

Service and Resource Planning

Financial Plan 2015/16 - 2017/18

and

Service Analysis 2015/16

**Chief Executive's Office
April 2015**

Preface

This book provides an overview of the council's planned expenditure and funding and financial strategy for 2015/16 to 2017/18.

It also includes for each of the five directorates:

- The business strategy for 2015/16 to 2017/18 agreed in February 2015;
- The detailed revenue budget for 2015/16 by service area;
- A summary of the 2015/16 budgeted income and expenditure;
- Budget changes built into the medium term financial plan for 2015/16 and the following two years.

The council's contribution to budgets managed jointly with Oxfordshire Clinical Commissioning Group (OCCG) are shown as part of the budgets for Social & Community Services.

The Council's capital programme which shows planned expenditure on new or improved school buildings and roads, for example, is also included.

The medium term financial plan contained in this booklet also forms part of the Oxfordshire County Council Corporate Plan 2015/16 to 2017/18. The financial plans will support the achievement of the council's ambition for a county where local residents and businesses can flourish through:

- **A Thriving Economy** – with small businesses starting, existing small businesses growing, and large businesses choosing to locate in Oxfordshire, creating good jobs for local people. A strong economy makes everything else possible.
- **Thriving People and Communities** – where residents are empowered to help themselves and can contribute to what happens locally, and where everyone can make informed decisions about their health and wellbeing.
- **A Safety Net** – where we support some of the county's most vulnerable residents, focusing on those we have a duty to consider, such as older people, disabled adults, and children.

This publication complements Oxfordshire County Council's services and council tax leaflet for 2015/16. This is available on the Council's website www.oxfordshire.gov.uk/cms/content/council-spending. It explains how the council tax is spent and provides a summary of the 2015/16 budget.

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Introduction

2015/16 is the second year of the four-year directorate business strategies agreed by Council in February 2014. These build on the previous strategies agreed in 2011, and have not been extended beyond 2017/18 due to uncertainty over future levels of government funding.

Sustained reductions in Government funding combined with pressure to restrict Council Tax increases have resulted in a significant squeeze on Council resources over recent years, at a time when demand for services has been increasing. The Corporate Plan for 2014/15 set out that over the period 2010/11 to 2017/18 the Council planned to save £265m to offset funding reductions and to meet additional expenditure pressures.

On-going expenditure pressures that were not anticipated when those savings were agreed have been highlighted in the Financial Monitoring and Business Strategy Delivery reports to Cabinet throughout 2014/15. Additional savings of £27m over that period are now required to manage these pressures, bringing the total savings over the period 2010/11 to 2017/18 to £292m.

On 18 December 2014, Performance Scrutiny Committee was invited to consider and comment upon the directorate business strategies and new revenue pressures and savings proposals. Capital proposals were considered by the Committee on 8 January 2015.

The Cabinet published its budget proposals and its recommended Budget, Medium Term Financial Plan and Capital Programme on 27 January 2015. The budget proposals were built on the premise of fairness and protecting the most vulnerable from the impact of any cuts, as well as raising income, where possible, so that reductions in service budgets are less challenging. Some of the savings have been used to re-invest in priority areas.

In setting its budget the Council must set a Council Tax Requirement, which is the amount of funding required to be raised from Council Tax to meet the expenditure plans of the authority after taking into account all other funding. Council approved the Cabinet's recommended Council Tax Requirement for 2015/16 of £288.2m on 17 February 2015. This was based on a Band D Council Tax of £1,232.46, an increase of 1.99% from the previous year.

The Capital Programme, also approved on 17 February 2015 includes planned expenditure of £127.4m for 2015/16. £96.6m of the total expenditure will be funded by grants and contributions, £15.1m through prudential borrowing and £15.7m through use of capital receipts.

The purpose of this booklet is to provide information on the Council's revenue and capital budgets for 2015/16 and over the medium term, how these budgets are financed and detail on the budget by Directorate and service area.

Lorna Baxter, Chief Finance Officer

Introduction

Key Data

2014/15 £000		2015/16 £000
872,874	Gross Expenditure	831,083
-359,926	less Government Grants	-340,495
-82,665	less Income	-66,007
-80,623	less Revenue Support Grant	-62,305
-36,390	less Business Rates Top-Up	-37,085
-28,607	less Business Rates from District Councils	-29,466
-6,929	less Council Tax Surpluses	-7,472
277,734	= Council Tax Requirement	288,253
1.99%	Increase in Council Tax	1.99%
£1,208.41	Council Tax (Band D)	£1,232.46

The following tables provide an analysis of the changes in the Council's gross expenditure and income budgets from 2014/15 to 2015/16:

	£000	%
2014/15 Gross Expenditure	872,874	
Permanent Virements Agreed in 2014/15	-21,643	-2.5%
Inflation	4,060	0.5%
Function and Grant Changes	-15,017	-1.7%
Previously Agreed Budget Changes	-12,096	-1.4%
Variation to Existing MTFP (agreed 2015/16)	6,243	0.7%
Virements	-3,338	-0.4%
2015/16 Gross Expenditure	831,083	-4.8%

	£000	%
2014/15 Income (Including Grants)	-442,591	
Permanent Virements Agreed in 2014/15	21,643	-4.9%
Inflation	-284	0.1%
Function and Grant Changes	17,153	-3.9%
Previously Agreed Budget Changes	-8,588	1.9%
Variation to Existing MTFP (agreed 2015/16)	-852	0.2%
Virements	7,017	-1.6%
2015/16 Income (Including Grants)	-406,502	-8.2%

This information has changed from the Council Tax Leaflet as more up-to-date information has become available. The overall Council Tax Requirement remains the same.

Council Summary Information

Medium Term Financial Strategy 2014/15 - 2017/18 (Refreshed for 2015/16)

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

The Financial Strategy was fully revised and updated during the 2014/15 Service & Resource Planning round to coincide with the new administration and to incorporate the Capital Strategy, previously treated as a separate document. Given the proposal to continue with the existing medium term financial plan, making limited adjustments where necessary, the existing Financial Strategy has been refreshed.

Corporate Plan

The Service & Resource Planning process ensures the medium term financial plan (MTFP), capital programme and directorate business strategies reflect the Council's objectives and priorities set out in the corporate plan.

The corporate plan is revised every year and the current plan for 2014/15 to 2017/18, agreed by Council in April 2014 has also been refreshed for 2015/16. The plan outlines the Council's overall goal of achieving a 'Thriving Oxfordshire' and sets out how we are working towards that goal.

Financial Planning

The medium term financial plan aligns available revenue funding with the delivery of services through the Service & Resource Planning process. Our financial planning reflects:

- The reducing level of financial support from Government and consequential revenue savings required over The medium term
- The allocation of resources to meet statutory service requirements and key strategic priorities
- The use of one-off income to meet one-off pressures or priorities, or to help address an adverse cash flow position in the MTFP (where planned pressures exceed planned savings in the short-term)
- Our commitment to council tax payers
- Our on-going commitment to achieve efficiencies to ensure improved value for money

Use of grant funding

- The use of general grant funding for both revenue and capital will be maximised;
- Where grant bids are required, these need to be linked to the Council's objectives;
- Exit strategies are required for grant bids and time-limited grants;
- Directorates will be required to meet any reductions in ring-fenced grant funding, through cessation or projects/services or additional savings.

Balance sheet management

The Council actively manages its debtors and creditors position to reduce the demand for working capital

- Debtors - we will clear 97% of non-care debtors and unsecured care debtors within 90 days. Days revenue outstanding for non-care debts will be kept to 33 days or below, with a target of 62 days for care debts;
- Creditors - we will pay 97.5% of all undisputed invoices within normal payment terms. The Council's standard payment terms are 14 days for small and medium size enterprises (SMEs), otherwise 28 days.

Balances and Reserves

- Balances will be maintained at a level commensurate with identified risks, based on an annual risk assessment, subject to a minimum of 2.5% of gross expenditure (excluding schools). The risks reflect unforeseen overspendings, unexpected events and emergencies such as severe weather, potential liabilities and uncertainties over the future level of funding.
- Any income which is fortuitous to the Council will be used to address an adverse cash flow position in the medium term financial plan or otherwise be added to balances;
- Revenue reserves will be held for specified purposes only and reviewed on an annual basis;
- New revenue reserves require approval by The Cabinet.

Capital Strategy

The capital strategy provides a framework for the development of the capital programme and ensures that the use of limited capital resources accords with the Council's objectives and priorities as set out in the Corporate Plan. The latter is achieved by having asset management plans for the two main areas of asset holding:

- The **Asset Management Plan** sets out the future direction for managing the Council's property assets and provides a strategic approach to securing operational and financial benefits of the property estate. It reflects the changing needs of the property portfolio as the Council moves from being a service provider to a commissioner of services.
- The **Transport Asset Management Plan** sets out the prioritisation for investment in highway infrastructure including roads, footways, bridges, street lighting and drainage, based on an assessment of need, and incorporates the Local Transport Plan.

The Council's limited capital resources are managed effectively by:

- Allocating capital resources in line with corporate objectives and priorities and considering what outcomes can be achieved by a particular project and how effectively it uses corporate capital resources.
- Using capital resources prudently and flexibly in line with the agreed capital funding strategies to ensure their affordability, longevity and sustainability.
- Providing contingencies across the capital programme to manage the resources pressure arising from housing growth and uncertainties related to on-going service transformations.

Our principles for prioritising capital investment are to:

- comply with our statutory duties;
- improve the efficient and effective delivery of our services; and
- promote economic growth.

This gives the following **capital investment priorities**:

- Priority 1:** projects which enable compliance with our legal/ statutory duties including projects which address any infrastructure deficits related to statutory compliance.
- Priority 2:** projects which maximise leverage from external partnerships and bodies (e.g. Local Growth Board) in order to deliver agreed infrastructure priorities.
- Priority 3:** projects where a major proportion is funded from developer contributions, Community Infrastructure Levy, grant or revenue contributions.
- Priority 4:** projects that facilitate economic development and housing growth but require the majority of funding to be met from the Council.
- Priority 5:** projects that address cross-cutting issues, facilitate joint-working with partners or generate new/ additional income.
- Priority 6:** other projects.

Invest to save schemes which generate sufficient revenue savings to cover the cost of capital within at least 10 years, or are self-financed through prudential borrowing will be considered on a case by case basis alongside other bids which are subject to prioritisation.

Schemes below a certain financial threshold value will be assessed as part of an overall programme rather than individually.

Capital resource allocations are considered corporately on the following basis:

- **Central government capital allocations and grants** issued as “not ring-fenced” will be allocated in line with the Council’s priorities based on this capital strategy and the underpinning asset management plans. Ring-fenced or earmarked funding received from central government will be used for the purposes for which it is issued in line with grant/allocation conditions.
- **Capital receipts** will be treated as a corporate resource and not ring-fenced to the originating service. The Council seeks to maximise capital receipts from the disposal of surplus land and buildings, unless another option gives greater overall benefit.
- **Prudential borrowing** will be used to fund invest-to-save schemes, where the cost of borrowing is met from future revenue savings by services; or capital investment where the Council has a significant unmet capital need, in which case the cost of borrowing is met corporately. The application of prudential borrowing must be in line with the requirements of the Prudential Code.
- The Council will try wherever possible to influence investment through the targeted use of its limited capital resources to lever in **external funding and project specific grants** where these meet the Council’s priorities and objectives. Any external resources, once secured, will be used for the purposes for which they are issued as per the guidance and conditions determined by funding providers. The Council will evaluate long-term implications of accepting any external funding provision, in particular any impact on the revenue budget and such projects only proceed if they are affordable and demonstrate value for money. This includes working within the broader context (such as the Local Growth Board) to align available funding streams.
- The Council will be proactive in ensuring, as far as possible, that all additional capital investment needs arising from new developments are funded from **developer contributions**, however it is recognised that this is unlikely to meet the scale of infrastructure investment provision needed to respond to the identified level of growth.
- **The Community Infrastructure Levy (CIL)** is likely to come into full operation across Oxfordshire from April 2015. This levy based mechanism is a contribution from all new development towards the cost of infrastructure. Developer contributions will still apply for site specific infrastructure required to mitigate the impact of a specific development. As the Charging Authorities will be the District Councils in Oxfordshire, the County Council will need to seek an agreement with each Charging Authority the contribution from CIL towards the cost of services and infrastructure which it provides.
- The Council will consider **alternative funding models** (such as Public Private Partnerships, Private Finance Initiative, Local Asset Backed Vehicles, Tax Increment Financing and Local Authority Bonds) to address potential future funding requirements, subject to full evaluation of requirements.

In financing the capital programme the first calls on capital resources will be external funding (including developer contributions). This is followed by grants & contributions, supported borrowing and capital receipts and reserves. The final calls, where necessary, will be on prudential borrowing.

In order to respond effectively to unforeseen capital pressures and to accommodate possible changes in the capital resources position, a 3% **contingency** is built into capital programme planning assumptions. This provision and other capital programme contingencies are managed corporately and reviewed on a regular basis based on the risks associated with the overall programme.

Managing our Resources Effectively

- Financial management roles and responsibilities are transparent and embedded across Directorates.
- Financial literacy is actively promoted throughout the organisation.
- Appropriate systems and processes are in place to ensure effective in-year financial monitoring of revenue and capital and delivery of business strategies.
- Effective financial controls are in place in all areas of financial management, risk management and asset control.
- Financial Procedure Rules, Contract Procedure Rules and Financial Regulations are regularly reviewed and updated, providing a sound basis for financial governance.

