

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) 2019/20 – 2022/23
4.2		Pressures and Savings proposals
	4.2.1	Changes to the budget proposals since 22 January 2019
	4.2.2	Previously agreed and new pressures and savings
4.3		Council tax and precepts 2019/20
4.4		Detailed Revenue budget 2019/20
4.5		Virement Rules for 2019/20
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4.8		Dedicated Schools Grant provisional allocation 2019/20
4.9		Capital & Investment Strategy incorporating the Treasury Management Strategy (including prudential indicators and minimum revenue provision policy statement)
	4.9.1	Capital programme 2019/20 – 2028/29
	4.9.2	Summary of Changes to the Capital Programme
	4.9.3	Highways Structural Maintenance Programme 2019/20 and 2020/21
4.10		Social & Community Impact Statements

Medium Term Financial Plan 2019/20 - 2022/23

Summary

	2019/20			2020/21			INDICATIVE POSITION			2022/23		
	Agreed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget	Proposed Base Budget	Proposed Allocation	Proposed Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Directorate Budgets												
Children's Services	117,241	-3,496	113,745	113,745	2,182	115,927	115,927	4,227	120,154	120,154	4,500	124,654
Adult Services	198,276	-14,249	184,027	184,027	9,723	193,750	193,750	6,551	200,301	200,301	7,150	207,451
Public Health												
Communities	98,980	14,486	113,466	113,466	-277	113,189	113,189	210	113,399	113,399	-45	113,354
Resources	19,063	9,780	28,843	28,843	-1,087	27,756	27,756	-500	27,256	27,256		27,256
Inflation and Other Adjustments ⁽¹⁾		-1,500	-1,500	-1,500	-1,500	-3,000	-3,000	-3,000	-6,000	-6,000	6,500	500
Directorate Budgets	433,561	5,021	438,582	438,582	9,041	447,623	447,623	7,488	455,111	455,111	18,105	473,216
Strategic Measures												
Capital Financing												
Principal	8,468	7	8,474	8,474	792	9,267	9,267	2,111	11,378	11,378	1,635	13,013
Interest	15,597	-380	15,217	15,217	-190	15,027	15,027	90	15,117	15,117	75	15,193
Interest on Balances	-6,015	-2,403	-8,419	-8,419	-1,365	-9,783	-9,783	-2,823	-12,606	-12,606	-2,150	-14,757
Un-Ringfenced Specific Grants	-13,059	-5,621	-18,680	-18,680	6,944	-11,736	-11,736	500	-11,236	-11,236		-11,236
Contingency	7,481	84	7,566	7,566	-3,242	4,324	4,324	10,190	14,514	14,514		14,514
Insurance Recharge		2,896	2,896	2,896		2,896	2,896		2,896	2,896		2,896
Public Health Saving	-500	250	-250	-250		-250	-250	250				
Total Strategic Measures	11,972	-5,167	6,805	6,805	2,940	9,745	9,745	10,318	20,063	20,063	-440	19,623
Contributions to/from reserves												
General Balances		-6,000	-6,000	-6,000	7,000	1,000	1,000		1,000	1,000		1,000
Prudential Borrowing Costs		2,200	2,200	2,200		2,200	2,200		2,200	2,200		2,200
Budget Equalisation Reserve	-1,013	733	-280	-280	280							
Budget Prioritisation Reserve	-8,482	8,727	245	245	4,196	4,441	4,441	-2,618	1,823	1,823	-962	861
Transformation Reserve		6,000	6,000	6,000	-6,000							
Business Rates Reserve	405	89	494	494		494	494		494	494		494
Insurance Reserve	-1,000		-1,000	-1,000	1,100	100	100	100	200	200	100	300
NEW - Demographic Risk Reserve		3,000	3,000	3,000	600	3,600	3,600	1,000	4,600	4,600	1,000	5,600
NEW - Youth Provision Fund		500	500	500	-1,000	-500	-500	500				
Total Contributions to/from reserves	-10,090	15,249	5,159	5,159	6,176	11,335	11,335	-1,018	10,317	10,317	138	10,455
Budget Shortfall					-15,581	-15,581	-15,581	-180	-15,761	-15,761	-1,577	-17,338
Net Operating Budget	435,443	15,103	450,546	450,546	2,575	453,121	453,121	16,608	469,730	469,730	16,226	485,956

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

Medium Term Financial Plan 2019/20 - 2022/23

Financing

	2019/20			2020/21			INDICATIVE POSITION			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	435,443	15,103	450,546	450,546	2,575	453,121	453,121	16,608	469,730	469,730	16,226	485,956
Funded by:												
Government Grant												
Revenue Support Grant	-5,868	5,868	0			0			0			0
Business Rates Top-up	-39,046	-850	-39,896	-39,896	5,650	-34,246	-34,246	-599	-34,845	-34,845	-609	-35,454
Total Government Grant	-44,914	5,018	-39,896	-39,896	5,650	-34,246	-34,246	-599	-34,845	-34,845	-609	-35,454
Business Rates												
Business Rates local share	-33,259	-756	-34,015	-34,015	3,576	-30,439	-30,439	-536	-30,975	-30,975	-542	-31,517
Collection Fund Surplus/Deficit	89	-352	-264	-264	264	0	0	0	0	0	0	0
Total Business Rates	-33,171	-1,109	-34,279	-34,279	3,840	-30,439	-30,439	-536	-30,975	-30,975	-542	-31,517
Council Tax Surpluses	-5,316	-1,990	-7,306	-7,306	2,806	-4,500	-4,500	0	-4,500	-4,500	0	-4,500
COUNCIL TAX REQUIREMENT	352,042	17,023	369,065	369,065	14,872	383,936	383,936	15,473	399,410	399,410	15,075	414,485
Council Tax Calculation												
Council Tax Base			251,264			256,290			261,416			265,990
Council Tax (Band D equivalent)			£1,468.83			£1,498.06			£1,527.88			£1,558.27
Increase in Council Tax (precept)			4.8%			4.0%			4.0%			3.8%
Increase in Band D Council Tax			2.99%			1.99%			1.99%			1.99%

Pressures and Savings Summary

Pressures and Savings	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Pressures					
Children's Services	10.193	5.011	3.850	5.250	24.304
Adult Services	7.006	1.338	1.600	7.150	17.094
Communities	4.727	1.252	0.190	1.000	7.169
Corporate	7.997	-3.612	1.032	7.631	13.048
TOTAL PRESSURES	29.923	3.989	6.672	21.031	61.615
Savings					
Children's Services	0.826	-1.369	-1.150	-0.750	-2.443
Adult Services	-7.453	0.592	-0.300	0.000	-7.161
Communities	-5.815	-1.460	0.770	-1.045	-7.550
Corporate	-17.481	13.829	-5.812	-17.659	-27.123
TOTAL SAVINGS	-29.923	11.592	-6.492	-19.454	-44.277
TOTAL NET PRESSURES (+)/SAVINGS (-)	0.000	15.581	0.180	1.577	17.338

Children's Services

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

Adult Services

Ref	Pressures and Savings	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING		PRESSURE
							Deliverability	Operational Impact	Volatility
	Pressures								
20AD1	Learning Disabilities - ongoing effect of additional service users and packages	3.700	0.500	0.500	0.500	5.200			High
20AD2	Physical Disabilities - on-going effect of additional service users and packages	0.750				0.750			High
20AD3	Demographic Growth in 2022/23 (additional year of MTFP)				5.800	5.800			Low
20AD4	Provider Inflation - reflecting National Living Wage increases	0.200	0.900	1.100	1.100	3.300			Low
20AD5	Review Team, Assistive Technology, and Sourcing Capacity to support reviewing process	0.390				0.390			Low
20AD6	Additional Resources to manage coproduction, cross system work, and service change	0.842	-0.312			0.530			Low
20AD7	Increase in SEND and safeguarding staffing	0.624				0.624			Low
20AD8	Extend funding for Housing Related Support/Homelessness (as per February 2018 Council)		0.250		-0.250	0.000			Low
20AD9	Adult Social Care Precept Fallout	0.500				0.500			Low
	Total Pressures - Adult Services	7.006	1.338	1.600	7.150	17.094			
	Savings								
20AD10	Learning Disability Package Savings	-1.500				-1.500	A	A	
20AD11	Learning Disabilities Regional Framework		-0.200			-0.200	A	G	
20AD12	Impact of reviews of older peoples home care packages	-1.200	-1.200			-2.400	A	G	
20AD13	Use iBCF to fund inflation in 2019/20	-0.200				-0.200	G	G	
20AD14	Improvement to Aquired Brain Injury/Autism Pathway	-0.200				-0.200	A	A	
20AD15	Reduce contribution to the Mental Health Outcome Based Contract for Adults of Working Age (£6.2m current contribution to Oxford Health Foundation NHS Trust)		0.000	0.000		0.000	A	A	
20AD16	Review of investment and support for employment and wellbeing	-0.400				-0.400	G	G	
20AD17	Commercial Savings - price negotiations with care home providers	-1.500				-1.500	A	G	
20AD18	Release planned MTFP funding (18SCS3) back into Adult Social Care in 2019/20	-0.161				-0.161	G	G	
20AD19	Reduction to mental health social work contribution for Adults of Working Age (£1.8m current contribution to Oxford Health Foundation NHS Trust)	0.000	-0.300	-0.300		-0.600	A	G	
20CM8	Adult Social Care Winter Pressures Grant (announced in Autumn Budget 2018) - used to offset pressures	-2.292	2.292			0.000	G	G	
	Total Savings - Adult Services	-7.453	0.592	-0.300	0.000	-7.161			
	Net Pressure (+)/Saving (-)	-0.447	1.930	1.300	7.150	9.933			

Communities

Ref	Pressures and Savings	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING		PRESSURE
							Deliverability	Operational Impact	Volatility
	Pressures								
	Infrastructure Operations								
20COM1	Street Lighting - Energy and Maintenance Costs	1.400	0.100	0.150	0.150	1.800			Low
20COM2	Street Lighting - Borrowing Costs of replacement investment				0.780	0.780			Low
20COM3	Integrated Transport Unit - net operating deficit	1.400				1.400			Low
20COM4	Infrastructure Operations - average annual Safety Defects demand pressure	0.500				0.500			Medium
20COM28	Flood Defence Levy Increase	0.012				0.012			Low
	Capital Investment & Delivery								
20COM5	Joint Use Agreements - net cost pressure	0.400				0.400			Low
20COM6	Property utility cost increases	0.450	0.035	0.065	0.070	0.620			Medium
20COM7	Atrium (Property database) replacement costs	0.100	-0.050	-0.025	-0.015	0.010			Low
	Community Safety								
20COM8	Increased co-ordination costs of alignment	0.150				0.150			Low
20COM9	Increased pension costs for Fire Fighters	0.200	1.167			1.367			Low
20COM10	Increase share of Joint Control Centre costs - growth in volume	0.015			0.015	0.030			Low
20COM11	New H&S requirement for Firefighter PPE	0.100				0.100			Low
	Total Pressures - Communities	4.727	1.252	0.190	1.000	7.169			
	Savings								
	Community Operations								
20COM12	Street Lighting - cost efficiency due to LED replacement		-0.700	-0.950	-0.930	-2.580	A	G	
20COM13	ITU - Use of Bus Services Operators Grant to fund net cost of the Comet Bus Service	-0.400		0.400		0.000	A	A	
20COM14	Integrated Transport Unit change to the cost of operating model	-0.300	-0.500	-0.600		-1.400	A	A	
20COM15	Community Operations - short term use of Waste demography (MTFP - 17EE35)	-0.500		0.500		0.000	A	G	
20COM16	Community Operations - increased capitalisation of chargeable activities	-0.100				-0.100	G	G	
20COM17	Community Operations - Contract negotiations	-1.700				-1.700	G	G	
20COM25	Income - Increased & new charges in Communities	-0.400				-0.400	G	G	
20COM26	Income - Additional parking income	-0.300	-0.300			-0.600	G	G	
20COM27	Release of Highways Maintenance budget	-1.500		1.500		0.000	G	G	
	Capital Investment & Delivery								
20COM18	Joint Use Agreements - One-off funding to part fund pressure	-0.100	0.100			0.000	G	G	
	Cultural Services								
20CM15	Increased Income in the Registration Service	-0.250				-0.250	G	G	
	Planning & Place								
20COM19	Income from the new Strategic Transport Model		-0.060	-0.080	-0.100	-0.240	A	A	
	Community Safety								
20COM20	Impact of greater alignment of services			-0.150		-0.150	G	G	
20COM21	Cost recovery charges for Coroner's Service	-0.010			-0.005	-0.015	G	G	
20COM22	Retained Fire Fighters budget higher than required	-0.150		0.150		0.000	A	G	
20COM23	Increased income from extra demand	-0.005			-0.010	-0.015	G	G	
20COM24	Use of remarked reserves and contributions to reserve budgets	-0.100				-0.100	G	G	
	Total Savings - Communities	-5.815	-1.460	0.770	-1.045	-7.550			
	Net Pressure (+)/Saving (-)	-1.088	-0.208	0.960	-0.045	-0.381			

Budget Changes Since the January 2019 Cabinet Report

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total All £m
Overall Position per January report (shortfall +/surplus -)	0.000	15.574	0.180	1.577	17.331
Changes set out in January 2019 Cabinet Report:					
Additional Collection Fund Surplus	-2.641	2.641			0.000
New Homes Bonus - increase in Final Settlement	-0.005				-0.005
Brexit Preparation Grant	-0.088	0.088			0.000
Additional Business Rates (Local Share, Collection Fund Surplus and S31 Grant)	-0.520	0.520			0.000
Flood Defence Levy	0.012				0.012
Youth Provision Fund (to be spent over 2 years)	1.000	-1.000			0.000
Increase in Contingency	2.242	-2.242			0.000
Revised Overall Position as per January Report (shortfall +/surplus -)	0.000	15.581	0.180	1.577	17.338

Budget Changes Summary 2019/20 - 2022/23

Directorate	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Pressures and Funding Reductions					
Children's Services	12.044	6.513	5.377	5.250	29.184
Adult Services	8.825	9.238	7.176	7.150	32.389
Public Health	0.000	0.000	0.000	0.000	0.000
Communities	4.745	-0.947	-0.310	1.000	4.488
Resources	-0.250	-1.000	0.000	0.000	-1.250
Corporate Measures including Funding Reductions	11.877	-5.268	1.975	7.631	16.215
Total Pressures and Funding Reductions	37.241	8.536	14.218	21.031	81.026
Non-Transformation Savings and Funding Increases					
Children's Services	-0.892	0.000	0.000	0.000	-0.892
Adult Services	-3.571	2.342	-0.300	0.000	-1.529
Public Health	0.250	0.000	0.250	0.000	0.500
Communities	-2.735	2.480	2.550	0.000	2.295
Resources	0.000	0.000	0.000	0.000	0.000
Corporate Measures including Funding Increases	-15.569	17.516	-3.533	-17.659	-19.245
Total Non-Transformation Savings and Funding Increases	-22.517	22.338	-1.033	-17.659	-18.871
Transformation Savings					
Service Redesign	-2.282	-7.300	-9.750	-0.500	-19.832
Reductions in Third Party Spend	-10.027	-6.883	-2.925	-1.180	-21.015
Income Generation	-1.915	-1.110	-0.330	-0.115	-3.470
Other Efficiencies	-0.500	0.000	0.000	0.000	-0.500
Total Transformation Savings	-14.724	-15.293	-13.005	-1.795	-44.817
Total Savings and Funding Increases	-37.241	7.045	-14.038	-19.454	-63.688
Total Budget Changes	0.000	15.581	0.180	1.577	17.338

Budget Changes Summary 2019/20 - 2022/23

Directorate	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Previously Agreed Pressures and Funding Reductions					
Children's Services	1.851	1.502	1.527	0.000	4.880
Adult Services	1.819	7.900	5.576	0.000	15.295
Public Health	0.000	0.000	0.000	0.000	0.000
Communities	0.018	-2.199	-0.500	0.000	-2.681
Resources	-0.250	-1.000	0.000	0.000	-1.250
Corporate Measures including Funding Reductions	3.880	-1.656	0.943	0.000	3.167
Total Previously Agreed Pressures and Funding Reductions	7.318	4.547	7.546	0.000	19.411
New Pressures and Funding Reductions					
Children's Services	10.193	5.011	3.850	5.250	24.304
Adult Services	7.006	1.338	1.600	7.150	17.094
Public Health	0.000	0.000	0.000	0.000	0.000
Communities	4.727	1.252	0.190	1.000	7.169
Resources	0.000	0.000	0.000	0.000	0.000
Corporate Measures including Funding Reductions	7.997	-3.612	1.032	7.631	13.048
Total New Pressures and Funding Reductions	29.923	3.989	6.672	21.031	61.615
TOTAL PRESSURES	37.241	8.536	14.218	21.031	81.026
Previously Agreed Savings and Funding Increases					
Children's Services	-5.455	-2.670	0.000	0.000	-8.125
Adult Services	-1.340	-0.107	-0.325	0.000	-1.772
Public Health	0.250	0.000	0.250	0.000	0.500
Communities	-0.719	2.130	-0.250	0.000	1.161
Resources	-0.466	-0.087	0.000	0.000	-0.553
Corporate Measures including Funding Increases	0.412	-3.813	-7.221	0.000	-10.622
Total Previously Agreed Savings and Funding Increases	-7.318	-4.547	-7.546	0.000	-19.411
New Savings and Funding Increases					
Children's Services	0.826	-1.369	-1.150	-0.750	-2.443
Adult Services	-7.453	0.592	-0.300	0.000	-7.161
Public Health	0.000	0.000	0.000	0.000	0.000
Communities	-5.815	-1.460	0.770	-1.045	-7.550
Resources	0.000	0.000	0.000	0.000	0.000
Corporate Measures including Funding Increases	-17.481	13.829	-5.812	-17.659	-27.123
Total New Savings and Funding Increases	-29.923	11.592	-6.492	-19.454	-44.277
TOTAL SAVINGS	-37.241	7.045	-14.038	-19.454	-63.688
Total Budget Changes	0.000	15.581	0.180	1.577	17.338

