage Improvements	Mollington	Banbury	Various	Various locations	Drainage Improvements	15,000		
Culvert Refurbishment	Shellingford	Faringdon and Wantage	B4508 Fernham Road	To be determined	Culvert Refurbishment	15,000		
Culvert Replacement	Somerton	Banbury	Water Lane	Various locations	Culvert Replacement	20,000		
Drainage Improvements	Steventon	Faringdon and Wantage	Steventon Hill	Various locations	Drainage Improvements	15,000		
System extension	Stoke Lyne	Bicester and Kidlington		Various locations	System extension	40,000		
Culvert Replacement	Watlington	Thame, Wheatley and Watlington	Brook Street	Brook Street	Culvert Replacement	15,000		
Drainage improvements	Witney	Witney, Carterton and Burford	Hailey Road/Cannons Pool	Subject to progress	Drainage improvements	35,000		
Drainage Improvements	Witney	Witney, Carterton and Burford	A40	Various locations	Drainage Improvements	100,000		
Carrier drain renewal	Woodstock	Woodstock, Chipping Norton, Eynsham and Charlbury	Chaucers Lane	Various locations	Carrier drain renewal		25,000	
Drainage Improvements	Kidlington	Bicester and Kidlington	A4260 north of Kidlington	Various locations	Drainage Improvements		30,000	
Drainage Improvements	Kiddington with Asterleigh	Woodstock, Chipping Norton, Eynsham and Charlbury	A44 Enstone to Kiddington	Various locations	Drainage Improvements		20,000	
Drainage Improvements	Burford	Witney, Carterton and Burford	A361 adj Burford Golf Course	Various locations	Drainage Improvements		25,000	
Drainage Improvements	Witney	Witney, Carterton and Burford	A40 Witney Bypass	Section from Ducklington Interchange	Drainage Improvements		50,000	
Drainage Improvements	Astall	Witney, Carterton and Burford	near Village Pond	Various In vicinity of pond	Drainage Improvements		10,000	
Drainage Improvements	Ardington and Lockinge	Faringdon and Wantage	A417 Reading Road Adjacent Ardington	System wide between Wantage and A	Drainage Improvements		10,000	
Drainage Improvements	Oxford	Oxford City	A40 Northern Bypass	Northwst of Barton	Drainage Improvements		25,000	
Kerb Drainage improvements	Oxford	Oxford City	Abingdon Road	Whitehouse Road southbound	Kerb Drainage improvements		15,000	
Assessed Lining works	Various	Various Locations	Assessed Village prioritied lining works	To be determined by Invetsigation	Drainage Improvements		100,000	
Assessed Main Line repairs	Various	Various Locations	Assessed highway systems high rated defects clusters in Villages	To be determined by Invetsigation	Drainage Improvements		80,000	
Assessed highway systems high rated defects	Various	Various Locations	Assessed highway systems high rated defects clusters in Villages	To be determined by Invetsigation	Drainage Improvements		75,000	
Schemes still to be finalised/adjustments								465,000
<b>TOTAL Improvement Schemes</b>						<b>465,000</b>	<b>465,000</b>	<b>465,000</b>
<b>Partner Schemes (Contributions)</b>								
<b>TOTAL Partner Schemes (Contributions)</b>						<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Regular Maintenance</b>								
Investigations						50,000	50,000	50,000
Lining						30,000	30,000	30,000
Design						80,000	80,000	80,000
<b>Reactive Maintenance</b>								
Reactive Fund						225,000	225,000	225,000
<b>TOTAL DRAINAGE PROGRAMME</b>						<b>900,000</b>	<b>900,000</b>	<b>900,000</b>

CAPITAL PROGRAMME 2017/18 TO 2027/28  
Highways Maintenance Programme 2018/19 to 2020/21