Arrangements for carrying forward revenue budget under/overspends

- Revenue overspends will be the first call against any underspends within a directorate. Where overspends cannot be offset by underspends, they will be carried forward into the following year and a clear plan for their recovery will be required.
- Revenue underspends not needed to offset overspends will be placed in corporate reserves to support the MTFP.
- The Cabinet may agree to the carry forward of a revenue underspend for a specific purpose on an exceptional basis.

Related Strategies

The Financial Strategy is underpinned by more detailed strategies for particular areas, including the Treasury Management Strategy, the Annual Investment Strategy and the Procurement Strategy.

- The **Treasury Management Strategy** sets out the Council's strategy for borrowing to ensure its capital investment plans are affordable, prudent and sustainable.
- 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.
- The **Procurement Strategy** sets out how we achieve value for money and efficiencies in our procurement of goods and services, supplier relationship management and contract management.

Summary Medium Term Financial Plan 2015/16 to 2017/18

The Medium Term Financial Plan was agreed at Council on 17 February 2015

		2015/16 £000	2016/17 £000	2017/18 £000
Budget				
Base Budget		430,283	424,581	421,614
Virements		2,437	0	0
Inflation	Note 1	3,776	7,300	7,400
Function and Grant Changes	Note 2	2,135	0	491
Previously Agreed Budget Changes	Note 3	-20,940	-5,925	-5,370
Variation to Existing MTFP (Agreed in 2014/15)	Note 4	6,890	-4,342	1,593
Net Operating Budget		424,581	421,614	425,728
Financing				
Revenue Support Grant		-62,305	-49,844	-39,875
Business Rates Top-Up		-37,085	-37,901	-39,000
Business Rates from District Councils		-29,466	-31,001	-31,900
Council Tax Surpluses		-7,472	-3,000	-3,000
Council Tax Requirement		288,253	299,868	311,953
Council Tax Calculation				
Council Tax Base		233,884	236,223	238,585
Council Tax (Band D equivalent)		£1,232.46	£1,269.43	£1,307.51
Increase in Council Tax (Precept)		3.8%	4.0%	4.0%
Increase in Council Tax (Band D)		1.99%	3.00%	3.00%

Explanatory Notes to the Medium Term Financial Plan

The following notes provide details about the variations which build up the budget as shown in the Summary Medium Term Financial Plan (MTFP) on page 1.10. Details for each Directorate are provided later in this booklet.

Note 1 : Inflation

In 2015/16 inflation has been allocated as follows:

* Pay inflation	1.00%
* Contract inflation - in line with individual contracts, maximum	3.00%
* Prices inflation	0.00%
* Income inflation	2.00%

Beyond 2015/16 inflation has been allowed for at 2.5% for pay, 0% for general price inflation, up to 3% for contracts and specific items (in line with individual contracts) and 2% for income.

Note 2 : Function and Grant Changes

Function and grant changes are adjustments made to the budget to allow for transfers of specific grant into or out of general grant funding and for new or amended duties.

The details of the grant changes are detailed on pages 1.21 to 1.24.

Note 3 : Previously Agreed Budget Changes

Previously agreed budget changes relate to the on-going effects of budget changes agreed in previous years budget and medium term financial plans. They comprise of savings, funding given for investment proposals, pressures, changes in capital financing costs and contributions to/from reserves. They relate to resources either added to or deducted from the budget for specific purposes.

Previously agreed budget changes can be either temporary (e.g. a two year project, or a contribution from balances) or on-going (e.g. funding for a new duty or responsibility), and are agreed by Council at the budget setting meeting in February. Details for each Directorate are included in sections 3 to 7 of this booklet.

Note 4 : Variation to Existing MTFP (Agreed in 2015/16)

The Business Strategy & Service & Resource Planning process for 2010/11 to 2014/15 included planned savings of £265m over the period 2010/11 - 2017/18. Further reductions announced in the 2014 Budget, restrictions on the level of Council Tax increase imposed by referendum limits and new expenditure pressures (particularly from demand led services) required additional savings of £27m over the period up to 2017/18. Details for each directorate are included in sections 3 to 7 of this booklet.

Explanatory Notes to the Medium Term Financial Plan

Allowed variations totalling £1.5m for 2015/16 are included in the Variation to the Existing MTFP figure and comprise variations on strategic measures and use of or addition to balances and reserves. The following table summarises these changes with details set out in the Strategic Measures and the Balances and Reserves pages of this document.

	£m
Decrease in Capital Financing costs	-1.0
Net Interest on Balances	0.9
Contribution from reserves	0.8
Contingency	0.8
TOTAL ALLOWED VARIATIONS	1.5

There is a decrease in Capital Financing costs as the profile of prudential borrowing forecast in the existing MTFP has changed and resulted in a saving of £1.0m. This is offset by a pressure on the interest budget as there is a reduction in the rate of return expected on deposits. A corporate contingency has been set aside within the Strategic Measures budget in case directorates are unable to deliver savings or manage within available resources.

The contribution from reserves includes the movement on the budget reserve. The budget reserve is being used to manage the cash flow implications of the variations to the MTFP. The forecast for the budget reserve shows an overdrawn balance by the end of 2016/17, this position will be reviewed as part of the 2016/17 Service & Resource Planning process.

Detailed Medium Term Financial Plan 2015/16 to 2017/18

	2015/16			2016/17			2017/18		
	Base Budget	Agreed Allocation	Agreed Budget	Base Budget	Indicative Allocation	Indicative Budget	Base Budget	Indicative Allocation	Indicative Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Directorate Budgets									
Children, Education & Families	102,618	4,430	107,049	107,049	-4,200	102,849	102,849	-3,000	99,849
Social & Community Services	214,724	-5,976	208,748	208,748	-4,910	203,838	203,838	-4,906	198,932
Environment & Economy	81,532	-4,951	76,581	76,581	-3,983	72,598	72,598	-7,276	65,322
Chief Executive's Office	20,748	-1,955	18,793	18,793	-181	18,612	18,612	-278	18,334
Public Health					-1,250	-1,250	-1,250	-1,250	-2,500
Inflation and Other Adjustments (1)					10,800	10,800	10,800	7,400	18,200
Directorate Budgets	419,621	-8,451	411,171	411,171	-3,724	407,447	407,447	-9,310	398,137
Strategic Measures									
Capital Financing									
Principal	17,023	-1,426	15,597	15,597	311	15,908	15,908	648	16,556
Interest	18,231	-60	18,171	18,171	303	18,473	18,473	-200	18,274
Interest on Balances	-4,548	349	-4,199	-4,199	-1,708	-5,907	-5,907	-1,883	-7,789
Un-Ringfenced Specific Grants	-14,832	-945	-15,777	-15,777	-600	-16,377	-16,377	491	-15,886
Contingency	3,476	553	4,029	4,029		4,029	4,029	6	4,035
Pensions - Past Service Deficit Funding	830		830	830		830	830		830
Total Strategic Measures	20,180	-1,529	18,651	18,651	-1,694	16,957	16,957	-938	16,019
Contributions to/from reserves									
General Balances	3,000	-1,000	2,000	2,000		2,000	2,000		2,000
Prudential Borrowing Costs	950		950	950		950	950		950
Capital Rolling Fund Reserve	491	-3,032	-2,541	-2,541	2,541				
Budget Reserve	-13,960	9,215	-4,746	-4,746	-2,370	-7,116	-7,116	14,262	7,146
Directorate Earmarked Reserves		-2,180	-2,180	-2,180	2,180				
Business Rates Reserve		494	494	494		494	494		494
Insurance Reserve		781	781	781	100	881	881	100	981
Total Contributions to/from reserves	-9,519	4,278	-5,241	-5,241	2,451	-2,790	-2,790	14,362	11,572
Indicative Balance									
Net Operating Budget	430,283	-5,702	424,581	424,581	-2,967	421,614	421,614	4,115	425,728
Funding									
Government Grant									
Revenue Support Grant	-80,623	18,318	-62,305	-62,305	12,461	-49,844	-49,844	9,969	-39,875
Business Rates Top-up	-36,390	-695	-37,085	-37,085	-816	-37,901	-37,901	-1,099	-39,000
Total Government Grant	-117,013	17,622	-99,390	-99,390	11,645	-87,745	-87,745	8,870	-78,875
Business Rates local share	-28,833	-1,500	-30,334	-30,334	-667	-31,001	-31,001	-899	-31,900
Collection Fund Surplus/Deficit	226	642	868	868	-868				0
Council Tax Surpluses	-6,929	-543	-7,472	-7,472	4,472	-3,000	-3,000	0	-3,000
COUNCIL TAX REQUIREMENT	277,734	10,519	288,253	288,253	11,615	299,868	299,868	12,085	311,953

(1) Adjustment for inflation and other items that have not yet been allocated by Directorate including National Insurance changes in 2016/17.

Summary of Directorate Budget Changes 2015/16 to 2017/18

The table below provides a summary of the changes to directorate budgets agreed in the 2015/16 to 2017/18 MTFP and the on-going effects of changes agreed in previous years' budgets. Details of the budget changes and variations to the MTFP for each Directorate are shown in sections 3 to 7 of this booklet.

Details	Year on Year variation (at 2015/16 prices)		
	2015/16	2016/17	2017/18
	£000	£000	£000
<u>Children, Education & Families</u>			
Virements	1,118		
Inflation	501		
Function and Funding Changes	-956		
Previously Agreed Budget Changes	-924	-2,200	-3,000
Variations to the MTFP (Agreed in 2015/16)	4,692	-2,000	
Total Children, Education & Families	4,431	-4,200	-3,000
<u>Social & Community Services</u>			
Virements	-1,664		
Inflation	1,022		
Function and Funding Changes	3,482		
Previously Agreed Budget Changes	-11,249	-685	-2,006
Variations to the MTFP (Agreed in 2015/16)	2,433	-4,225	-2,900
Total Social & Community Services	-5,976	-4,910	-4,906
<u>Environment & Economy</u>			
Virements	3,575		
Inflation	2,131		
Function and Funding Changes	0		
Previously Agreed Budget Changes	-10,128	-3,187	-7,276
Variations to the MTFP (Agreed in 2015/16)	-529	-796	0
Total Environment & Economy	-4,951	-3,983	-7,276
<u>Chief Executive's Office</u>			
Virements	-592		
Inflation	122		
Function and Funding Changes	0		
Previously Agreed Budget Changes	-280	-431	-278
Variations to the MTFP (Agreed in 2015/16)	-1,205	250	
Total Chief Executive's Office	-1,955	-181	-278
<u>Public Health</u>			
Virements			
Inflation			
Function and Funding Changes			
Previously Agreed Budget Changes		-1,250	-1,250
Variations to the MTFP (Agreed in 2015/16)			
Total Public Health	0	-1,250	-1,250
Budget Changes and Inflation to be allocated to Directorates in Future Years		10,800	7,400
TOTAL DIRECTORATE BUDGET CHANGES	-8,451	-3,724	-9,310

Estimated Balances and Reserves 2015/16 to 2017/18

The table below provides an analysis of estimated general balances and a summary of earmarked reserves for 2015/16 to 2017/18 at the time the budget was agreed on 17 February 2015. Earmarked reserves include Schools' balances. As stated in the Financial Strategy (Page 1.7), revenue balances will be maintained at a level commensurate with identified risks. During the year the level of balances is reported through the Financial Monitoring Reports to Cabinet.

	2015/16 £000	2016/17 £000	2017/18 £000
General Balances			
Estimated Balances at start of year	17,517	17,517	17,517
Planned Contributions to Balances to meet required level of balances in MTFP	2,000	2,000	2,000
Budgeted Change in Balances	2,000	2,000	2,000
Total Balances at Start of Year	19,517	19,517	19,517
Estimated Use of Balances in Year	-2,000	-2,000	-2,000
Net Use of Balances	-2,000	-2,000	-2,000
Estimated Balances at end of year	17,517	17,517	17,517
Earmarked Reserves			
Estimated School Reserves at start of year	14,944	7,585	4,533
Estimated Reserves at start of year	72,919	42,534	30,567
Estimated Total Reserves at start of year	87,863	50,119	35,100
Estimated Use of (-) / Additions to (+) School Reserves in Year	-7,359	-3,052	-2,362
Estimated Use of (-) / Additions to (+) Reserves in Year	-30,385	-11,967	5,704
Estimated School Reserves at end of year	7,585	4,533	2,171
Estimated Reserves at end of year	42,534	30,567	36,271
Estimated Total Reserves at end of year	50,119	35,100	38,442

Earmarked Reserves 2015/16 to 2017/18

The table below shows the forecast level of earmarked reserves held by the Council over the medium term at the time the budget was agreed on 17 February 2015. The actual level of earmarked reserves held by the Council at 31 March 2015 will be published in the 2014/15 Statement of Accounts.