Children's Services - Budget Changes

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

Children's Services - Budget Changes

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

Type of Budget Change

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

Type of Transformation Saving

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

Adult Services - Budget Changes

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

Adult Services - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
Adult Services Savings										
17SCS22	PS		Funding homelessness services through Housing Related support is not a statutory requirement.	-0.500				-0.500	G	G
17SCS31 17SCS38 17SCS41	PS		Reduce costs of Learning Disability placements while continuing to meet assessed need	-1.250				-1.250	G	G
19PA5	PS	T	Transforming Care for Learning Disabilities - work with service users to help them to move from long term placements outside Oxfordshire to supported living placements in Oxfordshire. Up to £0.5m up - front implementation cost will be met from reserves in 2018/19.	-0.272	-0.457	-0.325		-1.054	G	G
19PA6	PS	I	The council is considering changes to the Adult Social Care Contributions Policy. The estimated impact on service user contribution would be reinvested in adult social care services.	-0.750				-0.750	G	G
19PA7	PS		Reduce estimated impairment of estimated Adult Social Care income due by £0.350m in each of 2018/19 and 2019/20. This is a technical financial accounting adjustment but effectively creates a one - off credit back to the revenue account if the impairment is reduced.		0.350			0.350	G	G
19PA11	PS		Use of one - off Adult Social Care grant announced in February 2018 to fund part of the £5.0m demography on a one off basis in 2018/19 releases an equivalent sum of corporate funding. This has been added to contingency.	1.432				1.432	G	G
Total Adult Services Previously Agreed Savings				-1.340	-0.107	-0.325	0.000	-1.772	G	G
20AD10	NS	T	Learning Disability Package Savings	-1.500				-1.500	A	A
20AD11	NS	T	Learning Disabilities Regional Framework		-0.200			-0.200	A	G
20AD12	NS	T	Impact of reviews of older peoples home care packages	-1.200	-1.200			-2.400	A	G
20AD13	NS		Use iBCF to fund inflation in 2019/20	-0.200				-0.200	G	G
20AD14	NS		Improvement to Acquired Brain Injury/Autism Pathway	-0.200				-0.200	A	A
20AD15	NS		Reduce contribution to the Mental Health Outcome Based Contract for Adults of Working Age (£6.2m current contribution to Oxford Health Foundation NHS Trust)		0.000	0.000		0.000	A	A
20AD16	NS		Review of investment and support for employment and wellbeing	-0.400				-0.400	G	G
20AD17	NS	T	Commercial Savings - price negotiations with care home providers	-1.500				-1.500	A	G
20AD18	NS		Release planned MTFP funding (18SCS3) back into Adult Social Care in 2019/20	-0.161				-0.161	G	G
20AD19	NS		Reduction to mental health social work contribution for Adults of Working Age (£1.8m current contribution to Oxford Health Foundation NHS Trust)	0.000	-0.300	-0.300		-0.600	A	G
20CM8	NFI		Adult Social Care Winter Pressures Grant (announced in Autumn Budget 2018) - used to offset pressures	-2.292	2.292			0.000	G	G
Total Adult Services New Savings				-7.453	0.592	-0.300	0.000	-7.161		
Total Adult Services Savings				-8.793	0.485	-0.625	0.000	-8.933		
Total Adult Services Net Position				0.032	9.723	6.551	7.150	23.456		

Type of Budget Change

PP - Previously agreed Pressure
 PS - Previously agreed saving
 NP - New Pressure
 NS - New Saving
 NFI - New Funding Increase

Type of Transformation Saving

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

Public Health - Budget Changes

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

Type of Budget Change

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

Type of Transformation Saving

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

Communities - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
			Communities Pressures							
18EE4	PP		Phase 2 of Minerals & Waste Plan	0.100	-0.200			-0.100		
18EE6	PP		Investment into OSM to achieve higher income	-0.400				-0.400		
19COM1	PP		Update of the Oxfordshire Strategic Transport Model: Provides the modelling information for our Strategic Site responses. This model update and investment will improve the robustness of the data within the model and increase the robustness of our responses. Looking at a 'user friendly' front end would also improve our capacity to respond to an increased demand, as well as reducing our reliance on consultants.	0.500		-0.500		0.000		
19COM2	PP		Investment to improve processes: To improve the speed and quality of responses to planning applications, which will	-0.100				-0.100		
19COM16	PP		Housing and Growth Deal Capacity Funding	-0.500	-2.000			-2.500		
19COM5	PP		Investment in road safety works and parking infrastructure funded through drawdown from directorate reserves.	-0.140				-0.140		
18EE1	PP		Climate Change Levy charge increase - Corporate Estate and Street Lighting	0.120				0.120		
19COM4	PP		The pressure relates to the unrealisable Service Review and Area Stewards savings and unachievable highways maintenance cuts in grass cutting and drainage	-0.120				-0.120		
18EE3	PP		HWRC Prudential Borrowing costs - future investment	0.850	-0.018			0.832		
17EE35	PP		Waste	0.500				0.500		
19COM5	PP		Investment in road safety works and parking infrastructure funded through drawdown from directorate reserves.	-0.400				-0.400		
19COM5	PP		Investment in road safety works and parking infrastructure funded through drawdown from directorate reserves.	-0.150				-0.150		
19COM5	PP		Investment in road safety works and parking infrastructure funded through drawdown from directorate reserves.	-0.250				-0.250		
18CM2	PP		Impact of 2017 Rates Revaluation.	0.068	0.019			0.087		
18FRS7	PP		** 17FRS6 - Reduce number of operational Group Manager posts - needs to fully evaluated before implementation	0.090				0.090		
19FRS4	PP		Officer cover 365/24/7 – specialist skills	-0.150				-0.150		
			Total Communities Previously Agreed Pressures	0.018	-2.199	-0.500	0.000	-2.681		
20COM1	NP		Street Lighting - Energy and Maintenance Costs	1.400	0.100	0.150	0.150	1.800		
20COM2	NP		Street Lighting - Borrowing Costs of replacement investment				0.780	0.780		
20COM3	NP		Integrated Transport Unit - net operating deficit	1.400				1.400		
20COM4	NP		Infrastructure Operations - average annual Safety Defects demand pressure	0.500				0.500		
20COM28	NP		Flood Defence Levy Increase	0.012				0.012		
20COM5	NP		Joint Use Agreements - net cost pressure	0.400				0.400		
20COM6	NP		Property utility cost increases	0.450	0.035	0.065	0.070	0.620		
20COM7	NP		Atrium (Property database) replacement costs	0.100	-0.050	-0.025	-0.015	0.010		
20COM8	NP		Increased co-ordination costs of alignment	0.150				0.150		
20COM9	NP		Increased pension costs for Fire Fighters	0.200	1.167			1.367		
20COM10	NP		Increase share of Joint Control Centre costs - growth in volume	0.015			0.015	0.030		
20COM11	NP		New H&S requirement for Firefighter PPE	0.100				0.100		
			Total Communities New Pressures	4.727	1.252	0.190	1.000	7.169		
			Total Communities Pressures	4.745	-0.947	-0.310	1.000	4.488		

Communities - Budget Changes

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

Communities - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
20COM12	NS	T	Street Lighting - cost efficiency due to LED replacement		-0.700	-0.950	-0.930	-2.580	A	G
20COM13	NS		ITU - Use of Bus Services Operators Grant to fund net cost of the Comet Bus Service	-0.400		0.400		0.000	A	A
20COM14	NS	S	Integrated Transport Unit change to the cost of operating model	-0.300	-0.500	-0.600		-1.400	A	A
20COM15	NS		Community Operations - short term use of Waste demography (MTFP - 17EE35)	-0.500		0.500		0.000	A	G
20COM16	NS		Community Operations - increased capitalisation of chargeable activities	-0.100				-0.100	G	G
20COM17	NS	T	Community Operations - Contract negotiations	-1.700				-1.700	G	G
20COM25	NS	I	Income - Increased & new charges in Communities	-0.400				-0.400	G	G
20COM26	NS	I	Income - Additional parking income	-0.300	-0.300			-0.600	G	G
20COM27	NS		Release of Highways Maintenance budget	-1.500		1.500		0.000	G	G
20CM15	NS		Increased Income in the Registration Service	-0.250				-0.250	G	G
20COM18	NS		Joint Use Agreements - One off funding to part fund pressure	-0.100	0.100			0.000	G	G
20COM19	NS	I	Income from the new Strategic Transport Model		-0.060	-0.080	-0.100	-0.240	A	A
20COM20	NS	S	Impact of greater alignment of services			-0.150		-0.150	G	G
20COM21	NS	I	Cost recovery charges for Coroner's Service	-0.010			-0.005	-0.015	G	G
20COM22	NS		Retained Fire Fighters budget higher than required	-0.150		0.150		0.000	A	G
20COM23	NS	I	Increased income from extra demand	-0.005			-0.010	-0.015	G	G
20COM24	NS		Use of remarked reserves and contributions to reserve budgets	-0.100				-0.100	G	G
			Total Communities New Savings	-5.815	-1.460	0.770	-1.045	-7.550		
			Total Communities Savings	-6.534	0.670	0.520	-1.045	-6.389		
			Total Communities Net Position	-1.789	-0.277	0.210	-0.045	-1.901		

Type of Budget Change

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

Type of Transformation Saving

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

Resources - Budget Changes

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

Type of Budget Change

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

Type of Transformation Saving

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

Corporate - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
			Corporate Pressures							
17CM7 17CM9 17CM21	PFR		Net pressure from adding additional years to the Medium Term Financial Plan. Additional income from a Council Tax increase of 2%, an increase in the taxbase and additional business rates offset by a reduction in Revenue Support Grant and other specific grants and inflation.	6.246				6.246		
17CM10	PFR		A reduction in Business Rates funding from low inflation rates and a deficit on the collection of rates.	0.036				0.036		
17CM20	PP		Cost of implementing the National Living Wage to the Council	0.150				0.150		
18CM15	PFR		Business Rates Top-Up allocation	-0.134				-0.134		
19CM1	PFR		Business Rates Re-set loss of growth above the baseline		4.234	0.053		4.287		
19CM3	PFR		Loss on Taxbase - increase in 2018/19 1.24% (2% assumed in MTFP)	0.103	0.110	0.117		0.330		
19CM18	PP		Increase Corporate Contingency	-2.432				-2.432		
19CM22	PFR		Deficit on Business Rates Collection Fund	-0.089				-0.089		
DEMOGRAPHY	PP		Release Demography Allocation in MTFP		-6.000	-7.103		-13.103		
BALANCE	PP		Balance Available to allocate			7.876		7.876		
			Total Corporate Previously Agreed Pressures and Funding Reductions	3.880	-1.656	0.943	0.000	3.167		
20CM1	NFR		Taxbase increase for 2019/20 is 1.79% compared to the 2% estimated in the current MTFP	0.755	0.030	0.032	0.031	0.848		
20CM2	NP		Contribution to Demographic Risk Reserve	3.000	0.600	1.000	1.000	5.600		
20CM3	NP		Inflation for 2022/23 (additional year of MTFP)				6.600	6.600		
20CM13	NP		Contribution to Contingency	3.242	-3.242			0.000		
20CM24	NP		Youth Provision Fund (to be spent over 2 years)	1.000	-1.000			0.000		
			Total Corporate New Pressures and Funding Reductions	7.997	-3.612	1.032	7.631	13.048		
			Total Corporate Pressures and Funding Reductions	11.877	-5.268	1.975	7.631	16.215		

Corporate - Budget Changes

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

Corporate - Budget Changes

Reference ID	Type of Budget Change	Transformation Saving Type	Detail	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING	
									Deliverability	Operational Impact
20CM4	NS		Remove current MTFP profile of Transformation Savings	10.000	4.200	3.200		17.400		
20CM14a	NS	S	New profile of Transformation savings - service redesign	-1.000	-6.000	-8.500		-15.500	G	A
20CM14b	NS	T	New profile of Transformation savings - third party spend		-1.000	-1.000		-2.000	G	A
20CM14c	NS	I	New profile of Transformation savings - income generation		-0.500			-0.500	G	A
20CM14d	NS	O	New profile of Transformation savings - other efficiency savings	-0.500				-0.500	G	A
20CM5	NS		Strategic Measures - target saving from investment returns	-2.294	-0.524	-0.474	-0.440	-3.732	G	G
20CM6	NFI		Business Rates pooling share of growth (until business rates baseline reset)	-0.500	0.500			0.000	G	G
20CM7	NFI		Negative Revenue Support Grant - not implemented in 2019/20	-6.239	6.239			0.000	G	G
20CM8	NFI		Unringfenced Social Care Grant - announced in Autumn Budget 2018	-3.914	3.914			0.000	G	G
20CM9	NS		Use of Budget Reserve	-5.907	0.500	0.962	-0.962	-5.407	G	G
20CM10	NFI		Council Tax increase 1.99% in 2022/23 (additional year of MTFP)				-7.963	-7.963	G	G
20CM11	NFI		1.75% increase in taxbase in 2022/23 (additional year of MTFP)				-7.143	-7.143	G	G
20CM12	NFI		Inflation increase on Business rates in 2022/23 (additional year of MTFP)				-1.151	-1.151	G	G
20CM16	NS		Inflation Saving	-0.199				-0.199	G	G
20CM17	NS		Contribution from Insurance Reserve	-1.000	1.000			0.000	G	G
20CM18	NFI		Levy Account Surplus - New Grant	-1.086	1.086			0.000	G	G
20CM19	NFI		New Homes Bonus increased grant allocation	-0.428				-0.428	G	G
20CM20	NS		Remove planned contribution to balances. This will be added to corporate contingency	-1.000	1.000			0.000	G	G
20CM21	NFI		Increased Collection Fund Surplus	-2.806	2.806			0.000	G	G
20CM22	NFI		Brexit Preparation Grant	-0.088	0.088			0.000	G	G
20CM23	NFI		Additional Business Rates (Local Share, Collection Fund Surplus and S31 Grant)	-0.520	0.520			0.000	G	G
			Total Corporate New Savings and Funding Increases	-17.481	13.829	-5.812	-17.659	-27.123		
			Total Corporate Savings and Funding Increases	-17.069	10.016	-13.033	-17.659	-37.745		
			Total Corporate Net Position	-5.192	4.748	-11.058	-10.028	-21.530		

Type of Budget Change

PP - Previously agreed Pressure

PFR - Previously Agreed Funding Reduction

PS - Previously agreed saving

PFI - Previously Agreed Funding Increase

NP - New Pressure

NFR - New Funding Reduction

NS - New Saving

NFI - New Funding Increase

Type of Transformation Saving

S - Service Redesign

T - Reductions in Third Party Spend

I - Income Generation

O - Other efficiencies

Council Tax and Precepts 2019/20

Council Tax Data

1. In order to set its budget for 2019/20, the council needs to calculate its council tax requirement. This is the amount that the council needs to raise from council tax to meet its expenditure after taking account of the income it will accrue from the following
 - (a) the amount to be received from specific grants.
 - (b) the amount expected to be received from fees, charges and contributions.
 - (c) the amount to be received from Revenue Support Grant and the Business Rates Top Up under the Business Rates Retention Scheme.
 - (d) the amount to be received for the County Council's share of Non-Domestic Rating Income.
 - (e) any surpluses/shortfalls on the Council Tax Collection Funds and Business Rates Collection Funds for earlier years and the estimated position for the current year.

2. In order to set its council tax for the forthcoming year, the council needs to calculate its council tax requirement and have available the council tax base, expressed in terms of Band D equivalent properties.

3. Based on the final information on funding and assuming a council tax requirement of **£369,064,777** as shown in the proposed Medium Term Financial Plan (Section 4.1) the calculation of the Band D Council Tax for 2019/20 is as follows:

Council Tax Calculation 2019/20

	£m
County Council net expenditure after specific grants, fees charges and contributions	450.546
Less: Revenue Support Grant	0.000
Business Rates Top Up	-39.896
Non-Domestic Rating Income	-34.015
Council Tax Collection Fund Adjustments	-7.306
Business Rates Collection Fund Adjustments	-0.264
Council Tax Requirement (R)	369.065
Council Tax Base Band D equivalent (assuming losses on collection) (T)	251,264
Band D Council Tax (R/T)	£1,468.83

The calculation of the council tax for the other bands is shown below in Table 1. Table 2 analyses the tax base over each district council area and allocates the estimated County Council precept to each area relative to their tax base.

Table 1

Council Tax by Property Band for Oxfordshire County Council

Assuming a Band D council tax of £1,468.83, the council tax for other bands is as follows:

Property Band	England 1991 Property Values	Band D Proportion	2019/20 £ p
A	Up to £40,000	6/9	979.22
B	Over £40,000 and up to £52,000	7/9	1,142.42
C	Over £52,000 and up to £68,000	8/9	1,305.63
D	Over £68,000 and up to £88,000	9/9	1,468.83
E	Over £88,000 and up to £120,000	11/9	1,795.24
F	Over £120,000 and up to £160,000	13/9	2,121.64
G	Over £160,000 and up to £320,000	15/9	2,448.05
H	Over £320,000	18/9	2,937.66

Table 2

Allocation of Precept to Districts

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

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

Formal approval is required under the council tax legislation for:

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

The information must be given to district councils by 1 March 2019.