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2018/19 (£)	2019/20 (£)	2020/21 (£)
<b>BRIDGES PROGRAMME</b>								
<b>Programmed Maintenance - Construction</b>								
Shipton	Shipton-under-Wychwood	Woodstock, Chipping Norton, Eynsham and Charlbury	A361 Station Road			300,000		
Garsington Flyover	Oxford City	Oxford City	A4142 Eastern Bypass Road			300,000		
Goose Green Railway Bridge Traffic Signals	Oxford City	Oxford City	Godstow Road (C classification)			100,000		
Marcham Mill	Marcham	Abingdon	Mill Road (C classification)			100,000		
Culvert Structural Lining Programme (Cobstones, Sminnels, Drubble, Chalford, Sydenham, Twyford Small)	Various		Various			250,000		
Various small retaining walls			Fritwell Pond			100,000		
Asthall	Asthall	Witney, Carterton and Burford	Ninety Cut Hill (U classification)				250,000	
Hopkins	Didcot	Didcot and Henley	A4130 Northern Perimeter Road				100,000	
Claydon Hay	Claydon with Clattercot	Banbury	Boddington Road (C classification)				250,000	
Noah's Ark 1 Bridge	Garford	Faringdon and Wantage	A338 Wantage Road				180,000	
Contingency							200,000	650,000
<b>Programmed Maintenance - Inspection &amp; Investigation</b>								
Various Inspection and Investigation							63,000	120,000
<b>Programmed Maintenance - Feasibility &amp; Advanced Design</b>								
Advance design and investigation						200,000	250,000	250,000
<b>Regular Maintenance</b>								
Principal Inspection and Assessment						300,000	300,000	350,000
Upgrade of low bridge signage						50,000	50,000	50,000
Packaged Structural Maintenance						250,000	250,000	350,000
Brickfield Subway Reconstruction Fund						7,000	7,000	7,000
<b>Reactive Maintenance</b>								
Reactive works fund						48,000	100,000	100,000
Schemes still to be finalised/adjustments								16,000
<b>TOTAL BRIDGES PROGRAMME</b>						<b>2,005,000</b>	<b>2,000,000</b>	<b>1,893,000</b>
<b>PUBLIC RIGHTS OF WAY FOOTBRIDGES PROGRAMME</b>								
Small Kit Bridges	Various					50,000	50,000	50,000
Larger bridges	Various		Langford 2 Footbridge			50,000		
Larger bridges	Various		Abel Footbridge				50,000	
Larger bridges	Various		Kingham 2 Footbridge Kingham 5 Bridleway Bridge					50,000
<b>TOTAL PUBLIC RIGHTS OF WAY FOOTBRIDGES PROGRAMME</b>						<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
<b>STREET LIGHTING PROGRAMME</b>								
<b>Column &amp; LED Replacement</b>								
2018/19	Henley-on-Thames	Didcot and Henley	Various Roads	N/A	column replacement	118,000		
	Witney	Witney, Carterton and Burford	Various Roads	N/A	column replacement	102,000		
	Stanford in the Vale	Faringdon and Wantage	Various Roads	N/A	column replacement	19,000		
	Oxford	Oxford City	Various Roads	N/A	column replacement	8,000		
	North Leigh	Woodstock, Chipping Norton, Eynsham and Charlbury	Various Roads	N/A	column replacement	37,000		
	North Hinksey	Abingdon	Various Roads	N/A	column replacement	10,000		
	Marston	Oxford City	Various Roads	N/A	column replacement	50,000		
	Launton	Bicester and Kidlington	Various Roads	N/A	column replacement	24,000		
	Chesterton	Bicester and Kidlington	Various Roads	N/A	column replacement	25,000		
	Eynsham	Woodstock, Chipping Norton, Eynsham and Charlbury	Various Roads	N/A	column replacement	22,000		



CAPITAL PROGRAMME 2017/18 TO 2027/28  
Highways Maintenance Programme 2018/19 to 2020/21

Name	Parish	Locality	Road Name	Location within Road	Description of Works	Firm Programme	Provisional Programme	
						2018/19 (£)	2019/20 (£)	2020/21 (£)
	Faringdon	Faringdon and Wantage	Various Roads	N/A	column replacement	75,000		
<b>19/20 Programme</b>	Chinnor	Thame, Wheatley and Watlington	Various Roads	N/A	column replacement		19,000	
	Cumnor	Faringdon and Wantage	Various Roads	N/A	column replacement		37,000	
	Didcot	Didcot and Henley	Various Roads	N/A	column replacement		20,000	
	Drayton	Abingdon	Various Roads	N/A	column replacement		19,000	
	Garsington	Thame, Wheatley and Watlington	Various Roads	N/A	column replacement		18,000	
	Harwell	Faringdon and Wantage	Various Roads	N/A	column replacement		14,000	
	Henley-on-Thames	Didcot and Henley	Various Roads	N/A	column replacement		105,000	
	Littlemore	Oxford City	Various Roads	N/A	column replacement		66,000	
	Milton	Banbury	Various Roads	N/A	column replacement		26,000	
	Radley	Abingdon	Various Roads	N/A	column replacement		30,000	
	Risinghurst and Sandhills	Oxford City	Various Roads	N/A	column replacement		39,000	
	St Helen without	Abingdon	Various Roads	N/A	column replacement		17,000	
	Steeple Aston	Banbury	Various Roads	N/A	column replacement		14,000	
	Woodcote	Didcot and Henley	Various Roads	N/A	column replacement		49,000	
	Wootton (Vale)	Abingdon	Various Roads	N/A	column replacement		17,000	
<b>Total Column Replacement</b>						<b>490,000</b>	<b>490,000</b>	
<b>Street Lighting Maintenance</b>								
						400,000	285,000	775,000
Schemes to be finalised/adjustments								
<b>TOTAL Street Lighting Maintenance</b>						<b>400,000</b>	<b>285,000</b>	<b>775,000</b>
<b>TOTAL STREET LIGHTING PROGRAMME</b>						<b>890,000</b>	<b>775,000</b>	<b>775,000</b>
<b>TRAFFIC SIGNALS PROGRAMME</b>								
	OXFORD	Oxford City	BOTLEY ROAD - ALEXANDER RD					
	KIDLINGTON	Bicester and Kidlington	A44 LANGFORD LANE					
	OXFORD	Oxford City	DONNINGTON BRIDGE ROAD/MEADOW LANE					
	ABINGDON	Abingdon	OCK ST/MEADOWSIDE					
	CULHAM	Thame, Wheatley and Watlington	TOLLGATE RD					
	OXFORD	Oxford City	WOODSTOCK RD/FIRST TURN					
<b>2018/19 programme to be identified</b>		Programmes to be identified				250,000	172,000	247,000
<b>TOTAL TRAFFIC SIGNALS PROGRAMME</b>						<b>250,000</b>	<b>172,000</b>	<b>247,000</b>
<b>SECTION 42 (OXFORD CITY COUNCIL)</b>								
Carriageway Structural Maintenance						120,000		
Surface Treatments						390,000		
Footways						45,120		
Programmes to be identified							558,000	561,000
<b>TOTAL SECTION 42 (OXFORD CITY COUNCIL)</b>						<b>555,120</b>	<b>558,000</b>	<b>561,000</b>
<b>TOTAL HIGHWAY MAINTENANCE ANNUAL PROGRAMMES</b>						<b>12,951,120</b>	<b>12,822,000</b>	<b>12,288,000</b>