	Forecast Balance at 31 March 2015	Forecast Balance at 31 March 2016	Forecast Balance at 31 March 2017	Forecast Balance at 31 March 2018
	£000	£000	£000	£000
Schools' Reserves	14,944	7,585	4,533	2,171
Cross Directorate Reserves				
Vehicle & Equipment Reserve	1,663	948	524	517
Grants and Contributions Reserve	12,871	3,000	3,000	3,000
ICT Projects	675			
Total cross directorate	15,209	3,948	3,524	3,517
Children, Education & Families				
CE&F Commercial Services	426			
Joint Working with Police				
School Intervention Fund	286			
Thriving Families	955			
Childrens Social Care				
Foster Carer Loans	201			
Academies Conversion Support	99			
Staff Training & Development				
Pay Protection Costs	282			
Early Intervention Service Reserve	199			
Total Children, Education & Families	2,448	0	0	0
Social & Community Services				
Older People Pooled Budget Reserve	1,700			
Physical Disabilities Pooled Budget Reserve	544			
Learning Disabilities Pooled Budget Reserve	95			
Fire Control	150			
Fire & Rescue and Emergency Planning Reserve	56			
Community Safety Reserve	155	60	60	60
Total Social & Community Services	2,700	60	60	60

Earmarked Reserves 2015/16 to 2017/18

	Forecast Balance at 31 March 2015	Forecast Balance at 31 March 2016	Forecast Balance at 31 March 2017	Forecast Balance at 31 March 2018
	£000	£000	£000	£000
Environment & Economy				
Highways and Transport Reserve	33	15	15	15
Area Stewardship				
On Street Car Parking	1,145	603	403	203
Countryside Ascott Park - Historical Trail	22	22	22	22
Carbon Reduction	60			
SALIX Repayments	227			
Dix Pit Development (Waste Recycling Centre)				
Oxfordshire Waste Partnership Joint Reserve				
Dix Pit Engineering Works	826			
Waste Management	528			
Property Disposal Costs	175	96	63	39
Developer Funding (Revenue)	515	205	0	
West End Partnership	26	0	0	
Catering Investment Fund	1,114	827	0	
Asset Rationalisation		0	0	
Job Clubs		0	0	
Minerals and Waste Project		0	0	
Joint Use Reserve	1,276	745	245	
LABGI Reserve	186			
OCS Development Reserves	863			
Money Management Reserve				
Oxford Flood Alleviation Scheme	350			
Oxfordshire - Buckinghamshire partnership	198	148	100	50
Total Environment & Economy	7,544	2,661	848	329

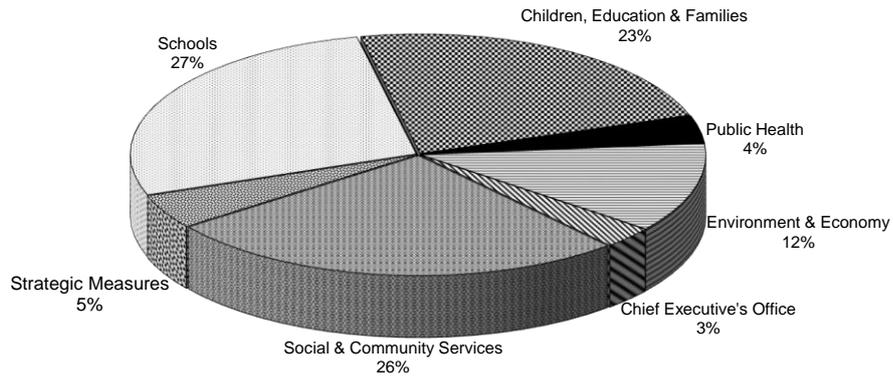
Earmarked Reserves 2015/16 to 2017/18

	Forecast Balance at 31 March 2015	Forecast Balance at 31 March 2016	Forecast Balance at 31 March 2017	Forecast Balance at 31 March 2018
	£000	£000	£000	£000
Chief Executive's Office				
Big Society Fund				
CIPFA Trainees	58			
Coroner's Service	133	106		
Council Elections	217	434	651	
Registration Service	599			
Cultural Services Reserve	1,312	684	82	82
Total Chief Executive's Office	2,319	1,224	733	82
Total Directorate Reserves	15,011	3,945	1,641	471
Carry Forward Reserves	598			
Efficiency Reserve	1,190	328		
Total Corporate Reserves	1,788	328	0	0
Total Revenue Reserves	46,952	15,806	9,698	6,159
Other Reserves				
Insurance Reserve	3,917	3,917	3,917	3,917
Capital Reserves				
Capital Reserve	19,442	19,442	18,194	18,194
Rolling Fund Reserve	2,541			
Prudential Borrowing Reserve	8,386	9,113	9,338	9,070
Total Capital Reserves	30,369	28,555	27,532	27,264
Cash Flow Reserves				
Budget Reserve	6,625	1,841	-6,047	1,102
Total Cash Flow Reserves	6,625	1,841	-6,047	1,102
Total Other Reserves	40,911	34,313	25,402	32,283
Total Reserves	87,863	50,119	35,100	38,442

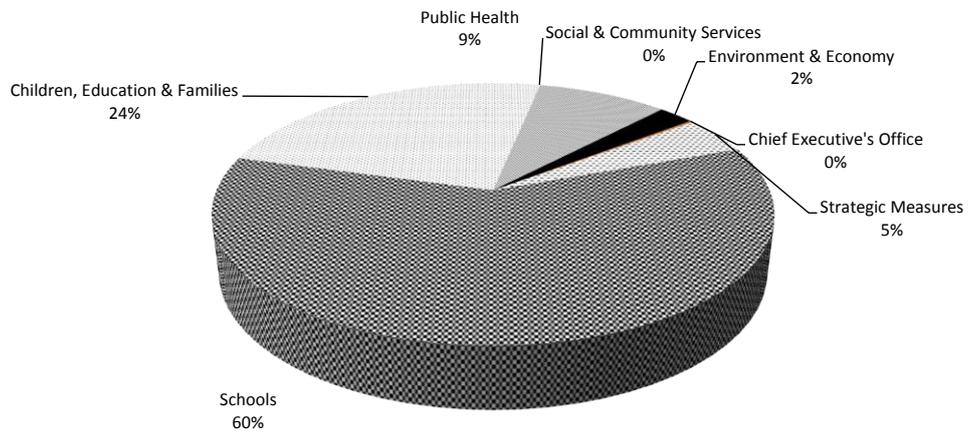
Subjective Analysis of the Council's 2015/16 Revenue Expenditure and Income by Service Area

Details	Delegated Schools Budgets	Children, Education & Families	Social & Community Services	Public Health	Environment & Economy	Chief Executive's Office & CDC*	Recharges	Total Service Budget	Strategic Measures	2015/16 Budget at Outturn Prices	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	%
Employee Expenses	146,092	55,730	30,143	1,652	37,945	19,958	-6,979	284,541	830	285,371	34.3
Premises Related Expenses	26,834	5,475	3,974	7	10,529	3,540	-10,504	39,855		39,855	4.8
Transport Related Expenses		16,666	989	39	18,018	318	-14,940	21,090		21,090	2.5
Supplies and Services	41,685	50,241	4,392	5,670	30,133	5,025	-8,336	128,810		128,810	15.5
Third Party Payments	11,128	50,926	4,197	23,087	59,571	181		149,090		149,090	17.9
Transfer Payments		14						14		14	0.0
Support Services		13,645	176,106	568	1,698	2,714	-27,295	167,436		167,436	20.2
Contingency									4,029	4,029	0.5
Capital Financing Costs	335	370	915		205		-205	1,620	33,768	35,388	4.3
GROSS EXPENDITURE	226,074	193,067	220,716	31,023	158,099	31,736	-68,259	792,456	38,627	831,083	100.0
Recharges to other directorates		-1,405	-1,913	-427	-57,255	-7,259	68,259				
TOTAL EXPENDITURE EXCLUDING RECHARGES	226,074	191,662	218,803	30,596	100,844	24,477	0	792,456	38,627	831,083	100.0
Government Grants	-203,679	-81,605		-30,419	-8,323	-692		-324,718	-15,777	-340,495	41.0
Other Grants, Reimbursements & Contributions		-1,123	-7,588	-177	-5,336	-887		-15,111		-15,111	1.8
Customer and Client Receipts	-22,395	-1,885	-2,467		-10,604	-4,105		-41,456		-41,456	5.0
										0	
GRANTS AND RECEIPTS	-226,074	-84,613	-10,055	-30,596	-24,263	-5,684	0	-381,285	-15,777	-397,062	47.8
Net Interest on Balances									-4,199	-4,199	0.5
Contribution to Reserves and Balances									-5,241	-5,241	0.6
INTERNAL FINANCING	0	0	0	0	0	0	0	0	-9,440	-9,440	1.1
Revenue Support Grant									-62,305	-62,305	7.5
Business Rates Top-Up									-37,085	-37,085	4.5
Business Rates from District Councils									-29,466	-29,466	3.6
Council Tax Collection Fund Surpluses									-7,472	-7,472	0.9
Council Tax Precept									-288,253	-288,253	34.7
EXTERNAL FINANCING	0	0	0	0	0	0	0	0	-424,581	-424,581	51.1
TOTAL INCOME	-226,074	-84,613	-10,055	-30,596	-24,263	-5,684	0	-381,285	-449,798	-831,083	100.0
TOTAL NET BUDGET	0	107,049	208,748	0	76,581	18,793	0	411,171	-411,171	0	

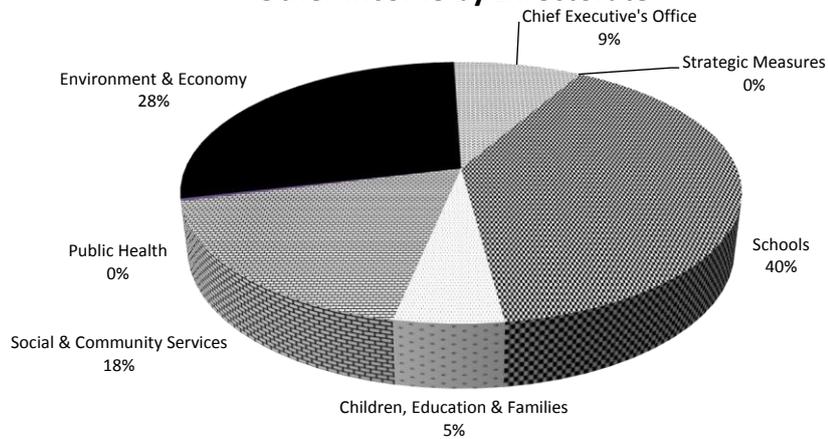
Gross Expenditure by Service



Specific Grants by Directorate



Other Income by Directorate



Government Grants - Details 2014/15 and 2015/16

The grants listed for 2014/15 were those known about when setting the 2014/15 budget. Further grants have been received during 2014/15, together with amendments to existing grants, and have been reported to the Cabinet. These are shown in the Revised 2014/15 column. The grants listed as estimates for 2015/16 are those the Council have been notified of or are best estimates available when setting the 2015/16 budget. If further information has become available since then, the latest position is shown in the Latest 2015/16 column. Further grants may be received throughout the year and will be reported to the Cabinet, with recommendations about their use, through the Financial Monitoring Reports.

A key denotes whether the 2015/16 grant figure is ringfenced for a specific purpose, and the key in the first column denotes which this applies to.

Ringfenced	Directorate	Issued by	Estimate	Revised	Estimate	Latest
			2014/15	2014/15	2015/16	2015/16
			£000	£000	£000	£000
	Children, Education & Families					
R	Dedicated Schools Grant (DSG)	DfE	292,502	268,138	262,644	262,644
R	Unpaid Work Grant	DfE	0	11	0	0
R	Pupil Premium	DfE	11,668	11,027	10,149	10,149
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	7,131	4,989	4,537	4,537
R	Youth Justice Board	YJB	636	736	680	680
R	Asylum (USAC and Post 18)	HO	656	656	795	795
R	Intensive Interventions Programme (DfE) 2014/15	DfE	180	230	0	0
R	Intensive Interventions Programme (DfE) 2013/14 Adjustment	DfE	0	50	0	0
R	PE and Sport Grant 2013/14 (paid April 2014)	DfE	0	708	0	0
R	PE and Sport Grant 2014/15 (£1.03m payable in 2014/15 with a further instalment of £0.723m in April 2015)	DfE	0	1,013	723	723
R	Universal Infant Free School Meals	DfE	0	4,052	5,693	5,693
R	Remand Framework	YJB	144	94	64	64
	TOTAL CHILDREN, EDUCATION & FAMILIES		312,917	291,704	285,285	285,285

Government Grants - Details 2014/15 and 2015/16

Ringfenced	Directorate	Issued by	Estimate	Revised	Estimate	Latest
			2014/15	2014/15	2015/16	2015/16
			£000	£000	£000	£000
R	Social & Community Services Reducing Delayed Transfers of Care Attributable to Social Care Revenue Grant	DoH	0	520	0	0
	TOTAL SOCIAL & COMMUNITY SERVICES		0	520	0	0
R	Environment & Economy Skills Funding Agency - Adult Education	BIS	3,899	3,899	3,697	3,697
R	Education Funding Agency	EFA	285	209	209	209
R	Bus Service Operators Grant	DfT	0	795	795	795
R	Natural England	DEFRA	230	240	242	242
R	Local Sustainable Transport Fund Grant	DfT	535	535	1,000	1,000
	Subtotal Environment & Economy Directorate Grants		4,949	5,678	5,943	5,943
U	Grants held on behalf of Local Enterprise Partnership Regional Growth Fund - Oxford Innovation Business Support	RGF	0	1,961	896	896
R	BIS - Oxford Innovation Business Support	BIS	0	0	250	250
R	SEEDA - Oxford Innovation Business Support	BIS	0	0	144	144
U	DCLG (Local Enterprise Partnership Funding)	DCLG	500	500	500	500
R	City Deal Skills Grant	SFA	0	370	590	590
	Subtotal Grants held on behalf of Local Enterprise Partnership		500	870	1,484	1,484
	TOTAL ENVIRONMENT & ECONOMY		5,449	6,548	7,427	7,427