Detailed Revenue Budget 2019/20

12 February 2019 Council



Revenue Budget 2019/20
Summary

		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
		£000	£000	£000	£000	£000	£000	£000	£000
Children's Services	Expenditure	382,490	-17,843	1,362	3,479	-3,724	10,561	-635	375,690
	Recharge Income	-7,840	135	0	0	120	458	1	-7,126
	DSG income (*)	-225,380	5,718	0	-2,193	0	0	0	-221,855
	Grant income	-17,113	-785	0	-624	0	0	0	-18,522
	Other Income	-14,916	597	-1	0	0	0	-122	-14,442
		117,241	-12,178	1,361	662	-3,604	11,019	-756	113,745
Adult Services	Expenditure	215,170	-13,556	401	2,887	479	-364	-641	204,376
	Recharge Income	-8,037	-453	0	0	0	-83	-2	-8,575
	Grant income	-7,504	0	0	-2,887	0	0	0	-10,391
	Other Income	-1,353	-14	-17	0	0	0	1	-1,383
		198,276	-14,023	384	0	479	-447	-642	184,027
Public Health	Expenditure	30,801	-45	0	-806	0	0	0	29,950
	Recharge Income	-177	0	0	0	0	0	0	-177
	Grant income	-30,528	0	0	806	0	0	0	-29,722
	Other Income	-96	45	0	0	0	0	0	-51
		0	0	0	0	0	0	0	0
Communities	Expenditure	170,098	-471	3,773	0	-1,464	3,744	-246	175,434
	Recharge Income	-51,833	19,709	-332	0	-93	-1,210	-10	-33,769
	Grant income	-4,357	-824	0	0	500	-1,167	0	-5,848
	Other Income	-14,928	-4,178	-297	0	-494	-2,455	1	-22,351
		98,980	14,236	3,144	0	-1,551	-1,088	-255	113,466
Resources	Expenditure	65,015	-25,203	614	0	-616	500	20	40,330
	Recharge Income	-38,241	29,301	0	0	0	0	20	-8,920
	Grant income	-827	827	0	0	0	0	0	0
	Other Income	-6,884	4,360	-3	0	0	0	-40	-2,567
		19,063	9,285	611	0	-616	500	0	28,843
Strategic Measures and Contributions to/from Reserves	Expenditure	22,352	2,680	0	0	17,068	-3,637	721	39,184
	Recharge Income	-4,150	0	0	0	-1,261	1,649	0	-3,762
	Grant income	-13,059	0	0	-5,621	0	0	0	-18,680
	Other Income	-3,261	0	0	0	55	-3,071	0	-6,277
		1,882	2,680	0	-5,621	15,862	-5,059	721	10,465
Net Operating Budget		435,442	0	5,500	-4,959	10,570	4,925	-932	450,546

**Revenue Budget 2019/20
Summary**

		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
		£000	£000	£000	£000	£000	£000	£000	£000
General Government Grant	Grant income	-44,914	0	0	0	0	0	5,018	-39,896
Business Rates from District Councils	Other Income	-33,170	0	0	0	0	-500	-609	-34,279
Collection Fund Surpluses/Deficits	Other Income	-5,316	0	0	0	0	0	-1,990	-7,306
COUNCIL TAX REQUIREMENT		352,042	0	5,500	-4,959	10,570	4,425	1,487	369,065
	Expenditure	885,926	-54,438	6,150	5,560	11,743	10,804	-781	864,964
	Recharge Income	-110,278	48,692	-332	0	-1,234	814	9	-62,329
	DSG income (*)	-225,380	5,718	0	-2,193	0	0	0	-221,855
	Grant income	-118,302	-782	0	-8,326	500	-1,167	5,018	-123,059
	Other Income	-79,924	810	-318	0	-439	-6,026	-2,759	-88,656
COUNCIL TAX REQUIREMENT		352,042	0	5,500	-4,959	10,570	4,425	1,487	369,065

(*) Notes

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

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

Revenue Budget 2019/20
Children's Services

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
				£000	£000	£000	£000	£000	£000	£000	£000
CEF1	CEF1	EDUCATION & LEARNING									
CEF1-1	CEF1-1	Management & Central Costs (including admin and support service recharges)	expenditure recharge Income DSG income grant income income	1,992 0 -499 0 0	198 0 -310 0 0	34 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	2,224 0 -809 0 0
				1,493	-112	34	0	0	0	0	1,415
CEF1-2	CEF1-2	SEND Service	expenditure recharge Income DSG income grant income income	42,429 -591 -37,714 -998 -1,296	-1,746 0 538 998 4	46 0 0 0 -1	2,115 0 -2,115 0 0	-428 0 0 0 0	900 0 0 0 0	7 0 -6 0 0	43,323 -591 -39,297 0 -1,293
				1,830	-206	45	0	-428	900	1	2,142
CEF1-3	CEF1-3	Learning & School Improvement	expenditure recharge Income DSG income grant income income	3,460 -1,608 -1,277 0 -322	894 98 -41 -998 280	26 0 0 0 0	821 0 0 -251 0	0 120 0 0 0	292 0 0 0 0	1 0 0 0 -1	5,494 -1,390 -1,318 -1,249 -43
				253	233	26	570	120	292	0	1,494
CEF1-4	CEF1-4	Access to Learning (Including Home to School Transport recharge)	expenditure recharge Income DSG income grant income income	24,682 -372 -6,643 0 0	-2,570 0 2,578 0 -7	352 0 0 0 0	0 0 0 0 0	93 0 0 0 0	1,300 0 0 0 0	1 0 0 0 0	23,858 -372 -4,065 0 -7
				17,667	1	352	0	93	1,300	1	19,414
CEF1-5	CEF1-5	Learner Engagement	expenditure recharge Income DSG income grant income income		2,502 0 -2,498 0 -3	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	-4 0 0 0 0	2,498 0 -2,498 0 -3
				0	1	0	0	0	0	-4	-3
		SUBTOTAL EDUCATION & LEARNING		21,243	-83	457	570	-215	2,492	-2	24,462

Revenue Budget 2019/20
Children's Services

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
				£000	£000	£000	£000	£000	£000	£000	£000
CEF2	CEF2	<u>CHILDREN'S SOCIAL CARE</u>									
CEF2-1	CEF2-1	Management & Central Costs (including admin and support service recharges)	expenditure recharge Income DSG income grant income income	6,115 -37 0 0 0	255 0 0 -150 0	139 0 0 0 0	-150 0 0 150 0	259 0 0 0 0	226 0 0 0 0	0 0 0 0 0	6,844 -37 0 0 0
				6,078	105	139	0	259	226	0	6,807
CEF2-2	CEF2-2	Social Care	expenditure recharge Income DSG income grant income income	25,254 -939 0 -1,143 -990	1,183 -1 0 -727 1	410 0 0 0 0	66 0 0 26 0	0 0 0 0 0	961 458 0 0 0	-1 1 0 0 -1	27,873 -481 0 -1,844 -990
				22,182	456	410	92	0	1,419	-1	24,558
		SUBTOTAL CHILDREN'S SOCIAL CARE		28,260	561	549	92	259	1,645	-1	31,365
CEF3	CEF3	<u>CHILDREN'S SOCIAL CARE</u> <u>COUNTYWIDE SERVICES</u>									
CEF3-1	CEF3-1	Corporate Parenting	expenditure recharge Income DSG income grant income income	41,969 -2,492 0 -43 -315	-1,178 0 0 0 114	244 0 0 0 0	-25 0 0 25 0	-3,348 0 0 0 0	5,588 0 0 0 0	-1 0 0 0 -114	43,249 -2,492 0 -18 -315
				39,119	-1,064	244	0	-3,348	5,588	-115	40,424
CEF3-2	CEF3-2	Safeguarding	expenditure recharge Income DSG income grant income income	2,081 -53 -64 0 -94	341 0 0 0 -50	37 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	6 0 0 0 -6	2,465 -53 -64 0 -150
				1,870	291	37	0	0	0	0	2,198
CEF3-3	CEF3-3	Services for Disabled Children	expenditure recharge Income DSG income grant income income	8,215 -10 0 0 0	0 0 0 0 0	58 0 0 0 0	0 0 0 0 0	100 0 0 0 0	400 0 0 0 0	-1 0 0 0 0	8,772 -10 0 0 0
				8,205	0	58	0	100	400	-1	8,762

Revenue Budget 2019/20
Children's Services

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

Revenue Budget 2019/20
Children's Services

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
				£000	£000	£000	£000	£000	£000	£000	£000
CEF9		<u>Coporate Overheads</u>									
CEF9-1	CEF9-1	Corporate Overheads	expenditure	12,175	-12,175	0	0	0	0	0	0
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				12,175	-12,175	0	0	0	0	0	0
		SUBTOTAL CEF CENTRAL COSTS		12,175	-12,175	0	0	0	0	0	0
			expenditure	382,490	-17,843	1,362	3,479	-3,724	10,561	-635	375,690
			recharge Income	-7,840	135	0	0	120	458	1	-7,126
			DSG income	-225,380	5,718	0	-2,193	0	0	0	-221,855
			grant income	-17,113	-785	0	-624	0	0	0	-18,522
			income	-14,916	597	-1	0	0	0	-122	-14,442
		BUDGET CONTROLLABLE BY CHILDREN'S SERVICES		117,241	-12,178	1,361	662	-3,604	11,019	-756	113,745

Revenue Budget 2019/20
Adult Services

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

Revenue Budget 2019/20
Adult Services

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

Revenue Budget 2019/20
Adult Services

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
				£000	£000	£000	£000	£000	£000	£000	£000
SCS2	SCS2	Joint Commissioning	Expenditure	6,291	235	147	0	0	1,003	0	7,676
			Recharge Income	-548	-454	0	0	0	-83	-1	-1,086
			income	-238	-27	0	0	0	0	1	-264
				5,505	-246	147	0	0	920	0	6,326
		TOTAL JOINT COMMISSIONING		5,505	-246	147	0	0	920	0	6,326
SCS9	SCS9	Corporate Overheads	Expenditure	13,695	-13,695	0	0	0	0	0	0
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				13,695	-13,695	0	0	0	0	0	0
		TOTAL CORPORATE OVERHEADS		13,695	-13,695	0	0	0	0	0	0
			Expenditure	215,170	-13,556	401	2,887	479	-364	-641	204,376
			Recharge Income	-8,037	-453	0	0	0	-83	-2	-8,575
			Grant income	-7,504	0	0	-2,887	0	0	0	-10,391
			Income	-1,353	-14	-17	0	0	0	1	-1,383
		BUDGET CONTROLLABLE BY ADULT SERVICES		198,276	-14,023	384	0	479	-447	-642	184,027

Revenue Budget 2019/20
Communities

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
				£000	£000	£000	£000	£000	£000	£000	£000
EE1	EE1	<u>PLANNING & PLACE</u>									
EE1-1	EE1-1	Planning & Place Management	expenditure recharge income grant income income	136 0 0 0	1 0 0 0	3 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	140 0 0 0
				136	1	3	0	0	0	0	140
EE1-2	EE1-2	Innovation Hub	expenditure recharge income grant income income	956 0 0 -60	1 0 0 0	9 0 0 0	0 0 0 0	100 0 0 0	0 0 0 0	0 0 0 0	1,066 0 0 -60
				896	1	9	0	100	0	0	1,006
EE1-3	EE1-3	Growth and Place	expenditure recharge income grant income income	2,402 -67 0 -1,251	940 -33 0 -415	62 0 0 -5	0 0 0 0	0 0 0 -250	0 0 0 0	0 0 0 0	3,404 -100 0 -1,921
				1,084	492	57	0	-250	0	0	1,383
EE1-4	EE1-4	Infrastructure Strategy and Policy	expenditure recharge income grant income income	4,679 -307 0 -1,118	-689 33 0 165	53 0 0 -8	0 0 0 0	0 0 0 -44	0 0 0 0	-200 0 0 0	3,843 -274 0 -1,005
				3,254	-491	45	0	-44	0	-200	2,564
EE1-6	EE1-6	Local Enterprise Partnership	expenditure recharge income grant income income	1,452 -313 -820 -83	2 -1 0 0	0 0 0 0	0 0 0 0	-45 0 0 0	0 0 0 0	0 0 0 0	1,409 -314 -820 -83
				236	1	0	0	-45	0	0	192
EE1-7	EE1-7	Housing and Growth Deal Capacity Funding	expenditure recharge income grant income income	2,500 0 -2,500 0	0 0 0 0	0 0 0 0	0 0 0 0	-500 0 500 0	0 0 0 0	0 0 0 0	2,000 0 -2,000 0
				0	0	0	0	0	0	0	0
EE1		TOTAL PLANNING & PLACE		5,606	4	114	0	-239	0	-200	5,285

**Revenue Budget 2019/20
Communities**

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
				£000	£000	£000	£000	£000	£000	£000	£000
EE2	EE2	<u>COMMUNITY OPERATIONS</u>									
EE2-1	EE2-1	Community Operations Management	expenditure	-1,782	118	15	0	-410	0	0	-2,059
			recharge income	0	-121	0	0	0	0	0	-121
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	-1,500	0	-1,500
EE2-1		Subtotal Community Operations Management		-1,782	-3	15	0	-410	-1,500	0	-3,680
EE2-2		Infrastructure Operations									
EE2-21		Highways Maintenance	expenditure	0	16,813	731	0	-280	1,812	-1	19,075
			recharge income	0	-764	0	0	0	0	0	-764
			grant income	0	0	0	0	0	0	0	0
			income	0	-12	0	0	0	0	0	-12
				0	16,037	731	0	-280	1,812	-1	18,299
EE2-22		Transport Operations									
EE2-22A		Community Delivery	expenditure	0	2,889	42	0	0	0	0	2,931
			recharge income	0	-298	0	0	0	0	0	-298
			grant income	0	-239	0	0	0	0	0	-239
			income	0	-53	0	0	0	0	0	-53
				0	2,299	42	0	0	0	0	2,341
EE2-22B		Network Management	expenditure	0	1,118	20	0	0	0	2	1,140
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	-1,602	-38	0	0	-400	0	-2,040
				0	-484	-18	0	0	-400	2	-900
EE2-22C		Parking Management	expenditure	0	6,257	100	0	-250	0	0	6,107
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	-6,257	-150	0	-150	-300	0	-6,857
				0	0	-50	0	-400	-300	0	-750

**Revenue Budget 2019/20
Communities**

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20	
				£000	£000	£000	£000	£000	£000	£000	£000	
EE2-22D	EE3-1	Supported Transport	expenditure	31,221	0	737	0	93	1,900	0	33,951	
			recharge income	-19,183	0	-332	0	-93	-1,200	0	-20,808	
			grant income	-795	0	0	0	0	0	0	0	-795
			income	-702	0	-16	0	0	0	0	0	-718
				10,541	0	389	0	0	700	0	11,630	
EE2-22		Subtotal Transport Operations		10,541	1,815	363	0	-400	0	2	12,321	
EE2-2		Subtotal Infrastructure Operations		10,541	17,852	1,094	0	-680	1,812	1	30,620	
EE2-3		Communtly Facilities	expenditure	0	17,367	308	0	-500	100	0	17,275	
			recharge income	0	-7,039	0	0	0	0	0	0	-7,039
			grant income	0	0	0	0	0	0	0	0	0
			income	0	-46	-1	0	0	0	0	0	-47
				0	10,282	307	0	-500	100	0	10,189	
EE2-4		Commissioning										
EE2-41	EE2-22B	Highways Contract Management	expenditure	2,223	210	6	0	0	0	0	2,439	
			recharge income	0	0	0	0	0	0	0	0	
			grant income	0	0	0	0	0	0	0	0	
			income	-70	32	0	0	0	0	0	-38	
				2,153	242	6	0	0	0	0	2,401	
EE2-42	EE2-22C	Waste Management	expenditure	28,083	237	727	0	500	-2,200	0	27,347	
			recharge income	0	0	0	0	0	0	0	0	
			grant income	0	0	0	0	0	0	0	0	
			income	-284	-257	-13	0	0	0	0	-554	
				27,799	-20	714	0	500	-2,200	0	26,793	
EE2-4		Subtotal Commissioning		29,952	222	720	0	500	-2,200	0	29,194	
EE2-5		Integration and Improvement	expenditure	0	2,449	40	0	0	0	0	-2	2,487
			recharge income	0	-250	0	0	0	0	0	0	-250
			grant income	0	0	0	0	0	0	0	0	0
			income	0	-238	-4	0	0	0	0	0	-242
				0	1,961	36	0	0	0	-2	1,995	

Revenue Budget 2019/20
Communities

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
				£000	£000	£000	£000	£000	£000	£000	£000
EE2-41	EE2-36	Civil Enforcement (Previously On/Off Street Parking and Park & Rides)	expenditure	6,256	-6,256						0
			recharge income	0	0						0
			grant income	0	0						0
			income	-6,256	6,256						0
				0	0	0	0	0	0	0	0
EE2-42	n/a	Traffic Control Centre	expenditure	1,054	-1,054						0
			recharge income	0	0						0
			grant income	0	0						0
			income	-1,852	1,852						0
				-798	798	0	0	0	0	0	0
EE2-43	n/a	Asset Data & Systems	expenditure	1,461	-1,461						0
			recharge income	-184	184						0
			grant income	0	0						0
			income	-238	238						0
				1,039	-1,039	0	0	0	0	0	0
EE2-44	n/a	Operational Development & Business Management	expenditure	801	-801						0
			recharge income	-183	183						0
			grant income	0	0						0
			income	0	0						0
				618	-618	0	0	0	0	0	0
		TOTAL COMMUNITY OPERATIONS		59,082	17,689	2,417	0	-1,090	-2,038	0	76,060
EE3	EE3	<u>PROPERTY AND INVESTMENT</u>									
EE3-1	n/a	Construction	expenditure	0	1,742	35	0	0	0	0	1,777
			recharge income	0	-1,302	0	0	0	0	0	-1,302
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	440	35	0	0	0	0	475
EE3-2	EE3-2	Assets & Investments	expenditure	0	10,187	95	0	68	750	-55	11,045
			recharge income	0	-2,193	0	0	0	0	0	-2,193
			grant income	0	0	0	0	0	0	0	0
			income	0	-779	0	0	-50	0	0	-829
				0	7,215	95	0	18	750	-55	8,023

Revenue Budget 2019/20
Communities

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
				£000	£000	£000	£000	£000	£000	£000	£000
EE3-7		Property & Investment Corporate Overheads	expenditure	0	0	0	0	0	0	0	0
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
		Lines to be removed									
	EE2-2	Property & Procurement	expenditure	28,190	-28,190						0
			recharge income	-8,664	8,664						0
			grant income	0	0						0
			income	-823	823						0
				18,703	-18,703	0	0	0	0	0	0
EE3		TOTAL PROPERTY AND INVESTMENT		18,703	-11,048	130	0	18	750	-55	8,498
EE4	EE4	<u>FIRE & RESCUE SERVICE and COMMUNITY SAFETY</u>									
EE4-1	EE4-1	Fire and Rescue Service	Expenditure	22,425	153	455	0	-240	1,382	10	24,185
			Recharge Income	-4	0	0	0	0	-10	-10	-24
			grant income	0	0	0	0	0	-1,167	0	-1,167
			income	-842	-5	-9	0	0	-5	0	-861
				21,579	148	446	0	-240	200	0	22,133
EE4-2	EE4-2	Emergency Planning	Expenditure	212	0	3	0	0	0	0	215
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				212	0	3	0	0	0	0	215
EE4-3	EE4-3	Gypsy & Traveller Services	Expenditure	519	-169	4	0	0	0	0	354
			Recharge Income	0	0	0	0	0	0	0	0
			income	-608	168	-3	0	0	0	0	-443
				-89	-1	1	0	0	0	0	-89
EE4-4	EE4-4	Trading Standards	Expenditure	1,654	23	35	0	0	0	0	1,712
			Recharge Income	0	0	0	0	0	0	0	0
			income	-296	-50	-2	0	0	0	0	-348
				1,358	-27	33	0	0	0	0	1,364
EE4		TOTAL FIRE & RESCUE SERVICE and COMMUNITY SAFETY		23,060	120	483	0	-240	200	0	23,623

Revenue Budget 2019/20
Communities

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
				£000	£000	£000	£000	£000	£000	£000	£000
EE9	n/a	Recharge income from Grants and External organisations	Expenditure	14,243	-14,243	0	0	0	0	0	0
			Recharge Income	-21,714	21,714	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		TOTAL RECHARGE INCOME FROM GRANTS & EXTERNAL ORGANISATIONS		-7,471	7,471	0	0	0	0	0	0
			expenditure	170,098	-471	3,773	0	-1,464	3,744	-246	175,434
			recharge income	-51,833	19,709	-332	0	-93	-1,210	-10	-33,769
			grant income	-4,357	-824	0	0	500	-1,167	0	-5,848
			income	-14,928	-4,178	-297	0	-494	-2,455	1	-22,351
		BUDGET CONTROLLABLE BY COMMUNITIES		98,980	14,236	3,144	0	-1,551	-1,088	-255	113,466