**Service and Resource Planning 2018/19- 2021/22**  
**Cross-cutting Service and Community Impact Assessment - November 2017**

**Introduction and approach to budget setting**

At the start of the budget-setting process this year, Oxfordshire County Council is in a much better financial position than many other councils in England. Despite ongoing financial pressures, we are now in a place where it is achievable that our financial strategy can be centred on investing rather making net reductions from 2020/21.

This position is a result of our forward-looking answer to the challenges facing local government at the moment. We have recognised that in changing circumstances, Oxfordshire County Council must also change the way it works to enable it to continue the essential work we do for the residents of Oxfordshire. We have created plans to adapt for the future, which involve projects to transform ourselves as an organisation, as well as working to positively shape our delivery of services and the environment in which we work.

One of the main aims of our future strategy is to manage down the current levels of rising-demand for adult and children's social care through careful evaluation of needs, early intervention and by working effectively with our partners and with communities. In this process, we will be able to reduce and redirect unsuitable use of our services to enable us to prioritise resources to support those who really need it.

Another major element of our long-term plan is to transform how we work, to deliver £15m worth of savings. Our Fit for the Future programme has already identified ways we can become more efficient as an organisation through streams including improving customer experience, collaborative working, business intelligence, taking a whole-place approach and making services digital-by-design. In the second phase of the programme consultants from PwC are working with staff and the council's leadership team to create an operational framework which will be a roadmap for how transformation work progresses.

These changes do take time and in past years we also had to make some immediate savings to balance the budget and cope with increasing demand on services and reductions in the funding available from government. Some tough decisions have had to be made in previous years about changes to our services but this has now set us in a positive position for the future.

In setting our budget for this year we have, as much as possible, avoided making budget changes which impact on services. Our medium-term financial plan describes the planned budget changes over the next four years, from 2018/19 to 2021/22. The current medium-term financial plan takes a holistic approach to create financial breathing space over the 2018/19 and 2019/20 financial years while giving us time to drive forward the actions outlined above which will reduced demand.

Most of the new planned savings this year are therefore focused on using our reserves and on income generation plans, such as charging other organisations for

services provided by the council. These savings will allow us to balance our budget in the short-term without having a negative impact on services.

Since we do have to set a balanced budget, it is also necessary to make some changes to services. In doing this, there has been careful consideration about which services will deliver these efficiencies. It is judged that the proposals outlined in the report on Service and Resource planning are those which have least negative impact on people with protected characteristics and in many areas, targeting support will benefit these groups.

### **Purpose of assessment**

This report highlights the potential cumulative impact on protected groups and communities arising from the proposals for savings that will be considered by Council in February 2018.

In addition to this overarching report, impact assessments for individual proposals have been developed- assessing the potential impact on protected groups and communities from a particular saving. These individual impact assessments and the overarching report will be published on Council's website as part of budget-setting process.

A number of individual proposals are at an early stage, and more detailed impact assessments will be produced after the budget is agreed and as services develop plans for implementation. Similarly, impact assessment documents from previous years, or for policy proposals falling outside the annual budget cycle, will be updated where necessary as proposals develop. Comments on draft and initial assessments are therefore welcome and help to ensure we have fully considered the impact of decisions on communities and service users. Where potential negative impacts are identified for particular groups we will consult where appropriate to fully understand this, and/or will communicate directly with the people affected.

### **Legislation**

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

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

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 of 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.

One way in which the Council can show that it has had due regard to the statutory needs is by assessing the impact of proposed budget and services changes on service users and Council-paid staff, particularly in relation to people with a "protected characteristic". These protected characteristics are:

- age
- 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

In addition to the characteristics above, the Council also considers the effect of the proposals on those in particular geographies (in particular rural and urban areas) and on deprivation.

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### - 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 £589,148<sup>1</sup> 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.