Government Grants - Details 2014/15 and 2015/16

Ringfenced	Directorate	Issued by	Estimate	Revised	Estimate	Latest
			2014/15	2014/15	2015/16	2015/16
			£000	£000	£000	£000
R	Public Health					
	Public Health Grant	DH	26,086	26,086	30,419	30,419
	TOTAL PUBLIC HEALTH		26,086	26,086	30,419	30,419
	Chief Executive's Office					
R	Arts Council	DfE	0	15	0	0
R	Find your Voice	DfE	0	2	0	0
R	Counter Fraud Fund	DCLG	0	31	50	50
R	Music	DfE	0	642	642	642
	TOTAL CHIEF EXECUTIVE'S OFFICE		0	690	692	692
	Strategic Measures					
U	Fire Revenue Grant	DCLG	285	285	288	288
U	Lead Local Flood Authority	DEFRA	167	167	112	112
U	Extended Rights to Free Travel	DfE	379	379	310	310
U	Troubled Families - Service Transformation Grant	DCLG	100	100	200	200
U	Community Right to Challenge	DCLG	9	9	0	0
U	New Homes Bonus	DCLG	2,387	2,387	3,170	3,170
U	New Homes Bonus Adjustment Grant	DCLG	214	214	210	210
U	Department of Health Revenue Grant	DH	414	414	515	515
U	Local Welfare Provision	DWP	930	930	0	0
U	Care Act New Burdens Grant	DH	0	0	3,368	3,368
U	Education Services Grant	DfE	6,965	6,965	5,365	5,365
U	Phonics and Moderation Funding	DfE	0	35	0	0
U	Adoption Reform Grant	DfE	597	597	0	0
U	Special Educational Needs Reform Grant	DfE	835	835	375	375
U	Revenue Support Grant	DCLG	80,623	80,623	62,305	62,305

Government Grants - Details 2014/15 and 2015/16

Ringfenced	Directorate	Issued by	Estimate	Revised	Estimate	Latest
			2014/15	2014/15	2015/16	2015/16
			£000	£000	£000	£000
U	Business Rates Top-Up	DCLG	36,390	36,390	37,085	37,085
U	Section 31 Grant for Cap on Business Rates Top-up	DCLG	386	386	541	541
U	Section 31 Grant for Cap on Business Rates and Other Reliefs	DCLG	1,165	1,165	1,323	1,323
TOTAL STRATEGIC MEASURES			131,846	131,881	115,167	115,167
Total All Grants			476,298	457,429	438,990	438,990

Ringfenced

R Ringfenced

U Un-ringfenced

OS Outside Aggregate External Finance therefore R/U not applicable. Assume conditions attached therefore ringfenced

Issued by

DfE Department for Education

YJB Youth Justice Board

HO Home Office

DH Department of Health

DCLG Department for Communities & Local Government

SFA Skills Funding Agency

BIS Department for Business, Innovation & Skills

DEFRA Department for Environment, Food and Rural Affairs

EA Environment Agency

DWP Department for Work & Pensions

EFA Education Funding Agency

RGF Regional Growth Board

Other Income - 2015/16

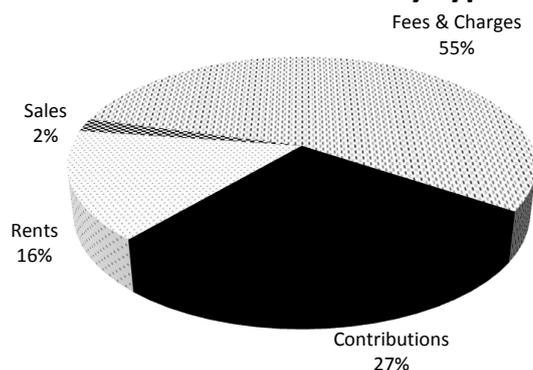
Other service income makes up 7% of the Council's funding. Fees and charges are subject to an annual review and were reported to the Cabinet on 16 December 2014 as the "Review of Charges" report. Other income comes from activities for which a unit charge is not appropriate. These include rents, private works income, miscellaneous sales of goods/services, charges for trade waste, royalties, and income from other activities for which charges are not set by members. Other grants are grants received from non governmental bodies. Contributions are received from other local authorities, the Health Service and bodies such as the Countryside Commission, for example.

Details	Schools £000	Children, Education & Families £000	Social & Community Services £000	Public Health	Environment & Economy £000	Chief Executive's Office & CDC £000	Total £000
Other Grants							0
Contributions		1,123	7,588	177	5,336	887	15,111
Rents	8,093	22	520		490	5	9,130
Sales		45	661		248	156	1,110
Fees & Charges	14,302	1,818	1,286		9,866	3,944	31,216
Other Service Income	22,395	3,008	10,055	177	15,940	4,992	56,567

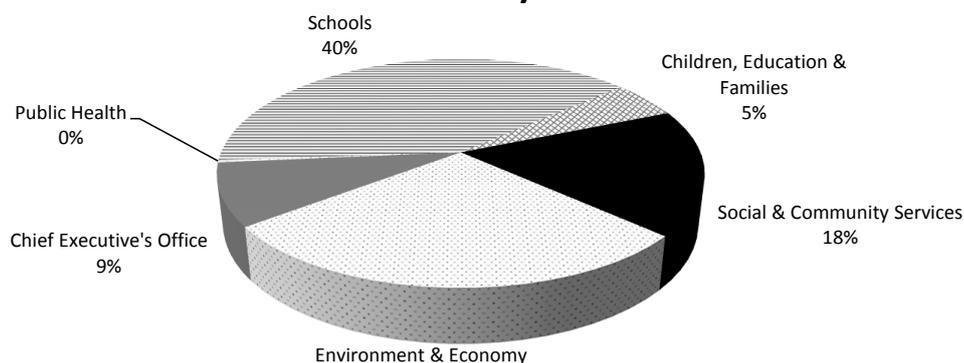
Some of the major items of income are shown below.

Description	Directorate	Category	Amount £000
Music Service Tuition Fees	Children, Education & Families	Fees & Charges	1,273
Outdoor Education Centres Income	Children, Education & Families	Fees & Charges	1,495
Home Care Income	Social & Community Services	Contributions	1,469
Nursing & Residential Care Income	Social & Community Services	Contributions	1,765
On Street Parking, Camera Enforcement and Park & Ride Income	Environment & Economy	Fees & Charges	5,847
Registration Service Fees	Chief Executive's Office	Fees & Charges	1,483

% of other income by type



% of other income by Directorate



Strategic Measures

The budget for strategic measures is made up of four elements - capital financing, interest on balances, contributions to/from reserves & balances and contingency.

The following tables show the Medium Term Financial Plan for Strategic Measures and the details of the previously agreed budget changes and budget changes agreed in 2015/16.

	2015/16 £000	2016/17 £000	2017/18 £000
Base Budget	25,493	29,187	30,544
Inflation			
Previously Agreed Budget Changes	2,196	-1,072	8,440
2015/16 Budget Changes	1,498	2,429	4,493
Budget Requirement	29,187	30,544	43,477

Details	Year on Year variation (at 2015/16 prices)		
	2015/16 £000	2016/17 £000	2017/18 £000
Previously Agreed Budget Changes			
Capital Financing	-957	-923	
Contingency	-257	-774	6
Contributions to/from General Balances	-1,000		
Budget Reserve - agreed February 2009			
Budget Reserve	4,410	625	8,925
Capital Rolling Fund Reserve			-491
2015/16 Budget Changes			
Capital Financing	-180	-171	-1,435
Contingency	810	774	
Contributions to/from General Balances			
Budget Reserve	4,805	-2,995	5,337
Capital Rolling Fund Reserve	-3,032	2,541	491
Insurance Reserve	781	100	100
Business Rate Reserve	494		
Directorate Reserves	-2,180	2,180	
TOTAL BUDGET CHANGES	3,694	1,357	12,933

Capital Financing

This is the budget to finance the Council's debt and reflects our borrowing to fund the capital programme. The annual debt charges are made up of principal repayments due and the interest paid on the outstanding debt. The Council has a statutory duty to charge a minimum repayment of principal to the revenue account each year - this is broadly 4% of the outstanding debt as at 1 April.

At 1 April 2015 the Council had total outstanding borrowing of £399.383m. Of this £349.383m is with the Public Works Loan Board (PWLB) and £50m is in Lender Option/Borrower Option loans (LOBOs).

Before 2011/12, the Council received borrowing approvals from the Government each year which allowed us to borrow to fund new schemes in our capital programme. The Council now receives capital grant funding from Government to fund the capital programme instead of borrowing approvals. This means that the council no longer has to take any borrowing to fund its capital programme. Prudential borrowing is still available which would increase borrowing, however the Treasury Management Strategy states that the council will fund any borrowing requirement internally. As the bank rate is low at 0.50%, the cost of borrowing is far higher than investment returns. Financing the borrowing requirement internally will reduce this cost.

Strategic Measures

Interest On Balances

This budget covers a mix of interest received and interest payable on our cash balances. Interest received includes the interest earned on our temporary surplus cash balances which are invested daily in the money market and with external fund managers. Interest payable includes the interest paid on various sums which are included within the Council's cash balance, including Developer Contributions and the Insurance Fund.

The budget shown in the Detailed Medium Term Financial Plan shows the net interest on balances, the split of this between interest receivable and interest payable is shown below.

2015/16	£m
Interest Receivable	-4.732
Interest Payable	0.533
Net Interest on Balances	-4.199

The Council had £298.8m of investments at 1 April 2015.

The Council's average cash balance in 2014/15 was £299.2m and the average interest rate received was 0.82%

Contingency

A corporate contingency of £4.029m has been set aside within the Strategic Measures budget in case directorates are unable to deliver savings or manage within available resources.

Contribution to/from Reserves and Balances

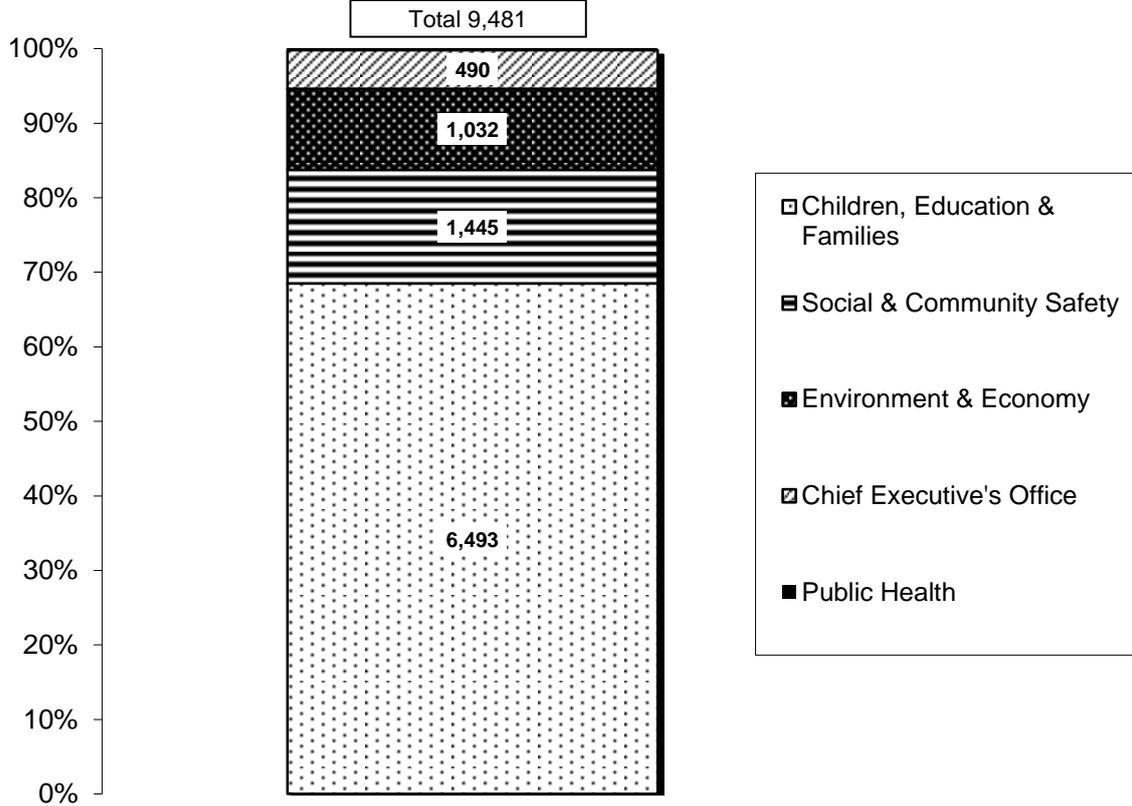
Each year a budgeted contribution is made to balances to maintain them at the risk assessed level. In 2015/16 the contribution will be £2m.

The contribution from reserves includes the movement on the budget reserve. The budget reserve is being used to manage the cash flow implications of the variations to the MTFP. The forecast for the budget reserve shows an overdrawn balance by the end of 2016/17. This position will be reviewed as part of the 2016/17 Service & Resource Planning process.

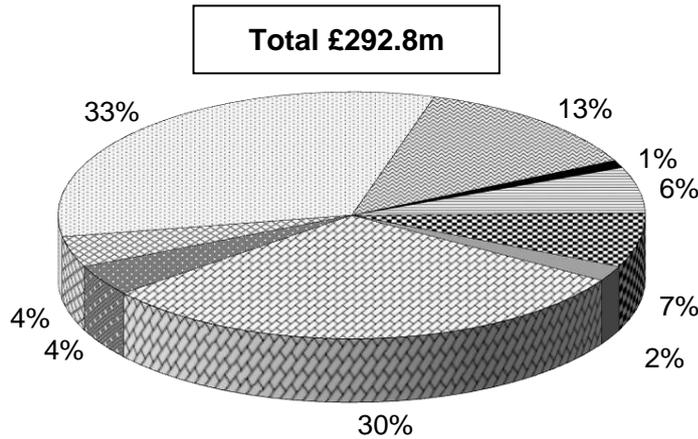
Staffing Summary

The County Council employs 9,481 full time equivalent (fte) employees (approximately 14,822 staff). The following graphs analyse the employees by the Directorate they work for and then by the employee type.