**Revenue Budget 2019/20
Resources**

Ref. 2019/20	Ref. 2018/19	Service Area		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
				£000	£000	£000	£000	£000	£000	£000	£000
CEO1	CEO1	Corporate Services	expenditure	903	885	10	0	0	500	0	2,298
			recharge income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				903	885	10	0	0	500	0	2,298
CEO2	CEO2	Law & Governance and Human Resources	expenditure	15,449	-4,348	157	0	-150	0	115	11,223
			recharge income	-4,100	-267	0	0	0	0	20	-4,347
			grant income	-827	827	0	0	0	0	0	0
			income	-3,969	3,287	-1	0	0	0	-40	-723
				6,553	-501	156	0	-150	0	95	6,153
CEO3	CEO3	Finance & Procurement	expenditure	6,535	982	118	0	-466	0	219	7,388
			recharge income	-617	-777	0	0	0	0	0	-1,394
			income	-1,155	-49	-1	0	0	0	0	-1,205
				4,763	156	117	0	-466	0	219	4,789
CEO4	CEO4	Assistant Chief Executive's Office (Policy, Customer Services, ICT, Transformation)	expenditure	29,616	-10,210	329	0	0	0	-314	19,421
			recharge income	-2,678	-501	0	0	0	0	0	-3,179
			income	-1,760	1,122	-1	0	0	0	0	-639
				25,178	-9,589	328	0	0	0	-314	15,603
CEO9	CEO9	Recharge income from Grants and External organisations	expenditure	12,512	-12,512	0	0	0	0	0	0
			recharge income	-30,846	30,846	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				-18,334	18,334	0	0	0	0	0	0
			expenditure	65,015	-25,203	614	0	-616	500	20	40,330
			recharge income	-38,241	29,301	0	0	0	0	20	-8,920
			grant income	-827	827	0	0	0	0	0	0
			income	-6,884	4,360	-3	0	0	0	-40	-2,567
		BUDGET CONTROLLABLE BY RESOURCES		19,063	9,285	611	0	-616	500	0	28,843

Revenue Budget 2019/20
Strategic Measures

		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
		£000	£000	£000	£000	£000	£000	£000	£000
<u>CAPITAL FINANCING</u>									
Principal	Expenditure	8,468				1,106	-1,100		8,474
Interest	Expenditure	15,597				-380			15,217
Net Interest on Balances (split income and expenditure)	Expenditure	896				247	228		1,371
	Recharge Income	-3,650				-1,511	1,649		-3,512
	Other income	-3,261				55	-3,071		-6,277
		-6,015	0	0	0	-1,209	-1,194	0	-8,418
SUBTOTAL CAPITAL FINANCING		18,050	0	0	0	-483	-2,294	0	15,273
Contingency	Expenditure	7,481	-116			-2,640	2,842		7,567
Pensions Past Service Deficit Funding	Expenditure	0							0
Recharge to Public Health	Recharge Income	-500				250			-250
Insurance	Expenditure		2,796					100	2,896
Transformation Savings	Expenditure						-1,500		-1,500
<u>CONTRIBUTIONS TO/FROM BALANCES</u>									
General Balances	Expenditure	0				1,000	-1,000	-6,000	-6,000
SUBTOTAL CONTRIBUTIONS TO/FROM BALANCES		0	0	0	0	1,000	-1,000	-6,000	-6,000
<u>CONTRIBUTIONS TO/FROM RESERVES</u>									
Reserves	Expenditure	-10,090				15,935	-3,507	6,621	8,959
	Other income	0							0
		-10,090	0	0	0	15,935	-3,507	6,621	8,959
Prudential Borrowing costs	Expenditure	0				1,800	400		2,200
SUBTOTAL CONTRIBUTIONS TO/FROM RESERVES		-10,090	0	0	0	17,735	-3,107	6,621	11,159

Revenue Budget 2019/20
Strategic Measures

		Budget 2018/19	Permanent Virements Agreed in 2018/19	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2019/20
		£000	£000	£000	£000	£000	£000	£000	£000
<u>UNRINGFENCED SPECIFIC GRANT INCOME</u>	Grant income	-13,059			-5,621				-18,680
TOTAL UNRINGFENCED SPECIFIC GRANT INCOME		-13,059	0	0	-5,621	0	0	0	-18,680
Strategic Measures	Expenditure	22,352	2,680	0	0	17,068	-3,637	721	39,184
	Recharge Income	-4,150	0	0	0	-1,261	1,649	0	-3,762
	Grant Income	-13,059	0	0	-5,621	0	0	0	-18,680
	Other income	-3,261	0	0	0	55	-3,071	0	-6,277
STRATEGIC MEASURES TOTAL		1,882	2,680	0	-5,621	15,862	-5,059	721	10,465
<u>COUNCIL TAX COLLECTION FUND SURPLUSES/DEFICITS</u>	Other income	-5,316						-1,990	-7,306
TOTAL COLLECTION FUND SURPLUSES/DEFICITS		-5,316	0	0	0	0	0	-1,990	-7,306
<u>BUSINESS RATES FROM DISTRICT COUNCILS</u>	Other income	-33,259					-500	-256	-34,015
<u>BUSINESS RATES COLLECTION FUND SURPLUSES/DEFICITS</u>	Other income	89						-353	-264
TOTAL BUSINESS RATES FROM DISTRICT COUNCILS		-33,170	0	0	0	0	-500	-609	-34,279
<u>GENERAL GOVERNMENT GRANT INCOME</u>									
Revenue Support Grant	Grant income	-5,868						5,868	0
Business Rates Top-Up	Grant income	-39,046						-850	-39,896
TOTAL GENERAL GOVERNMENT GRANT INCOME		-44,914	0	0	0	0	0	5,018	-39,896

Government Grants - Details 2018/19 and 2019/20

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

Government Grants - Details 2018/19 and 2019/20

Ringfenced	Directorate	Issued by	Esimate	Revised Estimate	Esimate	Esimate
			2018/19	2018/19	2019/20	2020/21
			£000	£000	£000	£000
	Communities					
R	Bus Service Operators Grant	DfT	795	795	795	795
R	Natural England	DEFRA	239	239	239	239
R	Housing and Growth Deal Capacity Funding	MHCLG	2,500	2,500	2,000	0
R	Music	DfE	827	827	827	827
R	Fire Fighter's Pension Fund Grant	MHCLG	0	0	1,167	0
	Subtotal Communities Grants		4,361	4,361	5,028	1,861
	Grants held on behalf of Local Enterprise Partnership					
R	Oxford Innovation Business Support	BEIS	205	205	205	205
R	Careers & Employment Centre		75	75	75	75
R	European Regional Development Fund		40	40	40	40
R	DCLG (Local Enterprise Partnership Funding)	MHCLG	500	500	500	500
R	City Deal Skills Grant	ESFA	0	0	0	0
	Subtotal Grants held on behalf of Local Enterprise Partnership		820	820	820	820
	TOTAL COMMUNITIES		5,181	5,181	5,848	2,681
	Strategic Measures					
U	Lead Local Flood Authority	DEFRA	45	45	45	42
U	Extended Rights to Free Travel	DfE	278	347	278	278
U	Fire Revenue Grant	MHCLG	213	250	213	213
U	Troubled Families - Service Transformation Grant	MHCLG	200	200	150	0
U	Troubled Families - Payment by Results	MHCLG	0	60	0	0
U	Troubled Families Attachement Fees - Phase 2	MHCLG	0	492	142	0
U	New Homes Bonus	MHCLG	3,366	3,366	3,641	2,913
U	New Burden Grant - Property Searches	MHCLG	0	3	0	0
U	Local Reform & Community Voices Grant	DfE	515	515	515	515
U	Adult Social Care Grant	DfE	1,432	1,432	0	0
U	Independent Living Fund	DfE	3,562	3,562	3,454	3,454
U	Special Educational Needs Implementation Grant	DfE	331	331	0	0
U	Special Educational Needs Preparation for Employment Grant	DfE	97	97	0	0

Government Grants - Details 2018/19 and 2019/20

Ringfenced	Directorate	Issued by	Esimate	Revised Estimate	Esimate	Esimate
			2018/19	2018/19	2019/20	2020/21
			£000	£000	£000	£000
U	Mockingbird Funding	DfE	0	164	0	0
U	School Improvement and Brokering Grant	DfE	0	231	570	0
U	Section 31 Grant for Business Rate Compensation	MHCLG	3,020	3,020	4,583	3,743
U	Social Care Support Grant	MHCLG	0	0	3,915	0
U	Levy Accounts Surplus	MHCLG	0	0	1,086	0
U	Brexit Preparation Grant	MHCLG	0	88	88	0
U	Revenue Support Grant	MHCLG	5,868	5,868	0	0
U	Business Rates Top-Up	MHCLG	39,003	39,046	39,896	34,217
	TOTAL STRATEGIC MEASURES		57,930	59,117	58,576	45,375
	Total All Grants		343,636	342,138	344,914	326,253

Ringfenced

R Ringfenced

U Un-ringfenced

Issued by

DfE Department for Education

YJB Youth Justice Board

HO Home Office

DH Department of Health

MHCLG Department for Communities & Local Government

ESFA Education & Skills Funding Agency

BEIS Department for Business, Energy & Industrial Strategy

DEFRA Department for Environment, Food & Rural Affairs

CO Cabinet Office

Virement Rules 2019/20

Introduction

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

Permanent Virements

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

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

Temporary Virements

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

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

Transfers between revenue and capital budgets

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

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

Additional non-ringfenced grant

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

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

Exceptions to the virement rules

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

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

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

Financial Strategy 2019/20

Overview

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

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

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

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

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

£29.9m of savings and funding are proposed for 2019/20, in addition to £7.3m included in the existing MTFP. Of this, £14.7m are from transformational activity comprising income generation, effective contract management and service redesign.

£18.1m arises from changes to funding including those announced as part of the Budget in October 2018, the Final Local Government Finance Settlement announced in January 2019 and information from district councils in relation to the council tax bases and business rates forecasts. The remaining £4.4m relates to other operational savings.

Funding Context

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

some central government funding streams from 2016/17 until 2019/20. Revenue Support Grant (RSG) was expected to be negative in 2019/20, with £6.2m expected to be returned to government. However, the government consulted on removing negative RSG in the summer and this was confirmed as part of the Local Government Provisional Finance Settlement announced in December 2018.

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

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

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

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

Medium Term

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

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

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

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

Long Term

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

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

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

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

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

Measuring financial performance

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

Financial Management

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

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

Annex 1

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

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

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

Earmarked Reserves and General Balances Policy Statement 2019/20

Introduction

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

Statutory Position

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

Purpose of balances and reserves

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

Planned use of balances and reserves

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

Level of General Balances

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

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

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

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

Earmarked Reserves

15. Section 4.7.1 sets out the actual level of earmarked reserves at 31 March 2018 and expected level at 31 March each year to 2023. It also sets out the purpose of each of the earmarked reserves. Details of new reserves and issues of significance are set out in the paragraphs below.
16. Last year, as part of this policy document, Cabinet approved the amalgamation of a large number of low value reserves into a single Budget Priorities reserve. This decision was made on the basis that holding a large number of small reserves was restrictive in using them holistically in accordance with the Financial Strategy. And, in line with the Financial Strategy, £18.0m of reserves were used to balance the budget in 2018/19. In addition, as set out last year, drawdown planned from the Budget Priorities reserve in 2018/19 and beyond proposed as part of last year's budget process will continue to be honoured. The existing MTFP also includes the repayment of £6.3m used in 2018/19 in 2020/21 and 2021/22.
17. The Budget Equalisation Reserve enables cash flow movements to be managed over the medium term and ensure the Council can set a balanced budget each year. This need arises as the pressures and savings profile is different over the medium term. The existing MTFP assumed a balance of £0.3m at the end of 2018/19 and a contribution to the reserve of £5.6m in 2019/20 and between £4.4m and £5.4m in the years thereafter. The new budget proposals require full use of the reserve in 2019/20 and each year of the MTFP.
18. In July 2018, Cabinet agreed to transfer the remaining unallocated balance of £3.9m from the Budget Priorities Reserve to the Transformation Reserve to support the transformation programme. It is expected that the balance in this reserve will be £2.5m at the end of the 2018/19 financial year. As set out in Paragraph 12, further funding of £6.0m is proposed to be transferred into the reserve from general balances in 2019/20. With an additional £5.0m of funding available through the capital programme, total resources of £13.5m will be available to fund the transformation programme from 2019/20. The Implementation Strategy report to Cabinet in October 2018, set out the indicative implementation costs could be £18.0m over a period of three years and these would be refined and incorporated into financial plans as required through the Service & Resource Planning process. The implementation costs do not include any provision for redundancy. It is not currently possible to quantify the costs associated with redundancy as it is calculated on an individual basis and the aim will be to mitigate this through natural turnover, vacancy management and redeployment. However, a range of £4.0m - £7.0m could be assumed for now. If this were the case, then in addition to the £13.5m already identified for implementation costs, a further £8.5m to £11.5m of funding will need to be identified as part of the Service & Resource Planning process next year.

19. It is expected that the Dedicated Schools Grant (DSG) High Needs Reserve will be in deficit at the end of 2018/19 and the medium term. The Department for Education (DfE) has recently consulted on DSG deficit recovery plans and has stated explicitly that 'as funding is ring-fenced, there is no requirement for local authorities to top-up the grant from general funding or from non-ring-fenced reserves'. For this reason, the DfE will require local authorities with a cumulative overspend on DSG provision to produce a recovery plan. Even though there is no requirement to subsidise DSG from general funding, local authorities cannot continue to build up cumulative deficits on DSG provision. It is anticipated that the reserve could reach a deficit of £18.4m by 2022/23.
20. In light of the significant pressures relating to High Needs and other budgets with demographic volatility, the proposed budget includes £3.0m of on-going funding in 2019/20 (and rising in future years) to help manage demographic risk. It is proposed that a new reserve is created and the funding held in the reserve until its need is determined.
21. A new reserve is proposed in relation to the Youth Provision Fund. £1.0m of funding is proposed as part of the proposed budget which will be allocated equally across 2019/20 and 2020/21. The £0.5m funding for 2020/21 will be added to the reserve in 2019/20 for use in the following financial year.
22. As part of the Provisional Outturn report for 2017/18, Cabinet approved the transfer of the underspend on Transition fund for open access children's services of £0.124m to the Budget Priorities Reserve until required. For reasons of efficiency, it is proposed that this is also considered for funding bids via the same cross-party working group as that which will be established for Youth Provision. However, it will be awarded in line with its original purpose.
23. The Insurance Reserve is held for insurance claims that are likely to be received. The level of the reserve is determined based on an annual actuarial assessment. As the expected balance at 31 March 2019 is greater than the actuarial assessment, it is proposed that £1.0m is taken from the reserve and is used towards helping achieve a balanced budget in 2019/20.
24. Excluding schools, earmarked reserves are forecast to be £54.8m at 1 April 2019, reducing over the medium term to £35.3m by 2022/23. The forecast level of earmarked reserves at 31 March 2019 was £55.0m this time last year. In addition, forecast earmarked reserves at the end of the medium-term plan period have increased from £28.2m in the 2016/17 Service & Resource Planning round to £35.3m in this years' Service & Resource Planning round.

2019/20 risk assessment for determining appropriate level of balances

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

EARMARKED RESERVES 2018/19 to 2022/23

	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	Forecast Balance at 31 March 2023
	£000	£000	£000	£000	£000	£000
Schools' Reserves	15,177	10,651	5,889	1,803	1,803	1,803
Vehicle and Equipment Reserve	2,760	622	385	361	338	338
Grants and Contributions Reserve*	13,539	5,160	-4,329	-12,374	-16,263	-16,313
Government Initiatives	587	361	216	156	96	69
Trading Accounts	658	590	590	590	590	590
Council Elections	158	308	458	608	0	150
Partnership Reserves	654	1,894	2,081	514	306	144
On Street Car Parking	2,311	1,311	811	561	561	561
Transformation Reserve	2,482	2,766	576	576	576	576
Demographic Risk Reserve	0	0	3,000	6,600	11,200	16,800
Youth Provision Fund	0	0	500	0	0	0
Budget Prioritisation Reserve	16,966	2,503	1,170	5,611	7,434	7,434
Insurance Reserve	8,515	7,515	6,515	6,515	6,515	6,515
Business Rates Reserve	150	555	1,049	1,543	2,037	2,531
Capital Reserves	31,316	30,929	32,446	28,462	26,187	15,922
Budget Equalisation Reserve	1,293	280	0	0	0	0
Total Reserves	96,566	65,445	51,357	41,526	41,380	37,120
Total Reserves excluding Schools	81,389	54,794	45,468	39,723	39,577	35,317
* Includes DSG High Needs Block Reserve	0	-2,000	-8,700	-15,400	-18,400	-18,400

Earmarked Reserves - Purpose of reserves

Reserve	Purpose of Reserve
Schools' Reserves	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating
Vehicle and Equipment Reserve	This reserve is to fund future replacements of vehicles and equipment.
Grants and Contributions Reserve	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant
Government Initiatives	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Trading Accounts	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.
Partnership Reserves	To be spent on OxLEP related project expenditure and the Growth Deal
On Street Car Parking	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Youth Provision Reserve	£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
Demographic Risk Reserve	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.
Transformation Reserve	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Budget Prioritisation Reserve	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
Insurance Reserve	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
Business Rates Reserve	This reserve is to smooth the volatility of Business Rates income.
Capital Reserves	This reserve has been established for the purpose of financing capital expenditure in future years.
Budget Equalisation Reserve	This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.

Provisional 2019/20 Dedicated Schools Grant Allocation

	Early Years Block	Schools Block	Central Schools Services Block	High Needs Block	Total DSG
	£000	£000	£000	£000	£000
2019/20 Initial Baseline	37,375	365,797	4,041	62,312	469,525
Adjust to remove Additional funding 2018-19				-1,512	-1,512
Realignment of Responsibilities					0
Change in funding methodology National Funding Formula				778	778
2018-19 import/export pupil adjustment (replaced SEN recoupment)				-1,146	-1,146
2019/20 Revised Baseline	37,375	365,797	4,041	60,432	467,645
Provisional 2019-20 import/export pupil adjustment (replaced SEN recoupment)				1,146	1,146
Increase in DSG per pupil rates		2,317			2,317
Share of growth based uplift		1,486			1,486
Additional funding 2019-20				1,512	1,512
Change in funding methodology National Funding Formula Premises and Mobility		249			249
School Pupil Population increase (pupil number increased from October 2017)		4,148	76		4,224
Total Provisional DSG 2019/20 per Department for Education (DfE)	37,375	373,997	4,117	63,090	478,579
Deductions for academy recoupment and high needs places funded directly by ESFA (draft recoupment and agreed planned special places, funding transfer to ESFA for distribution)		-246,432		-10,292	-256,724
Provisional Funding Block Totals and DSG Receipts 2019/20	37,375	127,565	4,117	52,798	221,855

Notes:

1. Funding for Early Years will be subject to actual in-year pupil counts and total allocations will vary. Allocations will be confirmed in June 2019 following the January 2019 census, and will be based on participation.
2. Does not include the disapplication request to transfer up to 0.5% funding from Schools Block to the High Needs Block. Decision is awaited from the Secretary of State for Education.