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<sup>1</sup> [EC Procurement Threshold for Services](#)

While the Social Value Act does not have direct relevance for the majority of the proposals under consideration, the Council is committed to the principles within it. When making decisions around contracting we consider how our commissioning activity might improve the economic, social, and environmental well-being of the relevant area.

### **Evidence/ Intelligence**

The council holds and uses a significant amount of information about the residents of Oxfordshire, in order to understand their needs and plan services accordingly. A key summary of this evidence is the Joint Strategic Needs Assessment which is an annual report providing data about Oxfordshire's population and the factors affecting health, wellbeing, and social care needs. This is available online<sup>2</sup> at the Oxfordshire Insight website.

There is also regular consultation and engagement work with residents which helps us to understand their priorities and experiences. We organise regular resident's surveys, and a citizen's panel called Oxfordshire Voice. We have information about the impact of proposed changes to social care through our developing approach to coproduction of services, the annual social care service user survey and the Carers' Survey which happens every two years.

### **Overarching Impact Assessment**

#### **Age and disability**

Oxfordshire has a large number of older residents and people aged 50 and over made up 35% of Oxfordshire's population as of mid-2015 (the latest information available). Older people are the main users of both short-term and long-term care services. The highest disability rates are also found in older people and particularly frequent types of disability in this age group are physical impairment and mobility issues.

Changes to the charging policy for adult social care would therefore have a greater impact on older people than other age groups, although the policy will be applied equally to everyone needing adult social care. There will be a full public consultation on any proposed changes to ensure the impact on individuals is fully identified and considered before any changes are made. The risk of negative impacts for this group will be mitigated further by plans for the council to directly contact those who are likely to be negatively affected by any proposals, to provide information and alternative options for their care, as well as offering a full reassessment of their finances.

People with disabilities will be impacted by the project to move adults with learning disabilities to in-county supported living placements. This is expected to have a positive impact on most people because living within the community will be beneficial. However, there is a risk that some moves may be unsuccessful and this

<sup>2</sup> <http://insight.oxfordshire.gov.uk>

might be disruptive to some people. To minimise the risk of negative outcomes, a dedicated commissioned service will oversee the transitions and will consider whether moving is in each individual's best interests. They will also continue to provide support after the move and will work to solve any problems that arise.

Children and young people are also a group who should be considered separately and people aged under 18 made up 21% of Oxfordshire's population as of mid-2015. Children will particularly be affected by changes to children's social care, including the plans to reduce the number of children entering and staying in care through demand management. However, this is expected to have a positive impact on children as focusing on early intervention will mean that more individuals are able to have other, more positive outcomes, whilst continuing to ensure that support is available to those who need it.

Those children with disabilities will also be affected by the proposed review of Home to School transport for children with special educational needs. Much of the impact will be positive as many children will be able to be more independent. Steps will be taken to avoid any negative impacts by working with children and their families on a case-by-case basis to ensure that each child has a transport plan which is suitable for their individual needs and they are supported to the necessary extent.

### **Race**

Race is a protected characteristic and the Equalities Act also includes ethnic or national origins, colour or nationality when describing this characteristic. Oxfordshire is made up of a range of different people and in the latest census there was a total of 107,000 residents from an ethnic minority background (other than white British) in 2011, equivalent to 16% of the population

People from a different national origin may be disproportionately affected by changes to policies, such as the Adult Social Care charging policy, if they speak no or little English and can't understand the changes. At the time of the Census 2011 survey there was a total of 5,500 people in Oxfordshire who could not speak English or speak English well. However, in line with council policy, all publications will be made available in alternative languages where requested and interpreters will be used to communicate with people as necessary.

### **Sex**

Women may be affected more by changes in adult social care because in older age groups there are more women than men. More care is provided by women than by men in Oxfordshire meaning that women will be more greatly affected by changes to SEN transport and to children's services. This means that the cumulative impact of budget changes may be greater for women. However, as set out above, care will be taken to communicate fully with anyone likely to be impacted by proposed changes, to fully understand the potential impact and to mitigate as far as possible.

Just under 70% of the council's workforce is female with even higher proportion of female employees in some service areas such as children's services where over

85% of staff are female. This means that more women might be affected by changes which affect staff members, including restructuring of teams in the council and changes to the ways people work through our transformation programme. Full consideration of this, and any other potential implications, will be built into the project planning and consultation on any proposed changes.

The council operates an Equalities Policy and will carefully monitor impact of changes, ensuring employment policies relating to equality are understood and applied fairly. The Council annually publishes a review of its progress in promoting equality of opportunity within the workforce and will be able to continue to assess the impact on different groups.

### **Rural and urban communities**

As at mid-2015, a third of the total population of Oxfordshire lived in areas defined as “rural” by the Office for National Statistics. Changes to Home to School transport for Children with SEN could have a greater impact on rural communities as there are more limited transport options available to these. This is unlikely to be significant as the project aims to find the best travel plan for each child on a case-by-case basis and will consider the local transport options for their situation.