Employee FTEs by Directorate 2015/16



Employee Types by Budget Share 2015/16

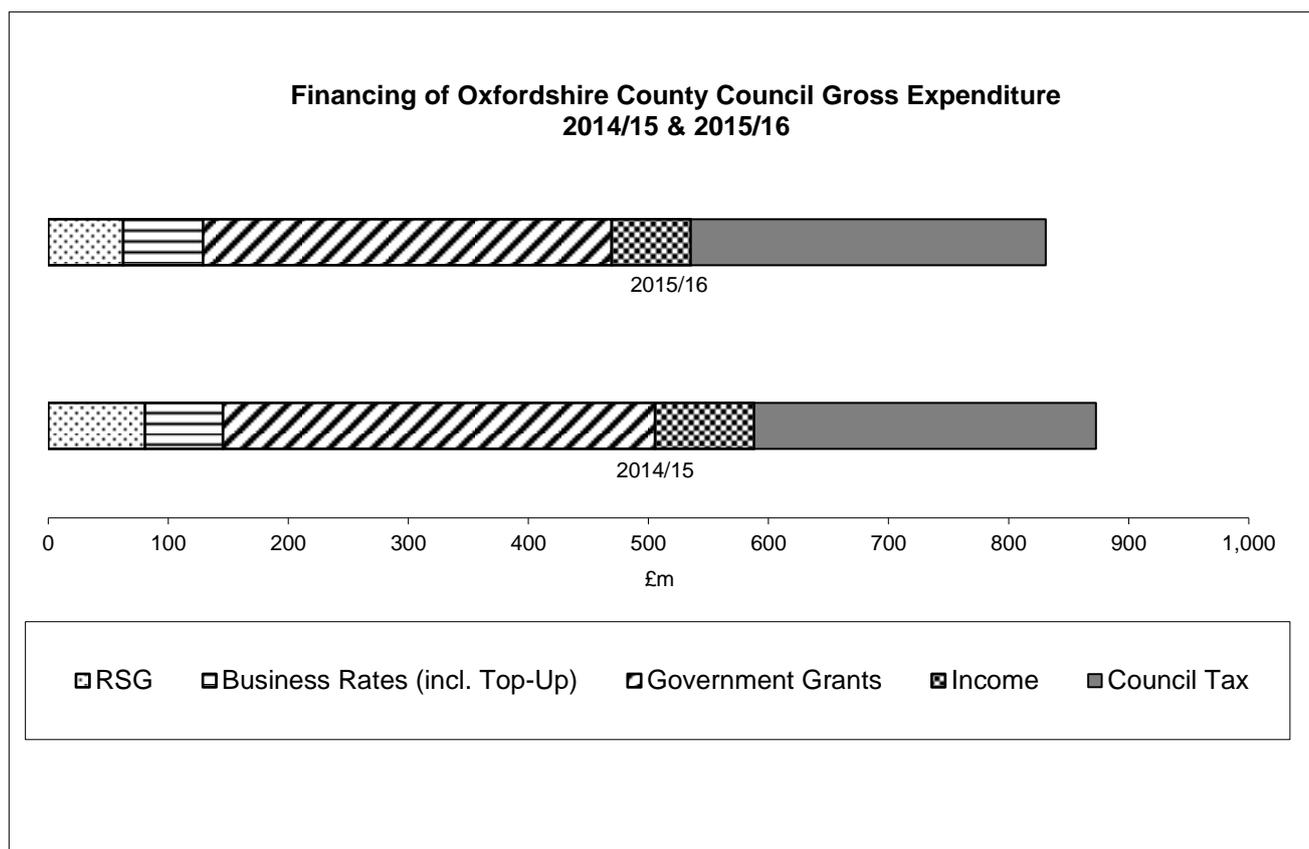


- ▣ Teachers
- ▣ Teaching Assistants
- ▣ Lecturers
- ▣ Firefighters/control room staff
- ▣ Social Workers/Care Managers
- ▣ Care Staff
- ▣ Admin & Support Staff
- ▣ Cleaning & Catering Staff
- ▣ Other Staff

Financing and Trend Data

Financing Oxfordshire County Council

The chart below shows how the gross expenditure for the County Council for 2015/16 is financed.



The table shows how the financing has changed from 2014/15. Details on the types of financing are shown on the following pages. The reduction in the council tax requirement reflects the introduction of the new council tax support scheme.

	2014/15 £000	2015/16 £000	% Change
General Funding (excluding specific grants)			
Revenue Support Grant (RSG)*	80,623	62,305	-22.7%
Business Rates Top-Up*	36,390	37,085	1.9%
Business Rates from District Councils	28,607	29,466	3.0%
	145,620	128,856	-11.5%
Specific Government Grants	359,926	340,495	-5.4%
Other Income **	82,665	66,007	-20.2%
Collection Fund Surplus	6,929	7,472	7.8%
Council Tax Requirement (Precept)	277,734	288,253	3.8%
Gross Expenditure	872,874	831,083	-4.8%

* Business rates and RSG were previously combined to form formula grant

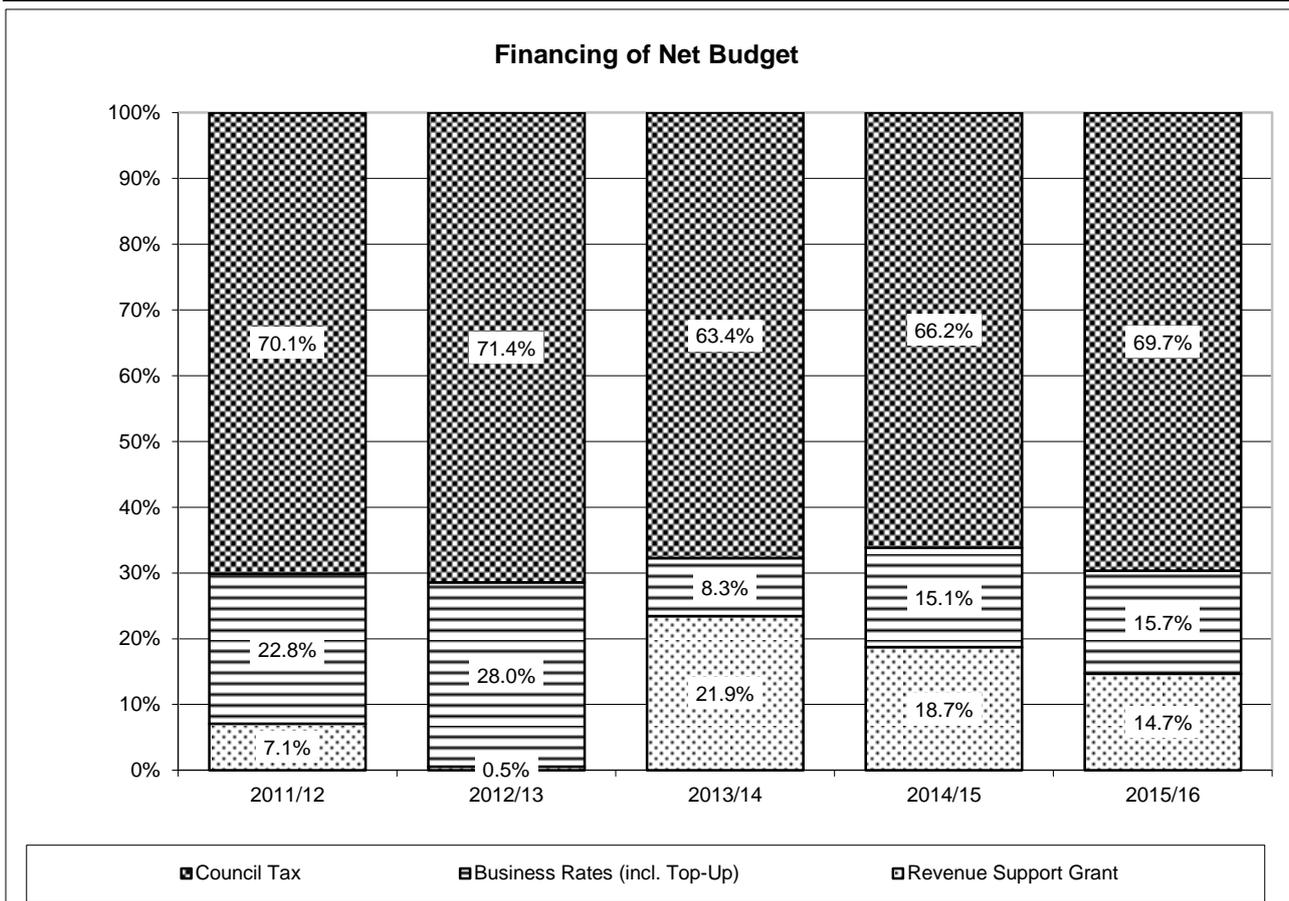
** Includes contributions to/from reserves and balances

Financing Oxfordshire County Council - Trends 2011/12 to 2015/16

The table below shows how much income the County Council has received to finance its budget from Revenue Support Grant, Business Rates and Council Tax over the last five years.

	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000
General Funding					
(excluding specific grants)					
Revenue Support Grant*	28,844	2,193	94,487	80,623	62,305
Business Rates Top-Up*	93,316	113,119	35,694	36,390	37,085
Business Rates from District Councils			27,287	28,607	29,466
	122,160	115,312	157,468	145,620	128,856
Council Tax					
Collection Fund Surplus	3,782	4,019	4,763	6,929	7,472
Council Tax Requirement (Precept)	282,674	284,525	268,449	277,734	288,253
	286,456	288,544	273,212	284,663	295,725
Net Budget	408,616	403,856	430,680	430,283	424,581

* Business rates and RSG were previously combined to form formula grant



Council Tax - Values for 2015/16 and Increases since 2011/12

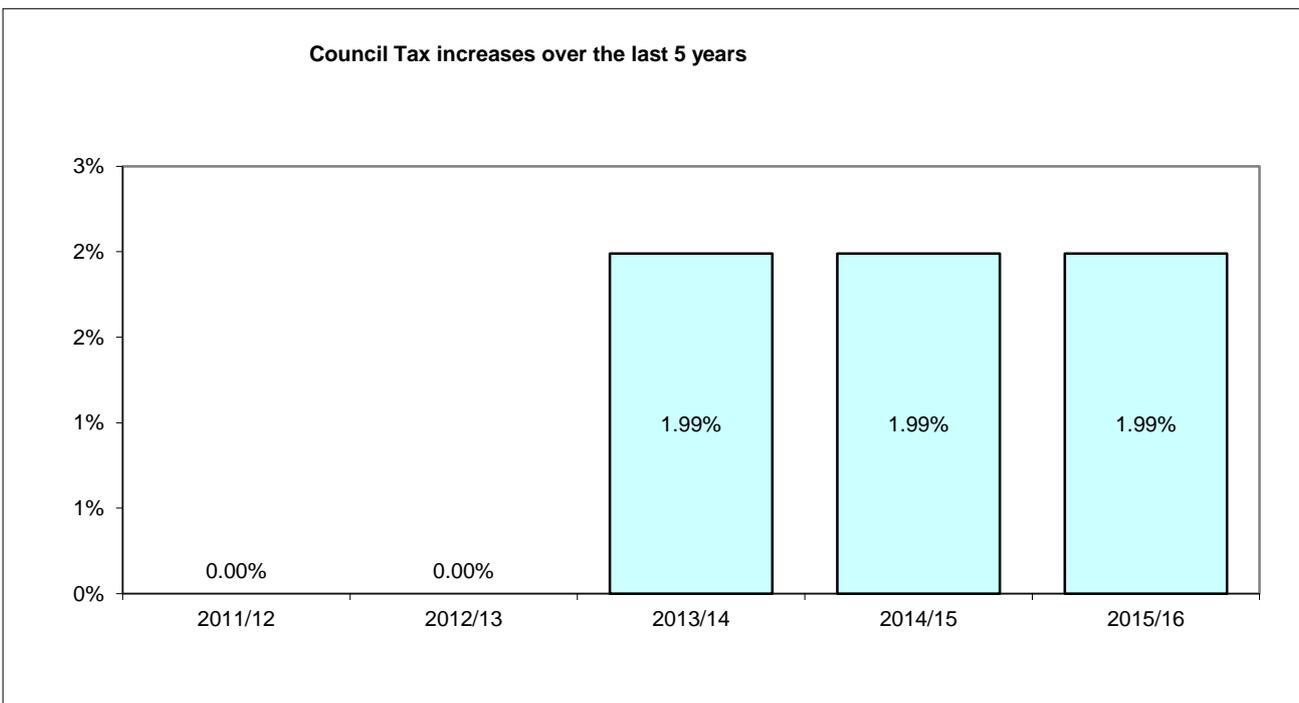
The Council Tax is calculated on the Council Tax base which is the number of Band D equivalent properties. The Council Tax for Oxfordshire County Council for 2015/16 is £1,232.46 at Band D. This is a 1.99% increase from the 2014/15 level. Oxfordshire can be compared to 10 other County Councils which have Fire & Rescue responsibilities. The average Band D Council Tax for the 11 County Councils is £1,150.73, this represents a 1.25% increase from the 2014/15 average. Seven County Councils in this comparison, Cumbria, Hertfordshire, Lincolnshire, Northamptonshire, Oxfordshire, Surrey and Warwickshire, increased their Council Tax in 2014/15. Oxfordshire County Council's Council Tax is the highest of the 11 County Councils in monetary terms.

The County Council element of the Council Tax for each property band in 2015/16 is detailed below:

Property band	Property Values	Band D proportion	County Council element of Council Tax £
A	Up to £40,000	6/9	£821.64
B	Over £40,000 and up to £52,000	7/9	£958.58
C	Over £52,000 and up to £68,000	8/9	£1,095.52
D	Over £68,000 and up to £88,000	9/9	£1,232.46
E	Over £88,000 and up to £120,000	11/9	£1,506.34
F	Over £120,000 and up to £160,000	13/9	£1,780.22
G	Over £160,000 and up to £320,000	15/9	£2,054.10
H	Over £320,000	18/9	£2,464.92

Note

Property values are based on 1991 valuations.