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

Purpose and Objectives

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

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

Introduction

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

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

The Council's Corporate Plan Priorities

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

Local Context

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

¹ ONS 2017 population estimate

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

³ Oxfordshire County Council's population forecasts released April 2018

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

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

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

Partnership Working

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

Financial Context and Funding Streams

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

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

28. The Council changed its policy on disposal of surplus land and property in 2016; rather than automatically dispose of surplus assets, these are now considered on a case by case basis to maximise the value the Council achieves from them. Retention could be on the basis of potential development opportunities, enhancing value of the asset through planning permission processes, due to future expected valuation increases or other similar reasons.
29. The Council made a decision to release its small-holdings' estates in the 1990s; however, sites that were recognised to hold long term potential for residential development were purposely held. There is only c132 hectares remaining of land holdings, of which c86 hectares relate to land development deals that are in progress and c£40m of expected receipts from this, which will be realised from 2024 onwards. These have already been included as funding in the existing 10-year Capital Programme (2018/19 – 2027/28).
30. Another source of capital funding is prudential borrowing. The Council must ensure that borrowing is affordable, prudent and cost effective. This has provided the Council with the flexibility to raise capital funding as demand and business opportunities arise, particularly where there is a case of invest to save. However, prudential borrowing has revenue implications for the Council in the form of financing costs. The recently agreed Street Lighting LED replacement programme of £41m replacing traditional lanterns with LED is an example of a programme funded by prudential borrowing. And as an invest to save scheme, the costs will be repaid from the savings in the energy costs that will be generated from the programme.

Approach to Capital Investment

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

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

Capital Programme Financing Principles

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

Commercial Activity

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

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

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

Capital Programme Approach

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

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38. To support this vision a portfolio area approach has been adopted for the capital programme. This allows for a policy led methodology or the ambition to achieve a desired outcome. The portfolio areas are:

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

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

Investing in Oxfordshire Strategy

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

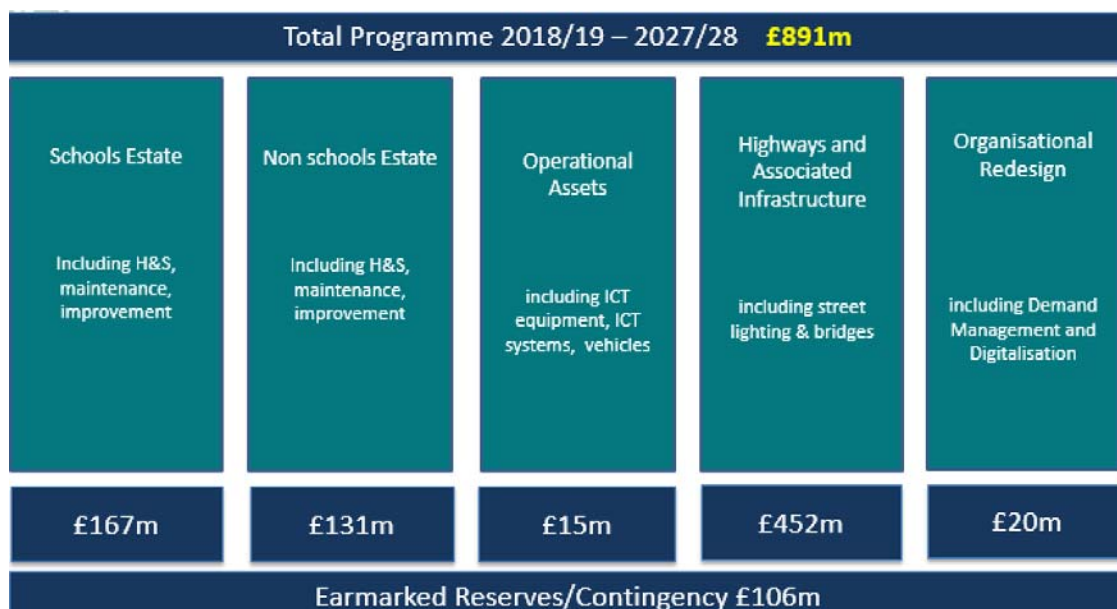
Capital Programme Overview

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

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

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funded by prudential borrowing, in the street lighting estate. The table below sets out the current programme summary.



Capital investment proposals 2019/20 - 2028/29

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

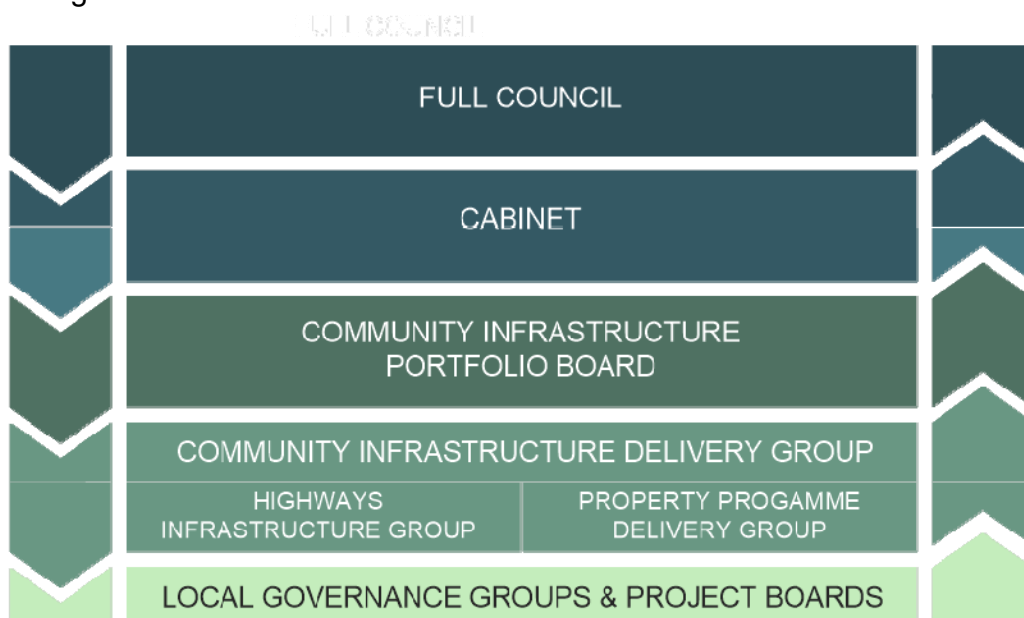
46. The Non-Schools Estate allocation includes estimated allocations to address several immediate and critical legacy issues arising from both the decline in the spend on maintenance and Carillion’s liquidation. This includes the rectification of known defects with completed projects; the treatment of latent defects (defects not known at this point that could emerge over time); the assessment of the estates compliance with statutory and health & safety requirements; and the condition of both the School’s and Non-School’s estate.

Governance Arrangements

47. The Prudential Code sets out that the responsibility for decision making and on-going monitoring in respect of capital expenditure, investment and borrowing, including prudential indicators, remains with full council. Although detailed implementation and monitoring may be delegated to a committee.

48. Capital governance arrangements were reviewed during 2017 and a new structure was put in place to establish a strong link between the mainstream capital programme and capital investment needs arising from the growth agenda and from organisational strategic issues such as rising demand in adults and children’s services. The Council also recognises that a truly corporate approach to strategic capital investment, infrastructure and asset planning is essential.

49. The governance structure is set out below:



Council and Cabinet

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

The Community Infrastructure Portfolio Board (CIPB)

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

The Community Infrastructure Delivery Group

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

Programme/Project Delivery Boards

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

Capital Programme Implementation

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

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

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

Capital Expenditure Definitions

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

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

Prudential Indicators for Capital Finance

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

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

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

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

Prudence

Estimates of Capital Expenditure

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

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

	Actual	Estimates			
	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Prudential Borrowing	3.141	6.380	27.615	49.827	50.391
Grants and Contributions	88.675	132.788	171.763	140.183	70.958
Capital Receipts	0.514	0	18.776	10.515	4.608
Revenue	2.388	0.379	0.300	0.210	0
Reserves	0.000	0	0	4.684	2.409
TOTAL	94.718	139.547	218.454	205.419	128.366

The Capital Financing Requirement

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

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

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

Authorised Limit and Operational Boundary for External Debt

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

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

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

Actual External Debt

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

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

Gross Debt and the Capital Financing Requirement

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

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

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

Affordability

The Ratio of Financing Costs to the Net Revenue Stream

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

Year	Actual/ Estimate	Financing Cost £m	Net Revenue Stream £m	Ratio %
2017/18	Actual	22.557	444.034	5.08%
2018/19	Estimate	20.433	448.501	4.56%
2019/20	Estimate	21.110	465.972	4.53%
2020/21	Estimate	22.388	464.854	4.82%
2021/22	Estimate	24.801	480.962	5.16%

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

Minimum Revenue Provision Policy Statement for 2019/20

Introduction

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

MRP Methodology Statement 2019/20

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

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

Background

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

Treasury Limits for 2019/20 to 2021/22

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

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

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

Forecast Treasury Portfolio Position

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

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

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

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

Prospects for Interest Rates

Economic Background – Provided by Arlingclose

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

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

Credit outlook – Provided by Arlingclose:

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

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

Interest rate forecast – Provided by Arlingclose:

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

Treasury Management Strategy Team's View

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

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

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

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

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

Borrowing Strategy

Arlingclose's View

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

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

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

Treasury Management Strategy Team's View

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

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

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

33. As the Accountable Body for OxLEP Ltd, the Oxfordshire Local Enterprise Partnership, the Council will be required to prudentially borrow £42m on behalf of OxLEP for project funding from 2019/20 onwards, with the majority falling in 2020/21. The loans will be repaid through the retained business rates of OxLEP. This represents projects to be delivered by the Council. The TMST monitor interest rates and will consider forward borrowing on behalf of OxLEP at the end of 2018/19 if it is determined to be cost-effective.
34. The Council will be able to apply for the new Local Infrastructure Rate, at a discounted interest rate of gilts + 60 basis points. The borrowing on behalf of OxLEP may be eligible as the schemes are all major infrastructure schemes.
35. The Council's chief objective when borrowing money is to strike an appropriate balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.
36. The approved sources of long-term and short-term borrowing are:
 - Public Works Loan Board and any successor body
 - UK local authorities
 - any institution approved for investments (see below)
 - any other bank or building society authorised by the Prudential Regulation Authority to operate in the UK
 - UK public and private sector pension funds
 - capital market bond investors
 - special purpose companies created to enable joint local authority bond issues.

Borrowing for the Capital Financing Requirement

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

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

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

Borrowing Instruments

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

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

Annual Investment Strategy

47. The Council complies with all relevant treasury management regulations, codes of practice and guidance. The Council's investment priorities are: -
- The security of capital and
 - The liquidity of its investments
48. The Council also aims to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The borrowing of monies purely to invest or on-lend and make a return is unlawful and the Council will not engage in such activity.
49. The Treasury Management Code of Practice requires the Council to approve a Treasury Management Policy Statement. Good practice requires that this statement is regularly reviewed and revised as appropriate. Council approved the statement in February 2018. The statement has been reviewed and there are no revisions proposed.

Investment Instruments

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

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53. All specified investments will be sterling denominated, with maturities up to a maximum of 1 year, meeting the 'high' credit rating criteria where applicable.
54. Non-specified investment products are those which take on greater risk. They are subject to greater scrutiny and should therefore be subject to more rigorous justification and agreement of their use in the Annual Investment Strategy; this applies regardless of whether they are under one-year investments and have high credit ratings.
55. A maximum of 50% of the portfolio will be held in non-specified investments.

Changes to Instruments

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

Credit Quality

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

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

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

Liquidity Management

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

Lending Limits

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

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

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

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

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

Other institutions included on the councils lending list

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

Structured Products

71. As at 30 November 2018, the Council had no structured products within its investment portfolio. Structured products involve varying degrees of additional risk over fixed rate deposits, with the potential for higher returns. It is recommended that the authority maintain the option to use structured products up to a maximum of 10% of the investment portfolio. The Council will continue to monitor structured products and consider restructuring opportunities as appropriate.

Revolving Credit Facility

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

External Funds

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

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

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

Investment Approach

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

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

Treasury Management Prudential Indicators

Gross and Net Debt

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

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

Upper and lower limits to maturity structure of fixed rate borrowing

84. This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years.

85. It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. The maturity of borrowing is determined by reference to the earliest date on which the lender can require payment.

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

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

Upper limits on fixed and variable rate interest exposures

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

Fixed interest rate exposure

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

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

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

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

Variable interest rate exposure

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

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

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

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

92. The purpose of this limit is to contain exposure to the risk of loss that may arise as a result of the Authority having to seek early repayment of the sums invested.

93. It is proposed to maintain the upper limit of £150m in 2018/19. This limit had previously been set to reduce to £120m in 2020/21 however maintaining the £150m is to reflect higher forecast cash balance than previously forecast.

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

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

Policy on Use of Financial Derivatives

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

Performance Monitoring

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

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

Investment Training

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

Treasury Management Advisors

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

Appendix A

Specified Investments

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

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

Appendix B

Non-Specified Investments

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

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

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

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

Capital Programme 2019/20 - 2028/29

Council
12 February 2019



CAPITAL PROGRAMME: 2019/20 TO 2028/29

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

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

CHILDREN'S SERVICES CAPITAL PROGRAMME

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

CHILDREN'S SERVICES CAPITAL PROGRAMME

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

CHILDREN'S SERVICES CAPITAL PROGRAMME

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

CHILDREN'S SERVICES CAPITAL PROGRAMME

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

ADULTS CAPITAL PROGRAMME

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

COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

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

COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

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

COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

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

COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

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

COMMUNITIES: TRANSPORT CAPITAL PROGRAMME

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

COMMUNITIES: OTHER PROPERTY DEVELOPMENT CAPITAL PROGRAMME

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

COMMUNITIES: OTHER PROPERTY DEVELOPMENT CAPITAL PROGRAMME

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

RESOURCES CAPITAL PROGRAMME

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

CAPITAL INVESTMENT PLANNING 2019/20 - 2028/29

PROPOSED ADDITIONAL ALLOCATIONS TO PORTFOLIO AREAS

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

CAPITAL INVESTMENT PLANNING 2019/20 - 2028/29

ESTIMATED GRANT FUNDING

Shaded cells are provisional or estimated allocations

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

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

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

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

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

Capital Programme 2019/20 - 2028/29
Highways Maintenance Additional Capital Investment Programme 2019/20

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

Capital Programme 2019/20 - 2028/29
Highways Maintenance Additional Capital Investment Programme 2019/20

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

Capital Programme 2019/20 - 2028/29
Highways Maintenance Additional Capital Investment Programme 2019/20

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

Capital Programme 2019/20 - 2028/29
 Highways Maintenance Additional Capital Investment Programme 2019/20

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Cross-Cutting Service and Community Impact Assessment Medium Term Financial Plan 2019/20-2022/23

Report of the Policy & Performance Service Manager

Context

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

The county council's budget is designed to enable us to meet our key priorities for a Thriving Oxfordshire – thriving people, thriving communities, and a thriving economy. This is achieved through priority-based budget setting, while listening to residents and delivering value for money.

Meeting the rising demand of caring for older people, adults with disabilities, and keeping children safe remains a key priority. Investment in support for Oxfordshire's most vulnerable children and adults are central to the budget – with the children's social care budget set to more than double in the decade to 2023. Investment in road maintenance is also increasing.

To meet these pressures, we need to work more efficiently, redesign our service delivery to reflect the changing needs of our communities and maximise our income and investment opportunities. As a result our proposed budget contains options for a variety of saving measures.

Service and Community Impact Assessments

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

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

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

In considering the impact of budget proposals before they are formally agreed, the Council undertakes a detailed process of democratic and community engagement, enabling a broad range of those affected by proposals to set out what the impact might be, and how negative impacts can be mitigated.

This includes

- Using the Oxfordshire Joint Strategic Needs Assessment of health and wellbeing needs, and the associated Equalities Briefing, to consider the impact of proposals as they are drawn up, as SCIA's for each proposal are developed, and as the cross-cutting SCIA is prepared.
- A democratic process including agreement of proposals by Cabinet, analysis and comment on those proposals by Performance Scrutiny, and adoption of a budget by Full Council, at each of which the public, and representatives of particular organisations or population groups, are entitled to request to speak, in order to highlight their perception of proposed changes and suggestions for how proposals could be improved.
- Formally asking people for their views on our budget proposals and our proposed Council Tax level for 2019/20. The consultation booklet and online response form are available from 6th December at www.oxfordshire.gov.uk/budget. Alternatively consultation booklets will be placed in local libraries, and email views accepted to budget@oxfordshire.gov.uk. The closing date for comments is Sunday 6 January 2019.

Individual SCIA's are then produced on individual proposals as they are developed and implemented, this ensures that an appropriate level of detailed analysis is completed and action taken where identified to mitigate any potential negative impacts and maximise potential benefits, and that all decisions are taken with a full understanding of their potential implications.

Equalities

Section 149 of the Equality Act 2010 places a number of duties on local government. In particular the following three elements:

- 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.

One way in which the Council can show that it has had due regard to the statutory need to promote equality 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". The legally 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 areas of deprivation.

In addition to undertaking Service and Community Impact Assessments, Oxfordshire County Council also recently reviewed our Equality Policy and Strategy for 2018-22. In doing so, eight objectives were developed. Objective 4 is of particular relevance to the Service and Community Impact Process.

1. It is important that we know who are customers are and so we will ask you to tell us more about you when you contact our customer service centre and/or our complaints team
2. We want to know what people think about the services we provide, so we will ask for feedback on our services to make sure we can take your views into account in future and our services meet everyone's needs
3. We will improve access to our public website and other digital services we provide to make sure all residents are able to access the information they need as easily as possible
4. We will improve the quality of the data we collect about our residents and service users to make sure it is as current as possible. This will help us to respond better to the differing needs of our communities when planning and designing services.
5. We want to make sure that our public buildings are accessible to all our residents and staff. We will review access to buildings we maintain to ensure that they are as accessible as possible
6. Some of our services are provided by other agencies or organisations. We will make sure they know about our commitment to the equality duty, the protected characteristics and their role in helping us meet our objectives.
7. We will improve the diversity of our workforce so it better reflects the diversity of our communities.
8. We will improve how we support our employees with disabilities so they can be fully involved in the workplace, access career development opportunities and be successful at work.

In respect of this objective, Chapter 3 of the Oxfordshire Joint Strategic Needs Assessment examines data relating to the population of Oxfordshire, with a particular focus on those characteristics which are covered by this assessment. The Chapter is attached as Appendix 1.

Assessing Service and Resource Planning Proposals

- Age

Changes to Home to School Transport are being worked up in detail including through a Cabinet Advisory Group of elected Councillors. Changes to entitlement of this nature are necessarily likely to be most significant for those of school age and their

parents/carers, and in the case of transport provided due to special educational needs or disabilities, to those with disabilities or their carers.

We remain committed to finding ways to manage the costs of the overall budget, and across the Medium Term Financial Plan the proposal is for spending on Home to School Transport to be £3.2m higher than previously planned.

We are open to creative solutions for transport, and committed to finding transport options for those requiring transport due to Special Educational Needs and Disabilities which transport them effectively and efficiently, keep them safe, and where possible build their future independence as adult transport users.