### **Deprivation**

Despite the relative affluence of Oxfordshire, income deprivation is an issue in urban and rural areas, affecting 14,000 children and 13,500 older people. Deprived communities and individuals often need use services more so are more likely to be more affected by demand management work in children’s social care. However, in this work there will be careful consideration of safeguarding implications to ensure that vulnerable children continue to be protected and that all children are equally supported according to their need.

### **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:

- Gender reassignment
- Religion or belief
- Pregnancy and maternity
- Marriage and civil partnership
- Sexual orientation

## Service and Community Impact Assessment (SCIA)

### Front Sheet:

**Directorate and Service Area:**

Joint Commissioning, People

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

A project to move adults with learning disabilities and/or autism from residential care placements outside Oxfordshire to supported living placements in Oxfordshire.

**Responsible owner / senior officer:**

Natalia Lachkou, Joint Commissioning Team

**Date of assessment:**

November 2017

**Summary of judgement:**

The Council places 185 people with learning disabilities and/or autism in high cost out-of-county residential placements across 51 local authorities. The project aims to move approximately 76 people with learning disabilities from high cost, out-of-county placements to supported living within the county.

This would include moving people out of care homes and hospitals who have needs which can be met in the community and young people who are transitioning from out-of-county Special Educational Needs placements to supported living locally. The project would also provide a local offer within Oxfordshire and stem the flow of individuals who would otherwise be placed out-of-county. The lives of individuals could be significantly improved by moving into supported living and being in a community setting.

The project is based on performance based outcomes for Service Users to successfully move into stable supported living accommodation, and to sustain living in the accommodation. A further outcome is for the individuals to achieve progressive and sustained improvements in their quality of life and ability to live more independently. These will be measured through performance monitoring within the contract.



The individuals of the cohort will be assessed and then, if it is appropriate for them to be offered a move to supported living within the county, them and their families will be given a choice. This will be completed with tailored support so that the individual and their families are equipped to make a fully informed decision.

The individuals may have problems adjusting and therefore sustaining their new accommodation. Appropriate support will be given to help the individuals to adapt to the change. The accommodation will be sourced with careful consideration given to the individual's needs including assistive technology and other equipment where required. There will be contingencies in place in case of breakdown of placements.

There is a risk that the provider will struggle to find accommodation that meets the needs of each individual service user. The provider will work with housing providers to acquire suitable properties giving careful consideration to the needs of the individuals. The size of the project is manageable in terms of the amount of housing required.

## **Detail of Assessment:**

### **Purpose of assessment:**

This assessment has been conducted to consider the impact of a project to move adults with learning disabilities from long-term residential care placements outside Oxfordshire to supported living placements in Oxfordshire.

This assessment fulfils the Council's requirements under Section 149 of the Equality 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 £589,148<sup>3</sup> 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.

The delivery of this project will improve the lives of vulnerable people who have been moved away from Oxfordshire. Enabling vulnerable people to become more independent in a supported living environment will enhance their lives and contribute to achieving the social objectives of the Council.

### **Context / Background:**

The Council places 185 people with learning disabilities and/or autism in high cost out-of-county residential placements across 51 local authorities. Each year about 11 young people with learning disabilities who transition to adult services are placed in

<sup>3</sup> [EC Procurement Threshold for Services](#)

out-of-county residential placements, because there is nowhere for them to go in Oxfordshire. There are also a small group of people with learning disabilities who are living in hospital and need to move to a community setting.

The Council has been very successful over the years in significantly reducing the number of people with learning disabilities who are living in care homes within Oxfordshire, by providing ordinary housing in supported living accommodation as an alternative. This has meant that people are living ordinary lives in an independent setting. However, the Council still places a significant number of people with learning disabilities in high cost out-of-county care home placements, many of whom could move back to supported living in Oxfordshire.

The strategic context for this programme is the government's Transforming Care policy, which aims to move people with learning disabilities out of institutional care and provide more appropriate community services. This philosophy is reflected in two local strategic documents: the Big Plan which is Oxfordshire's joint-commissioning Learning Disability Strategy for 2015-2018 and the Oxfordshire Transforming Care Plan 2016-2019.

Both plans include an objective to enable people with learning disabilities to make choices about where they want to live and support them, and their families, with making and implementing their decision. In addition, the Transforming Care plan contains a renewed commitment from health and social care commissioners to develop more local services and to grow community and sector capacity to support people with disabilities who display behaviours that challenge services and systems.

This innovative project will build on Oxfordshire's long standing success in developing sustainable supported living solutions for people with low to medium care needs, by applying this knowledge and latest NHSE guidance to develop local solutions for people with high care needs, who are the focus of system improvements locally and nationally.

### **Proposals:**

The programme set out in this impact assessment aims to address the needs of the adults in Oxfordshire with learning disabilities and/or autism by achieving the following:

- Move people in high cost out-of-county residential care placements to supported living within the county;
- Move people out of specialist hospital who have needs that can be met in the community;
- Stem the flow of some of those who would otherwise be placed in out-of-county placements;
- Improve the quality of lives of the individuals who move into supported living closer to their families;
- Deliver significant savings to the Council.