Details of the average Band D Council Tax for each District Council within the County are given on the next page. The Council Tax individuals are expected to pay will vary according to a number of factors, including property band, occupancy levels and entitlement to Council Tax support.

Council Tax - Population, Tax Bases and Council Tax Statistics

	Cherwell	Oxford	South Oxfordshire	Vale of White Horse	West Oxfordshire	County Total
Population Estimates	No.	No.	No.	No.	No.	No.
Mid 2010	139,200	149,300	130,600	118,700	102,500	640,300
Mid 2011	140,400	153,700	131,000	119,800	103,800	648,700
Mid 2012	142,300	150,200	135,000	121,900	105,400	654,800
Mid 2013	143,700	154,800	136,000	123,600	108,000	666,100
Mid 2014	144,600	153,900	136,800	124,100	108,800	668,200

Council Tax Bases (Band D Equivalent)

	No.	No.	No.	No.	No.	No.
2011/12 Estimate	50,337.0	46,983.8	55,359.7	48,426.0	42,219.0	243,325.5
2012/13 Estimate	50,615.0	47,133.9	55,652.2	49,075.5	42,442.9	244,919.5
2013/14 Estimate*	46,672.0	41,291.0	52,607.0	45,965.0	40,037.0	226,572.0
2014/15 Estimate*	47,609.0	41,752.5	53,217.1	46,640.5	40,614.8	229,833.9
2015/16 Estimate*	48,253.0	42,658.7	54,233.6	47,563.1	41,175.8	233,884.2

* includes adjustments in respect of council tax support discounts.

Calculation of the Council Tax 2015/16

	£	£	£	£	£	£
Oxfordshire County Council	1,232.46	1,232.46	1,232.46	1,232.46	1,232.46	1,232.46
District Council	123.50	283.00	111.24	116.69	81.63	143.21
Parish Council Average	84.64	4.03	77.23	63.63	74.15	60.74
Police and Crime Commissioner for Thames Valley	163.70	163.70	163.70	163.70	163.70	163.70
Average Band D Council Tax for 2015/16	1,604.30	1,683.19	1,584.63	1,576.48	1,551.94	1,600.11

District Council's Gross Expenditure & Council Tax Requirement 2014/15

	£000	£000	£000	£000	£000	£000
Gross Expenditure (inc. Parish Council's) 2015/16	70,481	185,018	78,275	74,189	55,902	463,865
Council Tax Requirement 2015/16	10,043	12,072	10,222	8,577	6,414	47,328

Children, Education & Families

Children, Education and Families Business Strategy 2015/16 to 2017/18

Directorate Overview

The Children, Education & Families vision is for Oxfordshire to be the best place in England for children and young people to grow up, by working with every child and young person to develop the skills, confidence and opportunities they need to achieve their full potential.

We want Oxfordshire to be a 'thriving Oxfordshire'. This means a place where people can work to achieve a decent life for themselves and their family, a place alive with vibrant, active communities and a place where people can enjoy the rewards of a growing economy and feel safe.

We have an overarching responsibility to work with partners to improve the well-being of children and young people, and to reduce inequalities between them. Our statutory duties fall into four main areas:

1. Safeguarding

We work with partners to make arrangements to ensure that all our functions are discharged with a view to safeguarding and promoting the welfare of children. In particular, we ensure that there are clear and effective arrangements to protect children and young people from harm.

The independent Oxfordshire Safeguarding Children Board coordinates the effectiveness of arrangements to safeguard and promote the welfare of children and young people in the County.

2. Vulnerable children and young people

We work with partners to understand local need and secure provision of services that promote prevention and early intervention and offer early help to children, young people and families so that emerging problems are dealt with before they become more serious.

We also act as effective and caring 'corporate parents' for looked after children, with key roles in improving their educational attainment, providing stable and high quality placements and proper planning for when they leave care. We also ensure that disabled children and those with special educational needs (SEN) can access high quality provision that meets their needs and fund provision for children with statements of SEN.

We ensure arrangements are in place for alternative provision for children outside mainstream education or missing education (for example due to permanent exclusion or illness) to receive suitable full-time education. We also ensure that there is coherent planning between all agencies providing services for children involved in the youth justice system (including those leaving custody), secure the provision of education for young people in custody and ensure that safeguarding responsibilities are effectively carried out.

3. Educational provision

We promote the interests of children, young people, parents and families and work with local communities to stimulate and support a diversity of school, early years and 16 to 19 provision that meets local needs. We promote participation in education or training of young people, including by securing provision for young people aged 16 - 19 (or 25 for those with learning difficulties or disabilities). This includes ensuring fair access to all schools for every child in accordance with the statutory School Admissions and School Admissions Appeal Codes and ensuring appropriate information is provided to parents, and suitable provision for suitable home to school transport arrangements.

We actively promote a diverse supply of strong schools, including by encouraging good schools to expand and, where there is a need for a new school, seeking proposals for an academy or free school. We also need to promote high quality early years provision, including helping to develop the market, securing free early education for all three and four year olds and for all disadvantaged two year olds. This includes providing information, advice and assistance to parents and prospective parents, and ensuring there are sufficient children's centre services to meet local need and sufficient childcare for working parents. We also promote children and young people's participation in public decision-making so they can influence local decisions about services.

4. Educational excellence

We work with head teachers, school governors and academy sponsors and principals to promote educational excellence for all children and young people and make sure they are ambitious in tackling underperformance. We support maintained schools in delivering an appropriate National Curriculum and early years providers in meeting the requirements of the Early Years Foundation Stage (as outlined in the EYFS Statutory Framework).

Where necessary we take rapid and decisive action in relation to poorly performing schools, including using powers of intervention with regard to maintained schools and considering alternative structural and operational solutions. We develop robust school improvement strategies, and promote high standards in education by supporting effective school-to-school collaboration. We also provide local leadership for tackling issues needing attention which cut across more than one school, for example poor performance in a particular subject area across a cluster of schools.

Delivering the council's corporate priorities

Thriving economy

The proportion of Oxfordshire GCSE students achieving at least five A*- C grades including English and Maths has overtaken the national average for the first time in four years and performance in reading, writing and mathematics for seven and eleven year olds continues to broadly be in line with the national figure. This suggests the council's education strategy is having a positive impact, although our performance has still not reached the aspirations the council, pupils, parents and schools hold. A Strategy for Change – Improving Educational Outcomes in Oxfordshire' sets out a clear vision for Oxfordshire to be a dynamic and forward looking place for education and learning, providing the best quality experiences for children and young people to grow up, learn, develop and achieve, and we will continue to work closely with a range of partners to ensure it is implemented effectively.

Support for the vulnerable

Giving children a good start in life will prevent many problems from ever occurring. Where issues do occur we are committed to providing early help in order to avoid problems escalating and family needs becoming more complex. Our early intervention service, currently provided through hubs and children's centres across the county, is an important element of our targeted prevention approach. The service brings together previously separate teams to give coordinated support to children and young people who are at risk of not having good outcomes. A wide range of partner organisations refer individuals to the service and support its provision of whole family, integrated services. Early intervention is closely linked to supporting better educational outcomes and ensuring a good start in life, particularly through targeted work with young and vulnerable parents.

Steps are being taken to promote even closer working between the Early Intervention Service and Children's Social Care the first of which means that with effect from January 2015 both services will report to the same Deputy Director.

Children's social care will continue to focus on protecting children at risk of harm or neglect and tackling, as well as preventing, cases of child sexual exploitation.

We have made considerable investments in frontline children's social care services to ensure we have sufficient capacity to maintain high standards and ensure children and young people are appropriately safeguarded. A joint resource (the Kingfisher team) is now well established specifically to focus on child sexual exploitation is a demonstration of our commitment, and we will continue working with the police and health – as well as other key partners such as Oxfordshire's district councils and its voluntary sector – to extend the reach of this team. The Multi Agency Safeguarding Hub (MASH) is now open and provides an all-important first port of call for children's safeguarding issues and will be expanded in due course to cater for adult referrals.

Thriving people and communities

There is a national focus on helping the most disadvantaged and challenged families to turn their lives around. The Thriving Families programme works with these families to reduce worklessness, antisocial behaviour, crime and school exclusions and to increase school attendance. The key focus is on our most resource intensive and vulnerable families with the aim of reducing the numbers needing the type of support offered by social care. This continues to be a vital strand in the on-going work locally to narrow the gap in outcomes that exists across the county.

How we work to deliver these priorities

We are rolling out a programme of agile working in order to support the new ways of working necessary to deliver these priorities. Agile working means: giving staff the right equipment and working environment to suit their role and service; working in a more flexible way that makes best use of staff time, buildings, and resources; and taking advantage of changes in technology and working styles to become more efficient. This will ultimately protect delivery of front line services as far as possible.

For example, staff are able to work flexibly from a number of different offices across the county, to reduce travel time and increase efficiency. A number of health services are delivered from Children's Centres, and staff from the council and partner organisations are co-locating in early intervention hubs. This approach will be further extended as we develop the MASH still further, co-locating partners including Adults Services, the Fire Service and Trading Standards, Oxford Health and Thames Valley Police.

Services and Priorities

What has already been achieved?

The Children, Education and Families Directorate is a well-regarded and highly valued service, with overall performance outcomes that are good and consistently good or outstanding Ofsted judgements. Standards of reading, writing and mathematics in primary schools continue to broadly be in line with national figures and the proportion of GCSE students achieving at least five A*- C grades including English and Maths is now above the national average. There continues to be a significant improvement in the number of children taught in schools which are judged to be good or outstanding by Ofsted, with an additional 4,320 children taught in such schools by the end of the 2013/14 academic year.

Since April 2012 the directorate has made substantial savings from the non-schools budget, but is now facing significant increased demand for children's social care services, which will require service redesign to address the consequent budget pressure.

Children's social care is working with slightly higher numbers of children than similar authorities, and activity levels are increasing. In the last 18 months the most striking increase has been in the numbers of children looked after which has increased by 26% in 18 months between April 2013 and October 2014. This included a 75% increase in non-Oxfordshire County Council care homes; a 30% increase in independent living and a 20% increase in foster care.

Our Strategy and Approach

The key elements of the strategy are:

- 1) Keeping children safe from harm and especially those at risk of exploitation
- 2) Establishing the right balance of universal and targeted services to be able to manage demand for services
- 3) Embedding the most effective way to provide early help to children, young people and families
- 4) Supporting schools, academies, early years settings and other agencies to continue to raise achievement
- 5) Ensuring good access to the right support at the right time
- 6) Encouraging a positive experience of the transition from childhood to adulthood.
- 7) Developing a balance of services provided by public, private and voluntary sector organisations

1) Keeping children safe from harm and especially those at risk of exploitation

Protecting the most vulnerable children and young people is an overriding priority for the council and its partners. We perform well in terms of timeliness of initial assessments, core assessments, holding of child protection case conferences with solid multi-agency safeguarding and child protection practice. However, children being looked after by the council are currently being placed too far away from home, in many cases out of the County. We will deliver our new placement strategy that has been developed to ensure these children can live closer to home, to make it easier to keep contact with relatives and for them to move back home as soon as it is appropriate to do so.

Child sexual exploitation is a significant issue in Oxfordshire and elsewhere. We are working hard to keep our children and young people safe from abuse. We will continue to build on existing work with partners, including development of the new multi-agency safeguarding hub (MASH) and extending the reach of the Kingfisher team – a multi-agency team providing an initial point of contact for advice and information to families, children and other professionals where there are concerns about child sexual exploitation.

2) Establishing the right balance of universal and targeted services to be able to manage demand for services

Where possible, the provision of universal services free at the point of delivery has been retained. Increasingly however it is recognised that the work of our services needs to be targeted to those in greatest need. Children who have a statement of special educational needs are well supported but outcomes need to improve for those children identified as in need. For young people with disabilities, we will streamline assessments, provide personal budgets, make information and advice more readily available and have a more joined up approach between education, health and social services.

The Thriving Families programme works intensively with families over a sustained period of time to bring lifestyle changes in the family. The number of families who receive intensive support will increase and a whole family approach developed through the Thriving Families programme will be extended as part of the wider review of children's services.

3) Embedding the most effective way to provide early help to children, young people and families

All services need to support children and families early enough to ensure the right support at the right time, without delay, to prevent any escalation of needs. The Early Intervention Service is targeted at vulnerable children and those with complex needs and we shall ensure even closer liaison with children's social care. A mix of children's centres and other provision is accessible to families and is delivered from a variety of venues including schools. As we focus more on our statutory responsibilities, an increasingly important part of our strategy is to increase the role of other organisations in delivering early help, across the public sector but also by developing voluntary sector engagement.

4) Supporting schools, academies, early years settings and other agencies to continue to raise achievement

We are reviewing the way support is provided to schools and settings to reflect changes in responsibilities for schools and the county council and to improve outcomes for children and young people. About half of secondary schools are now academies and more academies are expected in the medium term, but the council retains overall responsibility for educational performance and quality.

Our focus will be on improving the number of good and outstanding schools and settings, as this is an important factor influencing the overall educational attainment of children. We will also continue to focus on the quality of teaching and learning, giving greater attention to vulnerable learners, improving reading and improving performance at GCSE level.

5) Ensuring good access to the right support at the right time

Families need easier access to support and to get the help they need when they need it. They need a consistent and co-ordinated response no matter which door they knock on. We will increase personalisation, streamline assessments, have a more joined up approach between education, health and social services, provide personal budgets (if requested) and make information and advice more readily available.