There are proposals to deliver savings from the cost of care provided to older people at home. Necessarily this is most significant to those in the age range receiving this care. The proposal is to ensure that care packages are reviewed so that they remain appropriate to the service user's needs and eligibility – as often more intense care can be needed for a shorter period, which can then be scaled back. This is judged to be an equitable and proportionate approach, which should not disadvantage those with age-related care needs.

- Disability

The budget proposes that the council's investment and support for Wellbeing and Employment should be reviewed, with the potential to make activity more targeted, and more focused on outcomes, at a lower cost, including through improved engagement with the voluntary sector.

This employment work predominantly supports adults who have difficulty accessing the labour market due to disability or other condition. As a result if the review does not deliver improvements the impact is mainly on this group. However at present the intention is that the review should deliver improved outcomes overall.

The budget proposes that the county council reduce spending in two areas of mental health provision where the Council makes a contribution to NHS commissioned services. Should this result in a reduction of service availability or standards, this would necessarily have the most significant impact on those with mental health conditions. The proposed reduction of mental health spend within the "core social care offer" is to be phased in, and is considered to be equitable relative to spending on other groups.

By way of mitigation, the county council would continue to deliver those mental health provisions required by law, retaining £6.2m of the current £8m annual spent. The county council and the NHS are committed to continuing to work closely together to improve outcomes for the population of Oxfordshire.

A further proposal represents a saving from working to identify how the existing clusters of mental health support for those with autism and/or acquired brain injury can effectively support those service users who are currently being supported outside the pathway.

This will involve some people accessing alternative support, and is intended to ensure support meets their needs, as well as being delivered at lower cost. In mitigation of any potential disbenefit from this change, the council will support the person in any transition whilst ensuring that the support they receive meets their needs.

In designing and implementing the proposed changes to Adult Social Care pathways, the council will ensure that potential adverse impact on quality or availability of service is minimised

The budget also anticipates savings from the amount allocated to care packages through robust assessment of needs, and more effective procurement of care home places. The intention is that these would not result in any changes to or reduction of eligibility for support.

Similarly, reduced costs for Learning Disability packages are anticipated from assessing whether the most expensive packages of care are required on an ongoing basis or whether, in some cases, the level of need reduces once people are settled into their new home or placement.

- Gender reassignment

No specific issues relating to gender reassignment have been assessed as likely to be impacted as a result of this budget round. Mental health is frequently reported as being a particular challenge for many transgender people, and changes to mental health funding are addressed elsewhere in this SCIA.

- Pregnancy and maternity

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

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

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

- Religion or belief – this includes lack of belief

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

- Sex

Overall no specific issues relating to sex have been assessed as likely to be impacted as a result of this budget round.

There is an indirect impact in that women remain more likely to be primary caregivers and therefore where changes to services mean that less is done by the council, and more is done by families, for instance in transporting children to school, the impact of this is likely to be greater, overall, on women.

- Sexual orientation

No specific issues relating to sexual orientation have been assessed as likely to be impacted as a result of this budget round. Mental health is reported as being worse overall among those with minority sexual orientations, and changes to mental health funding are addressed elsewhere in this SCIA.

- Marriage and civil partnership

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

- Rural and urban equity

Changes to provision of Home to School Transport are overall more likely to affect those living in places where transport is required – generally more likely to be rural than urban, particularly with regard to mainstream transport provision as the statutory entitlement is based partly on distance. This is addressed elsewhere in this SCIA.

Some procurement savings in social care are predicated on commissioning across a larger geographic area in partnership with other councils. While greater distances between service user and service can have a particular impact in rural areas, they may also have an impact on urban service users who may normally access services at the very local level. Overall the proposals in this budget round are not considered to have a disproportionate impact on either of the groups under this heading.

- Deprivation

It is generally the case with changes in public service provision that the impact of any reduced provision, or provision which the service user feels is to their detriment, will have a greater impact on those who are less able to make their own alternative arrangements.

Addressing this challenge at an overall level is outside the scope of this SCIA, however in service and resource planning overall the council is conscious of the needs of the most vulnerable, including those whose vulnerability relates to lack of financial or other resources. Where relevant this is addressed within the individual SCIA for each budget proposal.

Impact on Staff

Oxfordshire County Council recognises the contribution that every employee makes, values individual differences, and encourages respect for all. To support a fair and equal working environment, free from discrimination and harassment, we have policies on Equality and Inclusion in the Workplace and Dignity at work. In addition to monitoring staff, the council also monitors the protected characteristic status of those applying for jobs, shortlisted, and appointed.

At a broad level, the council workforce has:

- low levels of people from ethnic backgrounds,
- low levels of people with a disability
- a higher proportion of women than men
- proportionally fewer young people than in the population
- and fewer people beyond retirement age (though this is to be expected).

We are working towards achieving a diverse workforce that fully reflects our community. The council annually monitors the extent to which we achieve this. We have some successes, including a gender pay gap much smaller than the overall average (median 0.1%, mean 3.5%). However the data also tell us we have some key areas to focus on:

- Encouraging all staff to declare their ethnicity so we can understand the extent to which our workforce reflects the community
- Encouraging more young people to choose to work for Oxfordshire County Council and better understand the reasons why young people leave
- Further work should be carried out to understand any barriers for Black, Asian and Minority Ethnic individuals in the recruitment process, especially at shortlisting and appointment stages.
- Have clear plans to tackle areas where gender is underrepresented.

Given the extent to which the council's future plans are predicated on transforming the way we work, it is important that the make-up of the council's workforce is considered, and staff are involved at both the level of individual services and the council as a whole – while retaining the overall focus on improving outcomes for residents, and value for money.

This will be considered in detail as part of any proposed service changes, and individual SCIA's will be produced to ensure potential impacts and mitigations are identified.

It remains the case that on the largest assumptions for post reductions through transformation, the number of posts lost would be smaller than the number of staff who choose to leave the council due to resignation or retirement each year, though this cannot be guaranteed to be the case within each service area or role.

For more detail The Council's Equality in Employment 2018 Report available at <https://www.oxfordshire.gov.uk/council/about-your-council/working-oxfordshire-county-council/fairness-and-equality-work>

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Service and Community Impact Assessment (SCIA)

Directorate and Service Area:

Adult Social Care

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

The impact of the proposed changes to our 'Core Offer' to adults with care and support needs.

Responsible owner / senior officer:

Kate Terroni

Date of assessment:

30/11/2018

Summary of judgement:

This assessment considers the impact of the proposed changes to the Adult Social Care 'Core offer' on individuals, communities, staff, other council services and providers.

Our 'Core offer' are the statutory services that Oxfordshire Adult Social Care provide to adults with care and support needs. Our 'Core offer' proposals include savings arising from:

- Changes to Mental Health Social Work
- Reviewing and reassessing care packages for people with Learning Disabilities
- Reviewing and re-assessing care packages and exploring alternative methods of providing care for Older People at home

We have reviewed our 'Core Offer' as part of our service and resource planning for 2019-2023. A number of proposed business cases were presented and would generate savings of £3.0m in 2019/20 rising to £4.5m over the medium term. The impact of proposals relating to 'Commercial Improvement' and 'Pathway Management' can be found in separate SCIA's.

The proposed changes are likely to have both positive and negative impacts.

The changes would mean that Adult Social care would be able to substantially manage forecast pressures relating to expenditure on services for adults with learning disabilities (£5.200m by 2022/23) and physical disabilities (£0.750m from 2019/20) and contribute to enabling the council to set a balanced budget overall and allow us to deliver the best possible services with the greatest value for money. In some cases, it will allow people to move back into the county to receive support closer to their family and place of origin. However, reducing funding for Mental Health services may result in a more limited service for people or they may experience change in the support they receive. We will work with the people affected to ensure their eligible care needs continue to be met.

There are also potential impacts on staff, other services and providers in terms of increased workload and potential changes to the structure of teams, we will however ensure that staff are supported in their work and if appropriate we will give due consideration to any employment obligations. We will also ensure that system partners are given adequate support to ensure they are not overburdened.

Detail of Assessment:

Purpose of assessment:

The purpose of this assessment is to analyse the impact of changing our Core Offer to adults with care and support needs. These changes would be in:

- **Mental Health Social Work**
- **Reviewing and reassessing care packages for people with Learning Disabilities**
- **Reviewing and reassessing care packages and exploring alternative methods of providing care for Older People at home**

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:

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

In the current medium term financial plan, the Adult Social Care budget is set to increase from £198m to £215m over the next 5 years. Meanwhile, unless action is taken Adult Social Care spending is forecast to increase from £199m to £223m over the same period.

The four main drivers for increasing spend are:

1. Increasing numbers of older people

There are more people over 65 and many more people over 85. By 2031, the number of people aged 85 and over is expected to have increased by 55% and people aged 65+ is predicted to increase by 44%. Some adult carers are themselves becoming older and cannot continue to provide care for others.

2. Increasing complexity in the community

There are more people with complex needs who need on-going care. System practice has changed so more people live at home, for longer, and with more significant conditions. There are predicted to be an additional 3000 people living with dementia by 2031.

3. A price challenge for care homes

In response to the need to find care to help the system we have been buying individual placements, competing with other authorities and with the NHS

4. A capacity challenge for home care

There is not enough home care available so more expensive options are used instead.

In order to meet these pressures as outlined within Adult Social Care service and resource plan for 2019/20-23, several business cases have been put forward.

Mental Health Social Work

Oxfordshire County Council currently spends £1.8m on social work staffing targeted at adults of working age with mental health issues. This staffing is delivered via a section 75 partnership with Oxford Health NHS Foundation Trust and is intended to deliver a social work response of assessment, care planning for people with eligible needs as well as regular reviews.

Over the last five years Oxfordshire County Council spend on equivalent social work teams for older people and people with learning disabilities has been reduced by £1m (reducing the current spend to £10m), at a time when there has been significant demographic growth in the populations supported. This reduction in spend, and significant demographic and consequent demand growth has been managed by changed ways of working, increased social worker / coordinator productivity, and associated changes in skill mix.

Reviewing and reassessing care packages for people with Learning Disabilities

The forecast expenditure in each year reflects the combination of the on-going cost of current service user packages of care, plus the full year effect of changes agreed in the last year, as well as new packages, deaths, and changes to existing packages through reviews or other need or service driven reasons in that year.

In 2017/18 services for adults with learning disabilities overspent by £1.6m. This was after taking account of budgeted demographic growth of £2.1m, additional on-going funding of £1.6m from the Adult Social Care Precept agreed to be added to the Adults with Care & Support Needs Pooled budget during the year to meet cost pressures, and budgeted savings of £1.750m built into the medium term financial plan. A further overspend of £2.9m is forecast in 2018/19. This reflects continuing pressure from 2017/18 as well as new changes in 2018/19. Overall the number of service users has not increased but average package sizes are larger indicating that need is increasing.

After taking account of the cumulative impact of savings totalling £4.000m built into the budget from 2017/18 – 2019/20, and further demographic growth, on-going expenditure is forecast to be £3.700m (5%) higher than the existing budget from 2019/20. The gap then increases by £0.500m each year after that.

Alternative methods of providing care for Older People at home

People's needs are assessed in line with the Care Act 2014, following which they may be eligible to receive support at home. There are range of services available to support people to live at home including community services that are provided throughout Oxfordshire, and more formal homecare with carers providing support with eating, drinking and personal care. The amount of homecare that a person requires is assessed at the time the care is put in place, after which the person's needs should be reviewed annually.

Proposals:

Mental Health Social Work

We face difficult challenges around prioritisation, particularly in relation to the use of social work time. As a result, we are proposing to move away from providing services for people with no eligible mental health social care needs and focus on our statutory duties. This will mean we focus more on younger adults with Special Educational Needs and Disability (SEND) and safeguarding social work.

Current proposals under consideration include a reduction of £0.600m in baseline funding for mental health social workers by 2020/21. To jointly manage the transition, we propose to phase this reduction over two years, with an initial reduction of £0.300m from 2019/20 and a further on-going reduction of £0.300m in 2020/21. We intend to work together with Oxford Health NHS Foundation Trust to deliver these changes to improve efficiency.

The budget available for mental health social work after the reduction would represent 10% of the funding for social work for all service user groups. Adults of working age with mental health needs currently represent about 2% of the people with eligible social care needs. This is assessed to be equitable when considering the social care needs of the local population.

Reviewing and reassessing care packages for people with Learning Disabilities

The Learning Disability Community Connections team, has previously delivered focused review/reassessments aimed at increasing independence, and reducing spend on supported living by ensuring that support delivered is based on a core social care offer. Services are reshaped where possible, including using assistive technology and connections to the community instead of more expensive care packages. The team will continue this work to deliver and maintain savings of £1.500m from 2019/20 by:

- Working towards re-providing existing supported living units, replacing those which are no longer fit for purpose, and decommissioning 2 and 3-bedroom properties, replacing them with clusters of properties or larger shared properties to create more cost-effective support and accommodation
- Continuing to effectively use the rest of the existing supported living provision identifying and maximising opportunities for efficiencies such as reduction in housing and vacancies in supported living properties.
- Re-assessing the care needs of service users alongside re-procurement of care contracts to ensure current service user needs are being met in the most effective way
- Reviewing and reassessing the small number of people with very expensive packages to ensure that their current on-going needs are being met in the most effective way.

Alternative methods of providing care for Older People at home

We believe that by investing in a more proactive approach to reviewing and reassessing the care packages of people receiving care at home, they can be streamlined to ensure they are meeting people's core needs as they change over time. It is estimated that this could release existing capacity that can then be used for new service users (funded from demography) creating a cashable saving of £1.2m in 2019/20 rising to £2.400m from 2020/21 and ensuring that support at home is aligned with current needs.

Evidence / Intelligence:

In developing these proposals, the Council has considered the business plan 2018-19 for meeting social care needs of Oxfordshire residents: adults of working age, people with disabilities and older people. Business intelligence sources have been considered across the whole cycle of activity: operational, commissioning, sourcing and contact management. Key documents include:

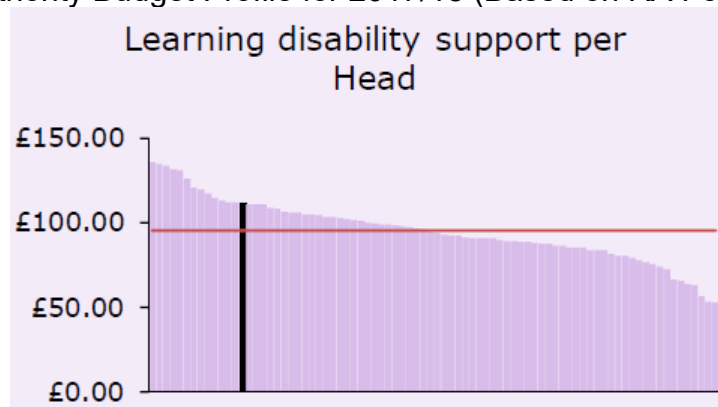
- Joint Strategic Needs Assessment
- Key commissioning strategies
- Market position statements
- Performance, activity and finance data for teams across operations, sourcing and contract monitoring.

These proposals used regional and local market and contract performance benchmarking data. These sources contain commercially sensitive information and therefore are not included in this document.

Reviewing and reassessing care packages for people with Learning Disabilities

Oxfordshire spends slightly more on services for adults with Learning Disabilities than the national average. That might partly reflect the cost of care in Oxfordshire as well as levels of need.

CIPFA Local Authority Budget Profile for 2017/18 (Based on RA Form)



In 2017/18, commissioning work to re-procure supported living contracts resulted in lower costs in-year. This programme of work is ongoing and is expected to lead to further savings from 2018/19 and 2019/20.

Alternatives considered / rejected:

In order to ensure the sustainability of Adult Social Care in Oxfordshire the Council has a responsibility to make sure it does not overspend against its allocated budget. It is for this reason that doing nothing is not an option.

Mental Health Social Work

An alternative approach would be to further reduce investment in services for other vulnerable groups. This option has been rejected because due to budget constraints, the Council has already had to reduce funding for other services over the past five years.

Reviewing and reassessing care packages for people with Learning Disabilities and Alternative methods of providing care for Older People at home

An alternative approach would be to continue purchasing the existing services from current providers and negotiate a different rate for in county home care for older people and for out of county placements for people with disabilities. This approach has been rejected because the Council is committed to developing and supporting a local sustainable care market. Best practice in commissioning also suggests that value for money is best achieved by providing the right amount of support, developing streamlined and efficient care pathways, as well as local services to meet local need.

Impact Assessment:

Impact on Individuals and Communities:

These proposals concern Oxfordshire residents eligible for social care: adults of working age, people with a range of disabilities and older people. This impact extends to men and women, people living in the city, market towns and rural communities across the county.

Proposals for new local services for people with learning disabilities will have positive impact on some individuals concerned, because they will be able to move back into the county to receive support closer to their family and place of origin.

Risks	Mitigations
Reducing funding for Mental Health services may result in a more limited service for people.	We will work with the people to make sure their social care needs are assessed and eligible needs are met. We will work with the providers and health partners to develop care pathways that reflect best practice and provide better value for money; to enable these savings to be effectively delivered with a minimum impact on people using services. We will work with the Community and Voluntary Sector to identify cases where people need further support.
People who use services may be asked to use alternative forms of support	We will support the person in any transition whilst ensuring that the support they receive meets their eligible needs.
People who are no longer receiving non-statutory support may end up develop statutory needs sooner	We would look at alternative ways of supporting the person including the voluntary and community sector and access to other preventative services.

Impact on Staff:

Proposals to complete targeted reviews of home care packages for older people will impact on OCC staff in operational social care teams, as it will affect their priorities and workload.

Risks	Mitigations
Resource required from commissioning and social work teams will reduce capacity to do other work	The Adults with Care and Support Needs Joint Management Group will review the Adults Mental Health Outcome Based contract scope and timescale to mitigate this impact.
Staff will be required to deal with an increase in the number of reviews and reassessments	Training will be provided to all staff on new proactive approaches to ensure the new processes are not more time consuming. We will invest in additional front-line staff required to deliver required reviews and reassessments.
A higher workload may cause increased levels of stress for staff.	Staff will receive support from managers and the staff support service where appropriate.

Impact on other Council services:

Risks	Mitigations
The Customer Service Centre, the Complaints Team and social work teams may receive an increase in the number of queries and complaints as a result of the proposed changes	<p>A full communication plan will be developed to ensure staff are aware of any changes.</p> <p>Guidance will be written to ensure staff understand the changes.</p>

Impact on providers:

Risks	Mitigations
Implementing the core offer might lead to providers having less contracted business from the Council	We will work with providers under the current and future contractual terms to minimise potential adverse impact of this approach
Mental Health social work staff employed under this contract could face redundancy.	<p>If appropriate we will give due consideration to any employment obligations as part of this review.</p> <p>We would look to redeploy workers where possible and will continue to create job opportunities for social work staff as part of the Oxfordshire workforce programme</p>

Action plan:

Action	By When	Person responsible
Mental Health Social Work- Review current arrangements and <i>reduce funding for Adults Mental Health Funding Contract by £0.5m</i>	March 2020	Eleanor Crichton
Review and reassess care packages for Older People at home to ensure right care is provided at the right time	March 2020	Karen Fuller
Review and reassess care packages for people with Learning Disabilities	March 2020	Karen Fuller
Continue to deliver supported living re-provision programme	March 2020	Eleanor Crichton

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

Version	Date	Notes (e.g. Initial draft, amended following consultation)
v.2	30/11/2018	Initial draft
v.3	04/12/2018	Draft for Adult Social Care leadership sign-off

Service and Community Impact Assessment (SCIA)

Directorate and Service Area:

Adult Social Care

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

The impact of the proposed Commercial Improvement plan for our relationship with providers.