The cohort for the programme will be based on a subset of the total population of out-of-county placements, as it is not possible or reasonable to move all of those from out-of-county placements. This is because some individuals are settled in their current homes and it would not be in their best interests to move.

The proposed cohort will comprise 76 individuals as follows:

- 61 currently living in out-of-county care homes;
- 6 referrals of those living in hospital;
- 9 new cases (coming through from Children's services)

It is anticipated that about 75% of this cohort will make a move to supported living (57 individuals). It is possible that a higher scenario of up to 76 individuals could be achieved, although this is unlikely. This is because the assessment of some of the individuals may find that it is not in their best interests to move and some that move may not sustain their accommodation and may have to return to an out-of-county placement.

The Commissioned Service will be responsible for moving individuals from an institutionalised setting to in-county supported living. The Council will separately commission Business as Usual services through a new framework agreement to meet the needs of individuals who have moved into the supported living accommodation.

The Commissioned Service will need to work in partnership with a Housing Provider/s. The role of the Housing Provider will be to source accommodation for individuals, and groups of individuals, based on the assessment of housing needs carried out by the Commissioned Service.

### **Evidence / Intelligence:**

The proposals were developed over several months following engagement with key stakeholders, including Oxfordshire County Council, Oxfordshire Clinical Commissioning Group, supported living providers, representatives from family carers' and self-advocacy organisations, health and social care professionals and others.

Oxfordshire has a long-standing success in developing sustainable supported living solutions for people with low to medium care needs and this project will build on this success by applying this knowledge and the latest NHSE guidance to develop local solutions for people with high care needs.

### **Alternatives considered / rejected:**

Initially the following options were explored:

- Do nothing;
- Commission a service funded by a Social Impact Bond;
- Commissioned a service fully funded by the council

A Social Impact Bond is a commercial product, which involves the upfront costs of a service being met by social investors, with commissioners making payments on the achievement of outcomes.

Doing nothing is not considered to be as an option as the Council is required to review the needs of each service user as part of the Transforming Care programme, with many individuals wishing to and expected to return to the county.

Initially the Social Impact Bond was selected as the preferred option. After discussions with the appointed social investor it became apparent that they wanted to reduce the number of anticipated outcomes for the programme, so that fewer individuals made the move to supported living.

The preferred option is now for a Commissioned Service where the Council steps into the investor role. This allows the number of anticipated individuals moving to supported living to remain as high as possible.

## **Impact Assessment:**

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

## **Impact on Individuals and Communities:**

## Summary of proposed changes and impact

### Cohort of individuals

The individuals in the cohort all have learning disabilities and/or autism and are living outside of Oxfordshire. Most the individuals are currently living in care homes and a small number are living in hospital. There are some young people who will be transitioning from Special Educational Needs placements.

Further information about the cohort is found in the table below:

Needs	%
PBS/Autism	77%
Sensory/Epilepsy	4%
PMLD	2%
MH/Forensic	10%
Physical/Health	8%
Age Ranges	%
18-24	25%
25-34	36%
35-45	12%
45+	26%
Gender	%
Male	69%
Women	31%

The project will enable people to make a choice about where they want to live, and support them, and their families, with making and implementing their decision. It is considered that it will be a positive impact to be able to return to Oxfordshire for both the individuals and any family.

Disability	
Risks	Mitigations
There is a risk that the Service User and/or the Service Users family may not want the Service User to move from their current accommodation.	Moves are not compulsory. Assessments will be carried out with each individual. Following assessment, it may be clear that it is not in the individual's best interests to move from their current accommodation and therefore the individual will not move. If, following assessment, a move is recommended and the individual, or family, does not want them to move from their current accommodation, they will be provided with options and supported to make informed choices. Individuals, and their families, will be given the opportunity of an introductory

	visit to view any accommodation identified to discuss his or her individual requirements and help to alleviate any anxieties.
There is a risk that the Service Provider will struggle to find accommodation that meets the needs of each individual Service User.	The Service Provider will work with housing providers to acquire suitable properties giving careful consideration to the needs of the individuals including whether this should be self-contained or shared accommodation. Individuals will not be moved until a suitable property has been sourced for them. The size of the project is manageable in terms of the amount of housing required.
Many of the individuals have behaviour that challenges. There is a risk that any changes to their environment could have an impact on their behaviour.	The accommodation will be sourced with careful consideration given to the individual's needs including the outside and inside environment and sensitivities to stress.
There is a risk that the placement into a supported living scheme may break down for a short period.	Depending on the reasons for the breakdown of the placement, an alternative placement could be sourced for a short period until the individual is able to return to the supported living accommodation. There will be contingency plans in place in case of breakdown of placements.
There is a risk that the Service User may become unwell and have to be admitted to hospital for assessment and treatment.	If this is on a short-term basis, the individual should be able to return to the supported living accommodation. If this is for a longer period, professionals will consult with family etc. about the future of the placement and have a contingency plan.