6) Encouraging a positive experience of the transition from childhood to adulthood

We will work across the council to ensure smooth transitions from Children's to Adult Services. We will ensure that eligible young adults receive personalised support which improves their outcomes, and the capacity of those with more complex needs to be cared for within their local communities. Children's and Adult Services will continue to work together to ensure that disabled young people with mental health needs and challenging behaviour are cared for locally wherever possible, and that robust monitoring arrangements are in place to safeguard and protect young adults who are placed in specialist out of area placements outside Oxfordshire.

7) Developing a balance of services provided by public, private and voluntary sector organisations

The majority of services for children are provided by public sector agencies – the county council and the NHS. Approximately a tenth of spend is through contracts with non-statutory organisations providing a range of services from individual placements through to respite care and Children’s Centres.

To enable families to have greater choice we will work to develop a vibrant and high quality market for services for children and families. Good quality will be maximised through commissioning expertise and effective contract management. Improved choice is likely to extend to the development of personal budgets in the future.

Overview of other strategic plans

The Health and Wellbeing Board is a partnership between local government, the NHS and the people of Oxfordshire. It includes local GPs, councillors, Healthwatch Oxfordshire, and senior local government officers. The board has been set up to ensure that we work together to improve everyone’s health and wellbeing, especially those who have health problems or are in difficult circumstances. The board provides strategic leadership for health and wellbeing across the county and is responsible for the development of Oxfordshire’s Joint Health and Wellbeing Strategy.

This Strategy contains priorities of direct relevance to Children, Education and Families, and that are in keeping with the strategic direction set out above, including ensuring all children have a healthy start in life and stay healthy into adulthood; narrowing the gap for our most disadvantaged and vulnerable groups; keeping all children and young people safe; and raising achievement for all children and young people.

The Children and Young People’s Plan 2013/14 is in the process of being updated, and will be available early in 2015. It has been developed by the Children and Young People’s Partnership Board, on which the council is a key partner. It is a partnership plan that sets out the strategic direction for future services for children, young people and families in Oxfordshire, and how organisations will work together to improve outcomes.

The Children and Young People’s Plan reflects the joint strategic vision from the Health and Wellbeing Strategy and the Oxfordshire Safeguarding Children Board, and contains the same vision and strategic priorities outlined above. The plan also draws on other key strategies from the city and district councils and the county council (including the Education Strategy and Placement Strategy) as well as the Operating Plan from the Oxfordshire Clinical Commissioning Group.

How our services are changing

In future, we will continue to ensure the safety and wellbeing of children and young people, whilst ensuring the services are delivered as efficiently as possible. We will also ensure there is high quality educational provision in the county, and that there is appropriate support available to children, young people and families when they need it.

However, to make the necessary savings we will focus on what we are required to do by legislation, regulation or policy. We will support but no longer be a provider of universal services, focusing on ensuring that services are targeted to those in greatest need.

We are already delivering a number of savings previously agreed, and changed the way that some services are delivered. These include efficiencies in the way early help is delivered through early intervention hubs, reducing management and administration costs in children's centres, reviewing how school improvement and foundation learning is delivered, and working with providers to reduce the cost of home to school transport.

In summary, our further proposals for 2014/15 to 2017/18 are as follows:

Development of an Integrated Children's Social Care and Early Intervention Service

We are continuing to review all of the services we provide for children and families. The aim of this review will be to find innovative ways to save money whilst at the same time maintaining frontline services, and to bring forward proposals to be implemented in the 2017/18 financial year.

We will be seeking to make better links between early intervention services, children's centres and children's social care to create a more cohesive all-round service that improves outcomes for children and young people. We will also be focusing on improving the experience of children and young people and their families from needing care and support to receiving it, and transitioning between services where necessary.

The review will also focus on ways of working with partner organisations and the community to explore new ways of delivering services, such as increased use of volunteers, or new sources of funding. We are already working with health commissioners and providers to develop more joined up services and improved timely access to those services. This might mean the joining up of teams and budgets in localities, and includes the new autism residential academy as a way of providing the right support locally for those with the most severe and complex needs.

Education Services (including Schools & Learning and Foundation Years)

We will change the way that a number of non-statutory education services are delivered, in response to the changing relationships and responsibilities for schools and the council and the need to find more efficient ways of working. This includes different ways to deliver the Foundation Learning Service, which provides support for the education of 0 to 5 year-olds, and to avoid duplication with other services.

Management of issues relating to the attendance of pupils at school is increasingly transferring from local authorities to individual schools across the country, especially as more schools convert to academy status and are therefore independent from local authority control. We will therefore reduce the existing Attendance Service, but continue to fulfil our legal obligations to manage cases where a pupil is regularly not attending school.

We are already implementing a planned reduction in our school improvement services, in line with central government direction to promote the role of school to school support. Increasingly, the good practice promoted within the variety of projects that we currently fund is being embedded in schools, as demonstrated by improved attainment and the number of schools rated good or outstanding by Ofsted. We have worked with schools to set up their own improvement networks and partnerships, and the increasing autonomy of schools will result in schools working with each other, bidding for external funding and sharing pooled funding for future projects., Any additional developments that schools wish to continue will be funded by school partnerships, and where projects have had an impact on improved outcomes we will strive to share this practice and to identify those schools who can champion these approaches.

Children's Social Care

As part of our Placement Strategy, we are committed to ensuring children being looked after by the council live as close to home as possible. This has benefits for the young people and their families in staying in contact, and making it easier for them to return home as soon as it is appropriate. We will therefore be investing in four new Children's homes in Oxfordshire, which will also reduce the cost of placements to the council as out of county placements are higher cost than placements within the county.

We will also improve outcomes for children, young people and their families by streamlining services between Early Intervention and Children's Social Care and by working more closely with partner agencies. The reshaping of Children's Services will help us implement the Placement Strategy, promote the use of family based services and permanency of placements, and to make better use of early help services. We will deliver more joined-up services that improve the experiences of young people who need and receive care, and reduce duplication and the amount of 'hand-overs' between different services and professionals.

Additional funding for staffing for the Multi Agency Safeguarding Hub

We shall continue to work with partners including the Thames Valley Police, Oxford Health, Adults Services, the Fire Service and Trading Standards to further enhance the work of the Multi-Agency Safeguarding Hub (MASH). It will lead to improved outcomes for children by co-locating key safeguarding agencies, by enabling better information sharing and decision making, identification of risk at the earliest possible opportunity, appropriate early and holistic interventions, and a coordinated, effective and timely response. We will invest to make sure that qualified and experienced staff are available within the MASH to provide appropriate support and decision making.

Disability and Special Educational Needs

We will continue to focus on keeping children with special educational needs and disabilities (SEND) safe, keeping our riskiest and most vulnerable in local placements wherever possible, maximising family resilience and improving children's independence skills and well-being. We will make strategic use of available funding and outcomes based commissioning will be used to focus our resources to families in need of support, especially those in the greatest need.

We will continue to reduce our use of expensive out of county placements for children and young people, and challenge charges for post-16 services. We will work with partners and providers of targeted and specialist services to maintain support to children with the highest needs and enable them to live as close to home as possible, by developing cost-effective local solutions such as the new residential autism academy.

Our arrangements for responding to the recent legislative changes are progressing well.

We will continue to ensure we deliver our statutory responsibilities, such as short breaks and accessible childcare for working parents with disabled children, whilst driving down costs and reducing duplication and management.

Administration

As a result of the proposals outlined above, and other savings already agreed and implemented, there will be a reduction in the support needs of specific services and the directorate as a whole. Administrative support for the directorate will be reviewed and reduced to reflect this, and to improve current practices to remove any unnecessary activity, reconfigure staff structures and increase the use of apprentices where appropriate.

Joint Commissioning

The Joint Commissioning team is a joint service supporting both Adult Social Services and Children, Education and Families in commissioning, contract management, educational and social care performance reporting and management, strategy and business planning, engagement, advocacy and complaints. As above, a reduction in the support needs of specific services and the directorate as a whole will mean there will also be a reduction in many of these services, although we will seek to protect statutory functions and those that safeguard vulnerable service users.

Children, Education & Families - Summary

Revenue Budget 2015/16

Ref.	Service Area	Gross Expenditure £000	Grant Income £000	DSG (1) Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
CEF1	Education & Early Intervention	84,212	-665	-43,114	-2,847	-1,022	36,564
CEF2	Children's Social Care	57,390	-1,539	-1,834	-776	-529	52,712
CEF3	Children, Education & Families Central Costs	5,908	0	0	0	0	5,908
CEF4-1	Delegated Schools Budgets	226,074	-20,437	-183,242	-22,395	0	0
CEF4	Other Schools Budgets	30,062	0	-30,138	616	0	540
	Budget Controllable by Directorate	403,646	-22,641	-258,328	-25,402	-1,551	95,724
(2)	Non Negotiable Support Service Recharges	15,641	0	-4,316	0	0	11,325
	Total Non Negotiable Support Service	419,287	-22,641	-262,644	-25,402	-1,551	107,049
	Less Recharges within the Directorate	-146	0	0	0	146	0
	TOTAL	419,141	-22,641	-262,644	-25,402	-1,405	107,049

Subjective Analysis 2015/16

EXPENDITURE	2015/16 Budget at Outturn Prices		
	Delegated Schools Budgets £000	CE&F Excluding School Budgets £000	%
Employees	146,092	55,730	28.9
Premises	26,834	5,475	2.8
Transport		16,666	8.6
Supplies and Services	41,685	50,241	26.0
Agency & Contracted	11,128	50,926	26.4
Transfer Payments		14	0.0
Support Services		13,645	7.1
Capital Financing Costs	335	370	0.2
GROSS EXPENDITURE	226,074	193,067	100.0
Recharges to other directorates		-1,405	
TOTAL EXPENDITURE	226,074	191,662	

INCOME	2015/16 Budget at Outturn Prices		
	Delegated Schools Budgets £000	CE&F Excluding School Budgets £000	%
Government Grants	-203,679	-81,605	91.8
Other Grants,	0	-1,123	0.4
Customer & Client	-22,395	-1,885	7.8
TOTAL INCOME	-226,074	-84,613	100.0
NET EXPENDITURE	0	107,049	

(1) DSG - Dedicated Schools Grant

(2) The presentation of the directorate summary has been updated to reflect a technical change to non-negotiable support service recharges to show more clearly the budgets controllable by directorates

Children, Education & Families - Revenue Budget 2015/16

Reference	Service Area	Gross Expenditure £000	Grant Income £000	DSG Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
CEF1	EDUCATION & EARLY INTERVENTION Deputy Director: Rebecca Matthews (Interim)						
CEF1-1	Management & Central Costs Central strategic planning, administration, support service recharges (£9.4m) and management of operations for Education & Early Intervention.	2,960	0	-424	0	0	2,536
CEF1-2	Additional & Special Educational Needs (SEN) Strategy, policy and service development for children with special educational needs. This includes statutory responsibilities in relation to the identification and assessment of, and provision for, children with special educational needs, the provision of a Parent Partnership Service, specialist SEN support services, including Early Years and support for individual children with high level needs, Statutory Educational Psychology functions and funding for children with SEN in Out of County placements.						
CEF1-21	Special Educational Needs	25,120	0	-23,821	0	0	1,299
CEF1-22	SEN Support Services (SENS)	6,330	0	-5,638	-643	-23	26
CEF1-23	Identification & Assessment	628	0	0	0	-90	538
CEF1-24	Early Years SEN Inclusion Teachers (EY SENITS)	824	0	-824	0	0	0
CEF1-2	Subtotal Additional & Special Educational Needs	32,902	0	-30,283	-643	-113	1,863
CEF1-3	Early Intervention (EIS) The Early Intervention Service (0-19) aims to support children, young people and families to reach their full potential and improve their life chances by providing accessible services that target the most vulnerable. The Early Intervention Service (0-19) will do this by: • targeting vulnerable communities and children, young people and families with additional and complex needs, aged pre-birth – 19 years and up to 25 years for young people with Special Educational Needs and care leavers; • working holistically and intervening early to assist family members to develop skills and resilience to resolve existing concerns; • working with our community partner agencies to ensure we develop integrated, inclusive solutions taking into account local strengths and local needs identified by children, young people and their families • delivering high quality, responsive support through specialist central services, our local hubs, satellites and Children's Centres to improve outcomes for children, young people and families.						
CEF1-31	Early Intervention Hubs	6,888	0	-1,043	-15	0	5,830
CEF1-32	Children's Centres and Childcare	9,122	0	-1,387	-14	-41	7,680
CEF1-33	Youth, Engagement & Opportunities	1,838	0	0	-345	-12	1,481
CEF1-34	Thriving Families	243	0	0	0	0	243
CEF1-3	Subtotal Early Intervention	18,091	0	-2,430	-374	-53	15,234

Children, Education & Families - Revenue Budget 2015/16

Reference	Service Area	Gross Expenditure £000	Grant Income £000	DSG Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
CEF1-4	Education Schools and Learning ensures the Local Authority meets its statutory duties in regard to School Improvement and provides challenge and support where there may be concerns about the quality of provision or progress. Foundation Years ensures that the Council's duties under the Childcare Act are effectively discharged, as well as strategic priorities for early education in the pre-birth to five age range and in childcare.						
CEF1-41	Schools & Learning	7,547	-665	-2,536	-1,830	-718	1,798
CEF1-42	Foundation Years	2,273	0	-2,273	0	0	0
CEF1-4	Subtotal Education	9,820	-665	-4,809	-1,830	-718	1,798
CEF1-5	School Organisation & Planning The School Organisation and Planning Team is responsible for: Strategy for accurate place planning for schools and settings and ensuring a sufficient supply of early years childcare and school places. This includes opening new schools and the planning and implementation of the school and early years capital programmes. Technical arrangements around new types of educational provision (such as Free Schools) and managing the conversion of schools to academies, including through sponsorship. School admissions and transport and access to all schools across the county and cross border arrangements with other local authorities.						
CEF1-51	Early Years Sufficiency & Access	5,000	0	-4,693	0	0	307
CEF1-52	School Organisation & Planning	399	0	-44	0	0	355
CEF1-53	Admissions & Transport	15,040	0	-431	0	-138	14,471
CEF1-5	Subtotal School Organisation & Planning	20,439	0	-5,168	0	-138	15,133
CEF1	TOTAL EDUCATION & EARLY INTERVENTION	84,212	-665	-43,114	-2,847	-1,022	36,564