Responsible owner / senior officer:

Kate Terroni

Date of assessment:

04/12/2018

Summary of judgement:

This assessment considers the impact of the proposed Adult Social Care Commercial Improvement on individuals, communities, staff, other council services and providers.

Our Commercial Improvement proposals centre on a renegotiation with care providers which would include:

- A shift to a block-purchasing system for most care home beds
- A review of how the council contracts for short term beds for older people
- Benefits that are anticipated through the development of a regional framework for Learning Disability Care homes

We have reviewed our relationships with care providers as part of our service and resource planning for 2019-2023. A number of proposed business cases were presented and are expected to generate combined savings of £1.500m from 2019/20 with an estimated further £0.200m saving from the regional framework from Learning Disability Care Homes from 2020/21. These will help to manage pressures in adult social care and enable the council to set a balanced budget overall. The impact of changes to our 'Core Offer' to people accessing services and 'Pathway Management' can be found in separate SCIA's.

The suggested changes are likely to have both positive and negative impacts. The changes would contribute to managing forecast pressures within Adult Social Care, help to enable the council to set a balanced budget overall and allow us to deliver the best possible services with the greatest value for money. The regional framework would also allow for more consistency with other local authorities in terms of the cost people incur for their support. However proposed renegotiations and efficiencies in what we pay could lead to a potential destabilising effect on some providers in the market. We will ensure that potential adverse impacts are minimised by working with system partners and providers. There are also potential impacts on staff, other services and providers in terms of increased workload, we will however ensure that those affected are supported in the event of any increases in workload.

Detail of Assessment:

Purpose of assessment:

The purpose of this assessment is to analyse the impact of commercial improvements, including how we negotiate with our providers to deliver value for money. The proposals are:

- **A shift to a block-purchasing system for most care home beds**
- **A review of how the council contracts for short term beds for older people**
- **Developing a regional framework for Learning Disability Care home placements**

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:

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

In the current medium term financial plan, the Adult Social Care budget is set to increase from £198m to £215m over the next 5 years. Meanwhile, unless action is taken Adult Social Care spending is forecast to increase from £199m to £223m in the same period.

The four main drivers for the forecast increase in expenditure are:

1. Increasing numbers of older people

There are more people over 65 and many more people over 85. By 2031, the number of people aged 85 and over is expected to have increased by 55% and people aged 65+ is predicted to increase by 44%. Some adult carers are themselves becoming older and cannot continue to provide care for others

2. Increasing complexity in the community

There are more people with complex needs who need on-going care. System practice has changed so more people live at home, for longer, and with more significant conditions. There are predicted to be an additional 3000 people living with dementia by 2031.

3. A price challenge for care homes

In response to the need to find care to help the system we have been buying individual placements, competing with other authorities and with the NHS.

4. A capacity challenge for home care

There are not enough home care hours available so more expensive options are used instead.

In order to meet these pressures as outlined within the Adult Social Care Medium Term Financial Plan for 2019/20-23, a range of business cases have been put forward.

A shift to a block-purchasing system for most care home beds

The current commercial model for purchasing of long-term care home beds outside of the existing block contract is to use a spot purchasing model (unplanned purchases of beds) with a weekly price per placement agreed at an individual level. These prices are governed by the Council's published Target Banding Rates for care homes but the actual price paid varies based on the person's individual needs and the market conditions at the time of placement.

Spot purchase beds are invariably more expensive than those purchased through the planned block contracts. This is further exacerbated by increasing complexity and acuity of need for both residential and nursing placements which requires increasingly intense and specialist input from care home staff. Furthermore, there is a restricted market supply of beds which can meet complex needs, resulting in premium pricing.

Short stay beds

There are currently four different types of short stay residential beds, spread across over 25 different care homes. Because the beds have been purchased at different times by different organisations in the health and social care system in response to current needs; performance measures, contractual expectations and prices vary across these beds.

Devising a regional framework for Learning Disability Care homes

Currently there are a small number of vacancies for people with Learning Disabilities within the south-east at any one time with many local authorities competing for those

places. The Transforming Care programme, which has seen a shift from people with learning disabilities being in hospital to living in the community, has also had the unintended effect of reducing the number of available placements and leading to demand led price pressure.

Proposals:

A shift to a block-purchasing system for long term care home beds

Through introducing a block contract purchasing mechanism for the purchase of long term residential and nursing placements we aim to establish economies of scale in the pricing structure; establish greater control over costs; and develop stronger relationships with the care homes that become our block contract partners.

Short stay beds

We propose to create a block contract for a core number of beds. This will provide a cohesive and standardised approach to commercial management and sufficient services to meet the system's expected demand. Under the new service specification there is a requirement that contracted care homes notify the commissioning partners of their capacity during periods of peak demand with the aim of providing additional capacity to support the system when needed.

It is estimated that a combined saving of £1.5m from 2019/20 can be achieved through increasing the use of block contracts for both long and short stay care home beds.

Devising a regional framework for Learning Disability Care homes

We will work with other south-east councils to set up a regional framework for Learning Disability placements. This will aim to ensure that the local authorities involved are offered consistent prices from different residential care providers. A regional framework would move away from the current seller's market for places, to enable a more stable and consistent pricing structure which in turn is expected to reduce costs. An estimated saving of £0.200m 2019/20 is estimated to be achievable as a result of the implementation of this framework.

Evidence / Intelligence:

In developing these proposals, the Council has considered the business plan 2018-19 for meeting social care needs of Oxfordshire residents: adults of working age, people with disabilities and older people. Business intelligence sources have been considered across the whole cycle of activity: operational, commissioning, sourcing and contract management. Key documents include:

- Joint Strategic Needs Assessment
- Key commissioning strategies
- Market position statements
- Performance, activity and finance data for teams across operations, sourcing and contract monitoring.

These proposals used regional and local market and contract performance benchmarking data. These sources contain commercially sensitive information and therefore are not included in this document.

A shift to a block-purchasing system for most care home beds

Procurements for care home beds carried out in 2017/18 and 2018/19 have indicated that lower weekly rates can be achieved through purchasing care home placements through block contracting arrangements.

Short stay beds

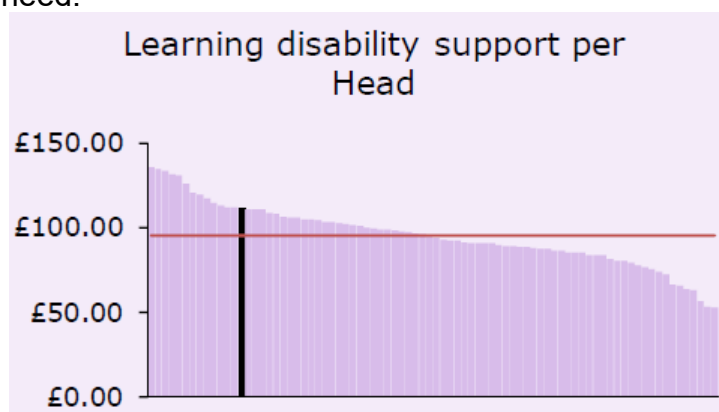
As a health and care system we aim to support people to live well at home, admission to a bed should only take place where remaining at home is not possible. For some people, a temporary stay in a care home bed is appropriate, to enable a short period of recuperation and rehabilitation after their hospital stay. In this way, short stay care home beds support our system's strategic aims to enable people to remain in their own homes for as long as possible.

Due to the fragmented approach to short stay beds, a meaningful and detailed set of performance data is not available for all current beds. However, we have modelled demand going forward taking into account occupancy levels in Oxford University Hospitals Foundation Trust, historic usage of beds and the predicted demography. This indicates that 125 short stay beds in care homes will meet the predicted demand, with the ability to increase the number built into the contract to assist with times of increased demand.

Due to the short stay nature of beds and the intention that people will return to their own homes following their stay, with the intention of reducing the number of people admitted to a care home on a permanent basis. This number is currently increasing, resulting in financial pressures for the Council to fund these admissions.

Devising a regional framework for Learning Disability Care homes

Oxfordshire spends slightly more on services for adults with Learning Disabilities than the national average. That might partly reflect the cost of care in Oxfordshire as well as levels of need.



Benchmarking carried out for south east councils by the Association of Directors of Adult Social Services (ADASS) South East Finance Group indicates that the Council spends just over the median for the south east but funds less people per 100,000 population than average. That implies that packages cost more than average for the south east but the data is insufficient to indicate what the reason for that is. As noted above, some care packages can be very large (£5k to £7k per week) so the average can potentially be significantly skewed by a few high cost service users in each council.

Alternatives considered / rejected:

In order to ensure the sustainability of Adult Social Care in Oxfordshire the Council has a responsibility to make sure it does not overspend against its allocated budget. It is for this reason that doing nothing is not an option.

Short stay beds

We have used the Council's Gateway Review Process to review our options for short stay beds:

1. Do Nothing

This option will result in system partners pursuing individual purchasing and contracting arrangements; the efficiencies and economies of scale from system purchasing will be lost and system partners will be competing with one another to purchase beds from the same providers.

The discharge pathway will remain fragmented and the current system complexity will remain. There will be no improvement for patients, in-reach services will be stretched and inefficient and there will be reduced value for money.

2. Framework Contract of Nursing Home Suppliers

A creation of a framework of suppliers to deliver rehabilitation services would potentially provide sufficient provision of care beds but is unlikely to provide an efficient in-reach medical support service. Therapy and medical cover arrangements are best provided alongside consistent care home providers; a framework contract would not permit medical cover arrangements to be consistently and efficiently provided.

There is likely to be a vast range of fees, and there is a potential for insufficient GP support.

It is likely that the framework would be seen by the market as their opportunity to fill vacancies, rather than create a high quality bespoke service

3. Block Contract for Core Care and Spot Purchase Framework for Additional Care

A single block contract for the minimum number of beds would be beneficial and provide sufficient high-quality care in a limited number of homes, and this would maximise the efficiency of in-reach services.

A framework of spot purchased provision would also manage the demand during peak periods. The framework would not commit the parties to work together, and there is potential for providers on the framework not to offer placements.

There are two negative aspects to the framework option, firstly it expands the numbers of providers that would form part of the system and secondly there is a likelihood of the rates for placements increasing through the spot nature of the placements on the framework. These two areas are critical to improve relationships with providers by being a better customer and to deliver increased value for money.

4. Inclusive Block and Expansion Contract

This model would

- maximise the effectiveness of the in-reach services,
- improve the relationship between the providers and the commissioning partners,
- maximise the occupancy in the providers' system
- provide maximum financial benefit to the commissioning partners

Devising a regional framework for Learning Disability Care homes

We have considered renegotiating costs of the Learning Disability care homes (out of county placements) with each provider on our own. This option has been rejected because collective renegotiation of costs across all providers on a regional basis is likely to deliver better and more sustainable outcomes for the council, other commissioners in the region and the care providers.

Impact Assessment:

Impact on Individuals and Communities:

These proposals concern Oxfordshire residents eligible for social care: adults of working age, people with a range of disabilities and older people. This impact extends to men and women, people living in cities, market towns and rural communities across the county.

Risks	Mitigations
Proposed commercial renegotiations might lead to destabilisation of the market.	In carrying out proposed commercial renegotiations the Council will ensure that potential adverse impact on stability of the market is minimised.
Short stay beds – The relocation of current services to a reduced number of sites means that people receiving services and their families may need to travel further under the proposed model.	<p>These beds will normally only be used for a short-term period prior to their return home.</p> <p>In securing the provision of short stay beds for the future, we will ensure that this includes county wide coverage with consideration given to the location of services, as well as the ability of services to meet the quality requirements.</p>

Impact on Staff:

Proposals to renegotiate with providers may impact on council staff in operational social care teams, as it will affect their priorities and workload.

Risks	Mitigations
Resource required from commissioning and operations will reduce capacity to do other work	Workloads will be reviewed to ensure they are managed appropriately and that sufficient resource is given to enable business as usual work is able to continue.
A higher workload may cause increased levels of stress for staff.	Staff will receive support from managers and the Employee Assistance Program is available.

Impact on other Council services:

Risks	Mitigations
No known risks	n/a

Impact on providers:

Risks	Mitigations
Changing contracts may increase dependence on other services.	We will examine alternative ways to meet those wellbeing and employment needs through engagement with the voluntary sector

Action plan:

Action	By When	Person responsible
Shift to block-purchasing system for most care home beds	June 2019	Rachel Pirie
Devise a regional framework for Learning Disability Care homes	March 2020	Eleanor Crichton

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

Version	Date	Notes (e.g. Initial draft, amended following consultation)
v.2	30/11/2018	Initial draft
v.3	04/12/2018	Draft for Adult Social Care leadership sign-off

Service and Community Impact Assessment (SCIA)

Directorate and Service Area:

Adult Social Care

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

The impact of the proposed changes to Adult Social Care pathways.

Responsible owner / senior officer:

Kate Terroni

Date of assessment:

04/12/2018

Summary of judgement:

This assessment considers the impact of the proposed changes to the Adult Social Care pathways on individuals, communities, staff, other council services and providers. The pathways describe how a person navigates through Oxfordshire's Social Care system to access the support that they need. The proposed changes relate to:

- Acquired Brain Injury and Autism Pathway
- Meeting wellbeing and employment needs for Adults

We have reviewed our pathways as part of our service and resource planning for 2019-2023. A number of proposed business cases were presented and would generate combined savings of £0.600m from 2019/20. The impact of changes to our 'Core Offer' to people accessing services and 'Commercial Improvement' can be found in separate SCIA's.

The proposed changes are likely to have both positive and negative impacts. They would mean that Adult Social care would contribute to managing forecast pressures within Adult Social Care, help to enable the council to set a balanced budget overall and allow us to deliver the best possible services with the greatest value for money. However, people who use services may be asked to use alternative support and may also have to travel further to reach it.

We will support people to transition whilst ensuring that the support they receive meets their needs. There are also potential impacts on staff, other services and providers in terms of increased workload and potential changes to the structure of teams, we will however ensure that staff are supported in their work and if appropriate due consideration will be given to any employment obligations. We will also ensure that system partners are given adequate support to ensure they are not overburdened.

Detail of Assessment:

Purpose of assessment:

The purpose of this assessment is to analyse the impact of changing some of our care pathways for adults with care and support needs in relation to the following services.

- **Acquired Brain Injury and Autism Pathway**
- **Meeting wellbeing and employment needs for Adults**

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:

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

In the current medium term financial plan, the Adult Social Care budget is set to increase from £198m to £215m over the next 5 years. Meanwhile, unless action is taken Adult Social Care spending is forecast to increase from £199m to £223m in the same period.

The four main drivers are:

1. Increasing numbers of older people

There are more people over 65 and many more people over 85. By 2031, the number of people aged 85 and over is expected to have increased by 55% and the number aged 65+ is predicted to increase by 44%. Some adult carers are themselves becoming older and cannot continue to provide care for others.

2. Increasing complexity in the community

There are more people with complex needs who need on-going care. System practice has changed so more people live at home, for longer, and with more significant conditions. There are predicted to be an additional 3000 people living with dementia by 2031.

3. A price challenge for care homes

In response to the need to find care to help the system we have been buying individual placements, competing with other authorities and with the NHS.

4. A capacity challenge for home care

There is not enough home care available so more expensive options are used instead.

In order to meet these pressures as outlined within the Adult Social Care Medium Term Financial Plan for 2019/20-23, the following business cases have been put forward.

Acquired Brain Injury & Autism pathway

Oxfordshire County Council currently commits £6.200m to the outcomes based contract for mental health services. This funding is intended to support a range of floating support for housing and daytime activity, including support for employment and wellbeing. There are a small number of people with acquired brain injuries or autism whose assessed needs fall outside the scope of the outcome based contract who are currently receiving a range of packages put in place on an ad hoc basis. The joint budget for these service users is currently £1.200m (council contribution £0.700m, Oxfordshire Clinical Commissioning Group contribution £0.500m).

Meeting wellbeing and employment needs for Adults

We currently commission specific services support individuals with a range of disabilities, apart from mental health related conditions, to live a productive life with minimal dependence on services by enabling them to access informal community support and friendships, start volunteering and get paid work using a person-centred approach. The current arrangements were put in place before the implementation of the council's new Daytime Support Service in October 2017, and now need to be reviewed to build on the developing role of the voluntary sector locally.

Proposals:

Acquired Brain Injury and Autism Pathway

We are proposing to work with Oxfordshire Clinical Commissioning Group to jointly review the Acquired Brain Injury and Autism pathways to enable us to understand how the service users not being supported through the outcome based contract can be more appropriately supported. We will then consider changing the commissioning arrangements following the outcomes of the review. Savings of £0.400m, of which the Council's share would be £0.200m, are estimated to be possible through recommissioning the services within the pathways. These changes are also expected to lead to better outcomes for service users as the new services will be designed to more closely align with their long-term needs.

Meeting wellbeing and employment needs for Adults

A review of alternative ways to meet wellbeing and employment outcomes for service users through engagement with the voluntary sector will be investigated; funding for those alternatives could reduce by around £0.1m, achieving a net on-going saving of £0.4m per annum from 2019/20.

Evidence / Intelligence:

In developing these proposals, the Council has considered the business plan 2018-19 for meeting social care needs of Oxfordshire residents: adults of working age, people with disabilities and older people. Business intelligence sources have been considered across the whole cycle of activity: operational, commissioning, sourcing and contract management. Key documents include:

- Joint Strategic Needs Assessment
- Key commissioning strategies
- Market position statements
- Performance, activity and finance data for teams across operations, sourcing and contract monitoring.

These proposals used regional and local market and contract performance benchmarking data. These sources contain commercially sensitive information and therefore are not included in this document.

Acquired Brain Injury and Autism Pathway

A review of the small number of people not supported by the outcome based contract showed that they all have acquired brain injuries or autism and should therefore fit within existing pathways. Spend on these people is high (over £85k per person) as they sit outside commissioned pathways. Further work needs to be carried out to see why these people cannot be supported by existing services, and adjust the commissioning pathways accordingly. This will ensure that people use appropriate services to meet their needs whilst reduce costs.

Meeting wellbeing and employment needs for Adults

Existing services have not achieved anticipated targets, and whilst the figures are improving they are yet to reach the intended levels.