<b>Age</b>	
<b>Risks</b>	<b>Mitigations</b>
There is a risk that the Service User may have other needs due to age which may have an impact on the type of accommodation required.	Assessments will be carried out with each individual. The accommodation will be sourced with careful consideration given to the individual's needs including assistive technology and other equipment where required.
There is a risk that younger people may require more support due to the transition from Special Educational Needs placements to supported living.	Ongoing tailored support will be given based on individually assessed needs.

<b>Rural communities</b>	
<b>Risks</b>	<b>Mitigations</b>
There is a risk that the Service User will be placed in a rural area due to the environment required and therefore may need more support to access local services.	Assessments will be carried out with each individual. The accommodation will be sourced with careful consideration given to the individual's needs including the external environment for example, not near busy roads etc. Ongoing support will be provided to enable individuals to access local services where appropriate.

### **Impact on Staff:**

There is no impact on OCC staff relating to loss or transfer of jobs, as the current care staff are employed by commissioned external providers out-of-county.

<b>Risks</b>	<b>Mitigations</b>
N/A	N/A

### **Impact on other Council services:**

<b>Risks</b>	<b>Mitigations</b>
There is low unemployment in Oxfordshire and therefore care jobs are hard to recruit for. There may be a risk of staff leaving one care provider for another with the introduction of this new support opportunity in Oxfordshire.	All Providers are supported by the Council around recruitment and retention of care staff including free training. The contract will be monitored to ensure that there are safe levels of staffing in the service. The Council has started a sector-wide recruitment campaign with key Oxfordshire health and social care employers to increase the number of people entering into local care jobs.
There may be competition for sourcing properties depending on which other services are looking for accommodation.	Providers will be looking for a range of accommodation types which meet the specific needs of different individuals which may have an impact on the competition. There is support available from specialist housing staff in the Council. Several care providers work with a preferred housing partner to



	develop supported living services in Oxfordshire.
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### Impact on providers:

There are a number of opportunities for collaboration amongst providers including:

- Establishing a consortium of providers to bring together different specialist expertise required;
- Entering into partnership arrangements with housing providers.

Risks	Mitigations
As the service will be commissioned without a payment-by-results element, there may not be the same drive to achieve performance as the Council will pay for the service irrespective of whether or not the outcomes are achieved.	The Council will monitor the performance of the provider on a regular basis. If the provider is not performing there will be the option to terminate the contract.
The government has proposed changes to housing benefit which may impact on the supply of supported living and may discourage providers from becoming involved in the project.	There is currently a consultation running by DCLG on the proposals, the outcome of which will not be clear until after January 2018.

### Social Value

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

It is estimated that the Commissioned Service option will generate about 17 jobs and the Business-As-Usual service will generate another 100 jobs.

Service users will be integrated into local communities and will use local community services and facilities, thereby generating economic activity.

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

Service users will be situated in local communities and will be able to use local resources, avoiding excessive travel.

### Action plan:

Action	By When	Person responsible
All mitigating actions referred to in this SCIA are taken from the current project plan. This plan is being reviewed and developed by the project group which meets monthly.	On-going	Natalia Lachkou

<b>Monitoring and review:</b>
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Continue to review SCIA at key stages of the project:

- **Dialogue with providers – January 2018**
- **Publication of the tender – early Spring 2018**
- **Throughout tender evaluation and contract award – late Spring 2018**

**Person responsible for assessment:**

Version	Date	Notes (e.g. Initial draft, amended following consultation)
v1	November 2017	

## Service and Community Impact Assessment (SCIA)

### Front Sheet:

**Directorate and Service Area:**

Finance  
ICT

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

Proposed new service delivery model for ICT

**Responsible owner / senior officer:**

Graham Shaw

**Date of assessment:**

27<sup>th</sup> Nov 2017

**Summary of judgement:**

Service delivery options are still being researched and will include in-house, commercial and public partnership delivery.

For any final recommendation, no redundancies or staff losses are planned at this stage and an Oxfordshire staff base is an essential requirement as now.

## Detail of Assessment:

### Purpose of assessment:

Purpose: Response to new proposed (not yet agreed) service delivery model.

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

**Context / Background:**

Like others, the Council's ICT Service is central to service delivery and the development of new digital solution. There are specific challenges around recruitment of some technical staff, infrastructure investment and associated costs.

**Proposals:**

To explore the future sourcing options in relation to ICT Desktop/Infrastructure, Applications and Digital Requirements. The object is to ensure continuing resilience for OCC ICT service delivery and support and best value.

**Evidence / Intelligence:**

Collection is still in progress.

**Alternatives considered / rejected:**

All alternatives are still under consideration.

**Impact Assessment:****Impact on Individuals and Communities:**

There is no impact upon communities or groups.

Risks	Mitigations
None identified	

**Impact on Staff:**

If a commercial or public partnership option were to be accepted then there is a likely to be a TUPE of ICT staff to another organisation.

Risks	Mitigations
Potential for transfer out of OCC employment	Staff have been briefed on the approach and options under consideration as have Unison. Briefings will continue on a regular basis and will be in line with Council policy.

**Impact on other Council services:**

There are no perceived impacts upon other council services other than the intention that over time ICT service resilience and user support will be maintained or improved.

Risks	Mitigations
None identified	

### Impact on providers:

None are expected.

Risks	Mitigations
None identified	

### Action plan:

There are no new actions from this SCIA. The project will be governed using the standard Council approaches and any new or emerging risks will be assessed and added to the project risk log.

Action	By When	Person responsible
None		

### Monitoring and review:

The assessment will be updated and considered as required. Noting that at the time of this initial assessment there is no Cabinet instruction to proceed with any option.

**Person responsible for assessment:** Graham Shaw

Version	Date	Notes (e.g. Initial draft, amended following consultation)
V1.0	27_11_17	First assessment.

## Service and Community Impact Assessment (SCIA)

### Front Sheet:

**Directorate and Service Area:  
Resources**

**What is being assessed (e.g. name of policy, procedure, project,  
service or proposed service change):  
Charges for ICT provision to organisations outside OCC**

**Responsible owner / senior officer:  
Graham Shaw**

**Date of assessment:  
4<sup>th</sup> Dec 2017**

#### **Summary of judgement:**

Provision of ICT to partner organisations has been reviewed on the basis that the cost of provision should be recovered. All organisations have been contacted and charges discussed. In all cases, organisations have a choice to continue taking a service from OCC or not.

This exercise is still in progress.

## Detail of Assessment:

### **Purpose of assessment:**

Change to service delivery for ICT and charging approach.

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



**Context / Background:**

Over many years, the Council has offered ICT provision to other organisations largely schools and other public sector bodies. In most cases, ICT provision is part of broader relationship but there has been no cost recovery.

In a recent review more than 1000 potential users were identified whose ICT provision is effectively being subsidised.

**Proposals:**

It is not reasonable for this level of subsidy to continue and organisations have been approached to discuss whether they wish to cease OCC ICT provision or to continue the service at a charge based on full cost recovery. Charges vary depending on the services drawn, from £500 to £1500 per annum.

**Evidence / Intelligence:**

All organisations are being approached individually to understand the situation and to set out the choice available. In some cases e.g. Academy conversion, it is not possible for the Council to continue to provide a service.

**Alternatives considered / rejected:**

Alternatives considered were:

**Do nothing** – not acceptable due to cost and complexity of provision to so many organisations and whether in some cases eg Academy conversion, the Council can continue to offer a service at all.

**Levy a much smaller or token charge** – this effectively maintains a burden on the Council's ICT service provision at a time when resources are under pressure and anything less than full cost recovery was not considered acceptable.

**Impact Assessment:**

**Impact Assessment on Groups**

As noted, all groups are being approached and the situation discussed. Thus far there have been no issues raised. Some groups recognise this situation has evolved and is not necessarily the best approach for them and therefore are happy to adopt their own ICT provision. A number of groups are those who are in the process of separation from OCC run support services, these include schools who are transitioning to Academy status.

**Ceased or in process of ceasing by agreement**

- Mill Arts
- ACE centre
- Headington Partnership
- Southern Health - Knights Court

- Southern Health - Abbey House
- Hill End, Yenworthy, Kilvrough, Woodlands
- OHS move to Academy
- Experience Oxfordshire

**Ongoing (either because they are an integral part of core Council business or, where indicated by \* = they have agreed to pay a charge)**

- NHS users of the OCC Adult Social Care system
- Multi-Agency Safeguarding Hub\* - charge applies to other public sector bodies
- Local Enterprise Partnership\*
- Oxfordshire Pensions\*
- Oxfordshire Fire and Rescue\* – part of OCC for which there is no charge but charge relates to FRS Berkshire and central control centre accessed by Bucks, Berks & Oxon
- National Citizens Service\*
- Victoria County History

**Undetermined i.e. review and contact still in progress**

- Skanska – (expected to cease, awaiting final confirmation)
- Probation Service (except where MASH users)
- TVERC
- TVP
- BBC Oxford
- City Council Contractor Cowley Marsh
- Amey
- Lower Windrush Valley Project
- Wychwood Project
- Aquarius Workers
- Ridgeway and Thames Path National Trails Team
- HCC Schools support (Abbey House)
- Unison

<b>Impact on Individuals and Communities:</b>
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**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.

<b>Risks</b>	<b>Mitigations</b>
Key risk is to the organisations continuing business delivery	Discussion with each organisation on an individual basis to set out the choices. No withdrawal of service until there is a

	clear outcome 31 <sup>st</sup> March 2018 has been given as a deadline for completion of this exercise. Escalation to internal OCC stakeholders in the event of any dispute.

### Impact on Staff: none

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

### Impact on other Council services: none

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: none

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

### 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
Continue to assess each group individually	By end of Dec '17	Mike Ibbitson, Interim ICT Service Manager
Group decides not to continue with OCC service	Service will cease by 31 <sup>st</sup> March 2018	

<b>Monitoring and review:</b>
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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)
1.0	04/12/17	Initial document.
2.0	31/01/18	Review following updates and feedback from Strategic Directors