Alternatives considered / rejected:

In order to ensure the sustainability of Adult Social Care in Oxfordshire, the Council has a responsibility to make sure it does not overspend against its allocated budget. It is for this reason that doing nothing is not an option.

Acquired Brain Injury and Autism Pathway / Meeting wellbeing and employment needs for Adults

We considered reviewing current services and placements individually but this option has been rejected because best practice in commissioning suggests that a more appropriate approach is to review the whole pathway.

Impact Assessment:

Impact on Individuals and Communities:

These proposals concern Oxfordshire residents eligible for social care: adults of working age, people with a range of disabilities and older people. This impact extends to men and women, people living in the city, market towns and rural communities across the county.

Risks	Mitigations
A small number of people may be asked to use alternative forms of support	We will support the person in any transition whilst ensuring that the support they receive meets their needs. These changes are also expected to lead to better outcomes for service users as the new services will be designed to more closely align with their long-term needs.

Impact on Staff:

Proposals to redesign care pathways for people with disabilities and older people will impact on staff employed to deliver these services. Most of these staff are employed by external agencies the Council contracts with. Impact could be negative (e.g. if less staff are required to meet reduced contract capacity) or positive (e.g. if new services are commissioned, such as for people with learning disabilities or autism).

Risks	Mitigations
Resource required from commissioning and operations may reduce capacity to do other work	Workloads will be reviewed to ensure they are managed appropriately and that sufficient resource is given to enable business as usual work is able to continue.
A higher workload may result in increased levels of stress for staff involved	Staff will receive support from managers and the Employee Assistance Program is available.

Impact on other Council services:

Risks	Mitigations
Changes to services that meet wellbeing and employment needs for Adults may increase demand for other services.	Alternative ways to meet wellbeing and employment outcomes through engagement with the voluntary sector will be investigated

Impact on providers:

Proposals for pathway changes would impact on providers of those services. It may lead to new requirements been placed on providers, e.g. to report service capacity in a timely way and via different systems. They would be asked to contribute to care pathway reviews and future contracting arrangements.

Risks	Mitigations
Changing how we deliver to the services to meet wellbeing and employment needs may increase dependence on other services.	We will brief and support partners ahead of any changes to the service
Staff providing current services could face redundancy.	We will give due consideration, if appropriate to any employment obligations as part of the review of ways of meeting wellbeing and employment outcomes.
An increased dependency on voluntary community sector partners to help provide alternatives to home care may experience and increase in demand.	We will ensure that adequate support is given to partners

Action plan:

Action	By When	Person responsible
Review Acquired Brain Injury and Autism pathways	June 2019	Eleanor Crichton
Review alternative ways to meet wellbeing and employment outcomes for service users	June 2019	Eleanor Crichton

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

Version	Date	Notes (e.g. Initial draft, amended following consultation)
v.2	30/11/2018	Initial draft
v.3	04/12/2018	Draft for Adult Social Care leadership sign-off

Service and Community Impact Assessment (SCIA)

Front Sheet: Children's Social Care

Directorate and Service Area:

Children Education and Families (CEF) – Children's Social Care

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

The assessment has been prepared to consider the proposed changes to a range of services provided to children and young people through a service redesign in Children's Social Care

These proposals are made up of a range of changes within the Children's Social Care Service for CEF. The changes are being implemented to deliver improved services to all vulnerable children and young people and those in need of early help services. The proposals will also deliver financial efficiencies as set out within the MTFP.

Responsible owner / senior officer:

Hannah Farncombe – Deputy Director Children's Social Care

Date of assessment:

10th December 2018

Summary of judgement:

The impact of these changes will be upon all children and young people who receive services and support from the early help and social care teams within CEF. The changes have all been driven primarily with the intention of reducing unnecessary delay in service provision, providing the most appropriate and timely assessments and care planning, reducing change and disruption of care planning and enhancing the ability of the Council to provide the appropriate support and services to safeguard vulnerable children and young people.

All of the proposed changes to practice and service provision will all be conducted to meet the Council's requirements as set out within the Children Act 1989 and all related statutory guidance for children's services. The impact of the proposed service changes will be reviewed following feedback from staff and partner agency consultation and in preparation for the submission of final proposals to Cabinet in early 2019.

It is not intended that the changes will result in any detrimental impact upon vulnerable children and young people. On the contrary the changes and improvements are intended to provide a better service for this service user group.

Detail of Assessment:

Purpose of assessment:

This assessment has been undertaken in order to understand the impact on the appropriate service groups in Oxfordshire of the proposals to implement a service re-design within children's social care, while at the same time making budget efficiencies up to £2.74 million over a three-year period. The purpose of the assessment is to ensure that the proposed review and changes to services to vulnerable children and young people do not have any unintended adverse effects to the relevant service group and that the Council continues to provide good services to them. Services will continue to meet the statutory requirements of the Council as set out within the Children Act 1989 and associated statutory guidance and regulations which include *Working Together 2018*.

In undertaking this assessment, the Council has given due regard to Section 149 of the Equalities Act 2010 in exercising its functions.

Social Value

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

Context / Background:

A demographic pressure exists within Oxfordshire Children's Social Care Services due a significant increase in demand for the service in recent years. This increase is in line with national increase in demand but means that the service needs to re-think how all services to vulnerable children and young people are delivered.

Children's Services takes a lead role in the planning and delivery of early help and statutory social work services to vulnerable children and young people. The purpose of these services is to intervene as early as possible to minimise harm to the child and prevent an escalation into more intrusive and costly specialist social care. Initial work to improve the efficiency of early help services in Oxfordshire have been successfully completed and more work now needs to be delivered in relation to all social work services delivered to children and young people.

Earlier improvements have included the review and development of the Multi-Agency Safeguarding Hub (MASH) which now provides a strong and secure 'front door' to all services for vulnerable children and young people. This has resulted in more effective identification and allocate of work within children's social care.

Further work has been undertaken over the summer of 2018 to consult with staff and managers to review and identify more effective and efficient ways of delivering children's social care within Oxfordshire and a series of improvements and changes are now being proposed. A set of proposals are therefore being considered that can reduce all unnecessary delay and that will make the best use of the staffing resource available to the Council. The service is regulated by Ofsted, so all changes will be implemented in line with statutory requirements and to meet the criteria for a good service as set out in the statutory guidance.

Proposals:

This proposal contains a number of plans and changes to the ways of working within children's social care that support demand management across the whole of the service and are contained and managed within the CEF Transformation Programme.

Initial activity has been undertaken which included a full-service review, to capture the current 'As is' model of the service. This was done by carrying out staff consultation activity to consider the provision of a leaner service, through process re-design, better ways of working, resource planning and allocation, and service delivery models based on best practice. All of these initiatives are now being considered to design a more effective way of working which will create a more robust streamlined/efficient service operating model. The Council has developed a range of service changes and improvements related to the provision of services to vulnerable children and young people that will reduce the need for expensive interventions; will reduce unnecessary delay in care planning; will expand local service provision; and offer more effective and timely interventions to meet the individual needs of children and young people.

The proposal involves completing a service re-design across the whole of children's social care services. A whole service redesign will deliver efficiencies following a full review of the current service delivery model which will include the review of resource allocation, staff establishment, budget allocation, ways of working, staff turn-over, support services and workflow. The current service has been fully mapped and early assumptions are that up to £2.74 million will be acquired through service re-design and managing demand, over a 3-year period.

Evidence / Intelligence:

The proposals and service developments have been considered as part of a wide range of evidence gathering, consultation and advice from across the service, service users and service providers.

The proposals are all informed by a wide range of ongoing reviews and work that have been coordinated by the CEF Transformation programme.

The proposals have therefore been subject to close monitoring and scrutiny as part of the Children’s Transformation Programme governance structure. This ensures that appropriate risk management and regulatory guidance is considered in relation to the different proposals.

All of the proposals are overseen by the CEF senior management team to ensure that they are in accordance with the statutory framework that the Councils work within as set out in the Children Act 1989 and appropriate statutory policy and guidance.

Alternatives considered / rejected:

A range of service options have been considered for each of the service proposals in line with the statutory requirements as set out within the Children Act 1989. The options have been considered alongside the current service provision which will be maintained as the new service are developed and implemented. Where appropriate the service proposals have outlined option appraisals as part of the Transformation Programme documentation which detail benefits and risk associated with them.

Impact on Individuals and Communities:

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

Risks	Mitigations
The proposals include the provision of targeted and specialist services to children, young people and families.	<ul style="list-style-type: none"> • The re-designed service options will be developed to provide an improved service offer. • All of the service options will be tested to ensure that they meet the statutory requirements as set out within the Children Act 1989 and associated practice guidance. • Service will be developed to provide greater likelihood that LAC will be placed nearer to their home community.
Children, young people and families in rural communities will struggle to access family support services	<ul style="list-style-type: none"> • All options propose targeted service delivery to support families in rural locations. These vary in volume depending on the proposed model. • Children’s Social Care will continue to be located in larger conurbations that are well served

	by public transport, providing various modes of access for rural communities to centre based services.
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Impact on Staff:

Risks	Mitigations
Staff morale may be negatively impacted due to the impact of changing working practice and environments	Staff will be fully engaged in the re-design of identified services and in any new practice models which will be based on nationally recognised social work practice.

Impact on other Council services:

Risks	Mitigations
Increase cost to other Council services	Without savings in CEF other services would need to take a greater share of financial pressure to balance the budget. Better placement outcomes in childhood will help to reduce demand/need in adult services

Impact on providers:

Risks	Mitigations
Service providers will be affected by the The service re-design and possible change in the use of their services.	Ongoing plans are in place to consult with voluntary sector and other providers on any material changes to engagement with their services.

Action plan:

Action	By When	Person responsible
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<p>The proposals form part of the Children's Transformation Programme which includes detailed action plans and monitoring arrangements to progress them</p>	<p>Monthly through the Children's Transformation Board.</p>	<p>Hannah Farncombe</p>
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Monitoring and review:

Person responsible for assessment:

Version	Date	Notes (e.g. Initial draft, amended following consultation)
1	30 November 2018	Initial Draft
2	10 December 2018	Amended following consultation with service

Service and Community Impact Assessment (SCIA)

Front Sheet: Corporate Parenting & Placements for Looked After Children and Young People

Directorate and Service Area:

Children Education and Families – Children’s Corporate Parenting

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

The assessment has been prepared to consider the proposed changes to a range of services provided to Looked After Children (LAC). A set of changed policy and practice is being implemented across the LAC service which includes;

- Improved decision making to become LAC
- Reconnecting LAC with their birth families
- Improvements in the Fostering Service
- Expanding Supported Lodgings Provision for post year 11 LAC
- Prevention of unregulated placements
- Review of all Third-Party Service Spend

These proposals are made up of a range of changes within the Corporate Parenting Service for CEF. The changes are being implemented to deliver improved services to LAC which can also deliver financial efficiencies as set out within the MTFP.

Responsible owner / senior officer:

Lara Patel – Deputy Director Corporate Parenting

Date of assessment:

05 December 2018

Summary of judgement:

The impact of these changes will be upon all Looked After Children (LAC) and young people. The changes have all been driven primarily with the intention of reducing unnecessary delay in the LAC process, providing the most appropriate placement provision for LAC, reducing change and disruption of placements and enhancing the ability of the Council to place children as near to their families and communities and possible.

The proposed changes to practice and service provision will all be conducted to meet the Council’s requirements as set out within the Children Act 1989 and all related statutory guidance for LAC and care leavers.

It is not intended that the changes will result in any detrimental impact upon looked after children and young people. On the contrary the changes and improvements are intended to provide a better service for this service user group.

Detail of Assessment:

Purpose of assessment:

The purpose of the assessment is to ensure that the proposed review and changes to LAC services do not adversely affect this group of children and young people and that the Council continues to provide good services to them. Services will continue to meet the statutory requirements of the Council as set out within the Children Act 1989 and associated statutory guidance and regulations.

In undertaking this assessment, the Council has given due regard to Section 149 of the Equalities Act 2010 in exercising its functions.

Social Value

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

Context / Background:

A demographic pressure exists within the number of Looked After Children (LAC) within Oxfordshire. This budget includes the mainstream LAC, which excludes children with disabilities and Unaccompanied Asylum Seeking Children which currently total 99.

The overall LAC population has increased from 460 in 2013/14 to 755 at the end of September 2018, an increase of 64%, and since the end of 2017/18 numbers have increased from 684, an increase of 10%, which could lead to a 20% increase in 2018/19 if extrapolated. Most of this increase has been within mainstream placement provision (foster placements).

As a result, there is a forecast overspend due to demography which means that the Council need to review and change the way that services are provided. The service is also required to make efficiencies in line with the Council's MTFP. The Council must also consider how to plan and fund a range of possible growth scenarios.

In order to meet these demands, the service has been reviewed and a series of improvements and changes have been proposed. The service is regulated by Ofsted so all changes will be implemented in line with statutory requirements and to meet the criteria for a good service as set out in the statutory guidance.

Proposals:

The Council has developed a range of service changes and improvements related to LAC provision that will reduce the need for expensive out of authority placements; will reduce unnecessary delay in care planning; will expand service provision; and offer more placements that are local and meet individual children's needs. By reducing delay and providing more in-house placement provision the Council make significant financial savings as set out within the Cabinet report. Over the period 2019/20 to 2020/23 savings proposed total £7.085m as follows;

- Improved decision making to become LAC – facilitating savings across the service
- Reconnecting LAC with their birth families - £2.491
- Improvements in the Fostering Service - £1.104
- Expanding Supported Lodgings Provision for post year 11 LAC - £0.240
- Prevention of unregulated placements - £0.100m
- Review of Third Party Service Spend - £3.150

It is proposed that the following changes to the service will be implemented;

Improved decision making to become LAC – The implementation of an Entry to Care Panel that is chaired by the Deputy Director - Corporate Parenting, to ensure consistent and timely decision making for all new LAC. This Panel maintain's close oversight of all decisions to bring a child into care to consider diversionary activity to prevent the child becoming LAC; ensure that the most appropriate service provision is made available to that child with the intention of progressing their care plan without delay; and to ensure they achieve the best possible outcomes.

Reconnecting LAC with their birth families - Due to demand on local authority looked after children services there is a need to improve the effectiveness of the Reconnecting Meetings to increase the number of children leaving care. The main practice model to implement this work will be via the NSPCC Reunification Model, which will be rolled out across all LAC teams. As part of this initiative the service is also undertaking focused work to step-down children from high cost residential provision into bespoke foster placement provision. This will only take place where the change in accommodation clearly meets the needs of the child and is part of their agreed care plan.

Improvements in the Fostering Service - Oxfordshire County Council are the Corporate Parents for 755 Looked after Children (September 2018). These children and young people are placed across a wide range of carers, ranging from Kinship carers, Special Guardians, mainstream Foster Carers and Residential homes. Of this cohort, 363 (September 2018) children and young people are placed in 'mainstream' foster carers, either within the county of Oxfordshire or in neighbouring counties or further afield. This project has been scoped to focus on these 'mainstream' foster carers, of which 178 are classed as 'in-house' foster carers and 185 are foster carers provided by Independent Fostering Agencies (IFA). To achieve this increase in

carers and compete in this challenging market once again, OCC would need to review and enhance their full 'offer' to in-house carers. This may not necessarily be a financial offer but one of enhanced support to foster carers, leaner processes, more efficient systems and a stronger approach to marketing/advertising, leading to a stronger presence in the market.

Expanding Supported Lodgings Provision for post year 11 LAC - Supported Lodgings enable single children aged sixteen and above to be offered accommodation in a home environment when leaving foster care or residential care. The placements are provided by registered carers who can offer a bedroom in their homes, along with 10 hours of support to care leavers. Oxfordshire is currently extending its supported lodgings policy and procedure to ensure that there is a sufficient pool of providers available to meet the needs of those young people who would benefit from this support and ensure that valuable fostering and residential resources are made available for other children whom require them. This will reduce the need for higher cost external independently provided foster placements.

Prevention of unregulated placements - The Council has a challenge to identify children's placements for our most vulnerable and complex children and particularly for those children in care for whom a specialist crisis provision is required following a placement breakdown. The service will therefore invest to provide a specific resource that is suitable of providing a crisis bed to meet the needs of our complex and high risk looked after children. This provision will be used to reduce the use of making unregulated placements which, are both high cost and present a high level of risk to the child and staff involved.

Review of Third Party Spend – Some placements and services are provided under contract with third party providers. The Council is undertaking a review of all such contracts to ensure that they offer best value for money and that all possible discounts and financial savings are being delivered within the contracts. The financial efficiencies made through this activity will not affect the quality or capacity of the services being offered to LAC but will be driven through tighter contract management.

Evidence / Intelligence:

The proposals and service developments have been considered as part of a wide range of evidence gathering, consultation and advice from across the service, service users and service providers.

The proposals are all informed by the Council's CEF Sufficiency Strategy (2018) which outlines the key requirements for LAC services based on demographic information, service analysis and the statutory regulatory framework.

The proposals are also the subject to close monitoring and scrutiny as part of the Children's Transformation Programme governance structure. This ensures that appropriate risk management and regulatory guidance is considered in relation to the different proposals.

Alternatives considered / rejected:

A range of service options have been considered for each of the service proposals in line with the statutory requirements as set out within the Children Act 1989. The options have been considered alongside the current service provision which will be

maintained as the new service are developed and implemented. Where appropriate the service proposals have outlined option appraisals as part of the Transformation Programme documentation which detail benefits and risk associated with them.

Impact on Individuals and Communities:

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

Risks	Mitigations
Service to LAC children deteriorate.	<ul style="list-style-type: none"> • LAC placement options will be enhanced and improved. • Local Fostering provision will be expanded to offer better quality placements • Expanded Fostering service will be able to provide greater likelihood that LAC will be placed nearer to their home community.
There will not be enough LAC placements to meet the Council's statutory responsibility.	<ul style="list-style-type: none"> • The proposals will increase the number of placements available to meet the increased number of LAC. • The quality of provision will remain high because all of the proposals will meet the requirements of the statutory regulator, Ofsted.

Impact on Staff:

Risks	Mitigations
Increased workload within the Fostering Assessment Teams.	Additional staffing is planned for those services that increase in size (Fostering)

Impact on other Council services:

Risks	Mitigations
Increase cost to other Council services	Without savings in CEF other services would need to take a greater share of

	<p>financial pressure to balance the budget.</p> <p>Better placement outcomes in childhood will help to reduce demand/need in adult services</p>

Impact on providers:

Risks	Mitigations
Service providers will be affected by the management and possible reduction in the use of their services.	Ongoing plans are in place to consult with providers of specialist placement services to LAC in Oxfordshire.

Action plan:

Action	By When	Person responsible
All of the proposals form part of the Children's Transformation Programme which includes detailed action plans and monitoring arrangements to progress them	Monthly through the Children's Transformation Board.	Lara Patel

Monitoring and review:

Person responsible for assessment:

Version	Date	Notes (e.g. Initial draft, amended following consultation)
1	30 November 2018	Initial Draft
2	05 December 2018	Amended following consultation with service