Children, Education & Families - Revenue Budget 2015/16

Reference	Service Area	Gross Expenditure £000	Grant Income £000	DSG Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
CEF2	CHILDREN'S SOCIAL CARE <u>Deputy Director: Lucy Butler</u>						
CEF2-1	Management & Central Costs Central strategic planning, administration, and management of operations for Children's Social Care.	3,769	0	0	0	-37	3,732
CEF2-2	Corporate Parenting The service supports the provider side of the looked after service. This includes commissioning and monitoring placements (residential, fostering, family/kinship care & supported housing); adoption ; a range of preventative services to prevent placement & family breakdown and children/young people entering the care system, and therapeutic interventions to support placement stability or facilitate return home.	15,373	0	0	-48	-60	15,265
CEF2-3	Social Care This service provides consultation in respect of safeguarding for all child care agencies/members of the public within Oxfordshire. It is also a front door into children's social care; receiving, assessing and if appropriate signposting to other services. Services include investigations of all referrals where there are child protection or child sexual exploitation concerns; direct work with children who are in need & their families as well as children subject to child protection plans; care proceedings/assessment of families as alternatives to a child coming into care; direct work with looked after children (overall responsibility for care planning, health and education planning); support to children leaving care and services to homeless young people/families and services to Unaccompanied Asylum Seeking children (UASCs) and young people with all rights exhausted (ARE).						
CEF2-31	Referral & Assessment	3,382	0	-316	-33	0	3,033
CEF2-32	Family Support	5,935	0	-102	0	0	5,833
CEF2-33	Looked After Children & Leaving Care	3,114	0	0	0	-369	2,745
CEF2-34	Placements	14,606	-64	-1,352	-268	0	12,922
CEF2-35	Asylum	1,268	-795	0	0	0	473
CEF2-3	Subtotal Social Care	28,305	-859	-1,770	-301	-369	25,006

Children, Education & Families - Revenue Budget 2015/16

Reference	Service Area	Gross Expenditure £000	Grant Income £000	DSG Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
CEF2-4	<p>Safeguarding Provision of the strategic and professional lead on safeguarding, working in partnership with schools, partner agencies, and the Oxfordshire Safeguarding Children Board. The service:</p> <p>Develops, implements, monitors and reviews effective safeguarding policy, procedures, performance management and quality assurance systems within the Directorate and contributes to the corporate safeguarding responsibilities of the County Council</p> <p>Manages and administers the effective operation of the Oxfordshire Safeguarding Children Board and continuous improvement in safeguarding practice across all services to children in the county.</p>	1,178	0	-64	-94	-53	967
CEF2-5	<p>Services for Disabled Children The Children's Disability Service supports children and young people with severe and complex disabilities. It also provides support to disabled children who are in need, who require safeguarding support or who are looked after. Services include:</p> <ul style="list-style-type: none"> • Emergency care • Relief to Carer Service • Home Care Services • Family Short Break Care • Overnight Care at Short Break Centre <p>The budget also supports a range of open access and targeted support services for disabled children which aim to support families including siblings and keep children in local placements wherever possible.</p>	7,253	0	0	0	-10	7,243
CEF2-6	<p>Youth Offending Service Oxfordshire Youth Offending Service (OYOS) is a partnership service between Oxfordshire County Council, Thames Valley Police, County Magistrates, Mental Health Trust, NHS Primary Care Trust.</p> <p>The service was established in October 1999 to reduce the likelihood of offending & re-offending by young people and prevent young people from entering the criminal justice system for the first time.</p> <p>In addition, it has a particular remit to help young people repair the harm (both emotional and physical) they have caused to the victims by their offending by using Restorative Justice approaches.</p> <p>The service also aims to re-integrate offenders into the wider community and contribute to protecting the public by supporting local crime-reduction strategies.</p>	1,512	-680	0	-333	0	499
CEF2	TOTAL CHILDREN'S SOCIAL CARE	57,390	-1,539	-1,834	-776	-529	52,712

Children, Education & Families - Revenue Budget 2015/16

Reference	Service Area	Gross Expenditure £000	Grant Income £000	DSG Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
CEF3	<u>CHILDREN, EDUCATION & FAMILIES (CEF) CENTRAL COSTS</u>						
CEF3-1	Management & Admin Central strategic planning, administration, support service recharges (£0.4m) and management of operations for Children, Education & Families.	487	0	0	0	0	487
CEF3-2	Premature Retirement Compensation (PRC)	3,916	0	0	0	0	3,916
CEF3-3	Joint Commissioning Recharge	1,505	0	0	0	0	1,505
CEF3	TOTAL CHILDREN, EDUCATION & FAMILIES (CEF) CENTRAL COSTS	5,908	0	0	0	0	5,908
CEF4	<u>SCHOOLS</u>						
CEF4-1	Delegated Budgets	226,074	-20,437	-183,242	-22,395	0	0
CEF4-2	Early Years Single Funding Formula (Nursery Education Funding)	25,360	0	-25,360	0	0	0
CEF4-3	Non-Delegated Schools Costs	1,318	0	-778	0	0	540
CEF4-4	Schools Support Service Non-Negotiable Recharges	217	0	-833	616	0	0
CEF4-5	Capitalised Repairs & Maintenance	3,167	0	-3,167	0	0	0
CEF4	TOTAL SCHOOLS	256,136	-20,437	-213,380	-21,779	0	540
	DIRECTORATE TOTAL	403,646	-22,641	-258,328	-25,402	-1,551	95,724
	Non Negotiable Support Service Recharges	15,641	0	-4,316	0	0	11,325
	Less Recharges within the Directorate	-146	0	0	0	146	0
	TOTAL	419,141	-22,641	-262,644	-25,402	-1,405	107,049

Children, Education & Families - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
			<u>Children, Education & Families (CEF) Cross Directorate</u>				
CEF1-1 CEF2-1 CEF3-1	15CEF10	S	Reduce administration support in line with reductions in directorate services, seek efficiency improvements.		-500		-500
CEF1, CEF2, CEF4	16CORP4	NS	Reduce the use of agency & contracted staff and introduce a vacancy factor for administration staff	-639			-639
CEF1-21 CEF2-5	15CEF11	S	Develop more integrated management across Special Educational Needs (SEN) & Disability. Challenge costs of 16+ SEN responsibilities transferred into OCC from Education Funding Agency, obtaining savings within Dedicated Schools Grant (DSG) funded SEN services that enable a larger DSG contribution to the educational cost of placements.		-1,200		-1,200
CEF3-3	15CEF12	S	Reduce support services from Joint Commissioning team in line with other service reductions. Reduce non-statutory public engagement activities.		-500		-500
CEF2	16CORP2	NS	Supplies & Services	-19			-19
CEF2-3 CEF1-3	15CEF 2 and 16CEF4	S & NS	Implementation of an integrated Children's Social Care and Early Intervention Service.	-1,000	-2,000	-3,000	-6,000
			Total Children, Education & Families (CEF) Cross Directorate	-1,658	-4,200	-3,000	-8,858
			<u>Education & Early Intervention</u>				
			<u>Early Intervention</u>				
CEF1-32	15CEF1	S	On-going effect of rephasing previous savings CEF10c and 14CEF4 relating to Children's Centres	-499			-499
			Subtotal Early Intervention	-499	0	0	-499
			<u>Education</u>				
CEF1-41	15CEF5	S	On-going effect of reducing Attendance service from Sept 2014	-100			-100
CEF1-41	15CEF6	S	Further reduce staffing of School Improvement services	-75			-75
			Subtotal Education	-175	0	0	-175
CEF1			Total Education & Early Intervention	-674	0	0	-674

Children, Education & Families - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
			Children's Social Care				
			Management & Central Costs				
CEF2-1	15CEF7	S	Savings anticipated by further increasing close co-operation with partner agencies such as the police, the health service, schools and others	-250			-250
			Subtotal Management & Central Costs	-250	0	0	-250
			Corporate Parenting				
CEF2-2	15CEF8	P	Children's Homes borrowing costs to fund four new homes in Oxfordshire		420	238	658
CEF2-2	15CEF9	S	Children's Homes Savings - from building Children's Homes in the county which reduces the number of high cost out of county placements		-420	-238	-658
CEF2-2	16CEF2	NP	Fostering and Adoption - targeted recruitment and training of foster carers and provision of additional support to them. Further investment in adoption support services aiming to increase adoptive placements.	900			900
			Subtotal Corporate Parenting	900	0	0	900
			Social Care				
CEF2-34	16CEF1	NP	Agency Placements (Pressure of £7.4m partly met by £2.8m virement from corporate contingency). A significant increase in the number of children looked after, including 1-4 year olds, sibling groups and victims of child exploitation.	4,649			4,649
CEF2-32	16CEF3	NP	The Kingfisher team (working jointly with Thames Valley Police) has been recognised nationally for the work it has done in addressing Child Sexual Exploitation but does not have an on-going base budget allocation.	800			800
			Subtotal Social Care	5,449	0	0	5,449
CEF2			Total Children's Social Care	6,099	0	0	6,099
			Total Children, Education & Families	3,767	-4,200	-3,000	-3,433

Type of Budget Change

O - Previously agreed one-off investment

P - Previously agreed pressure

S - Previously agreed saving

NS - New saving agreed February 2015

NP - New pressure agreed February 2015

Social and Community Services

Adult Social Care Business Strategy 2015/16 to 2017/18

Directorate Overview

The Social & Community Service's vision is to support and promote strong communities so that people live their lives as successfully, independently and safely as possible. We believe that people themselves, regardless of age or ability, are best placed to determine what help they need.

Local Authorities have a statutory duty to meet the needs of older, disabled and vulnerable people and their carers - this includes older people, adults with learning disabilities, adults with mental health problems and those with physical and sensory impairments. Social care needs are, in summary, activities of daily living, personal care such as going to the toilet, help with bathing and eating and in some circumstances help with occupation and activities during the day (for example for younger adults who may require access to training and employment). Access to support is normally through a professional assessment of need, guided by nationally set eligibility criteria. Local authorities can take resources into account when determining how those assessed needs should be met but we cannot refuse to meet people's eligible care needs.

People who meet the criteria for social care are financially assessed to see how much they should pay. Everyone in a care home makes a contribution towards the cost of their care, but people with over £24,000 of savings have to pay for all of their care costs irrespective of how that is provided. A significant proportion of older people in Oxfordshire fund their own care.

Over 90% of social care locally is delivered by third parties via a contract with the council. Working in partnership with the National Health Service, the council has a role in ensuring that there is a range of good quality services available to support people.

Delivering the council's corporate priorities

- **Thriving economy**

Adult social care (in partnership with the Oxfordshire Clinical Commissioning Group) spends in excess of £330m per year on external services through its Pooled Budget arrangements. These services include a wide range of small, medium and large organisations either based or working within Oxfordshire and contribute to a significant number of employment and training opportunities across the county.

- **Support for the vulnerable**

We will continue to provide information and support to individuals and their carers to ensure people can live a life free from abuse and the fear of abuse and can have care and support which meets their needs. We will treat people as individuals and with dignity and respect. We will invest in reablement – this means helping people to maintain or regain their independence by learning or re-learning the skills necessary for daily living.

Prevention is also key to our approach in adult services. We want to keep people well and help them to live at home and remain active in their local communities for as long as possible, and avoid, reduce and delay the need for more complex care or admission to a care home. We will continue to enable people to live at home for longer through investment in equipment and assistive technology. We are working with our district council colleagues to increase Extra Care Housing, which enables people to live independently with varying levels of care and support on site.

- **Thriving people and communities**

Community development - including working in localities with districts, the NHS, and providers including the voluntary sector to support local decision-making about how best to support older people in their community - also remains important. We are investing in community information networks to support people to stay in their communities for as long as possible by helping them access the information, advice and local services they need to make informed choices about how best to meet their needs.

How we work to deliver these priorities

We are rolling out a programme of 'agile working' in order to support the new ways of working necessary to deliver these priorities. Agile working means: giving staff the right equipment and working environment to suit their role and service; working in a more flexible way that makes best use of staff time, buildings, and resources; and taking advantage of changes in technology and working styles to become more efficient. This will ultimately protect delivery of front line services as far as possible. For example, we have good working relationships with health, and staff are able to work from offices at the Oxfordshire Clinical Commissioning Group and John Radcliffe Hospital. The Health and Wellbeing Resource Centres are used by health services and voluntary organisations to extend the use of the building and offer important support to service users.

Services and Priorities

What has already been achieved?

Adult social care has already delivered savings of £47m by the end of 2014/15, whilst meeting increased demand for care. Between April 2012 and April 2013 7% more older people; 14% more adults with a learning disability and 18% more adults with a physical disability have been supported. In the 18 months since April 2013, 2% more Older People, 8% more adults with a learning disability and 8% more adults with a physical disability have been supported)

Since April 2012 all adults eligible for social care support from the council have had their own personal budgets to use to make their own choices and have greater control over the way they live their lives. In 2013/14, we were in the top quartile of authorities offering personal budgets and had the 4th highest use in the country of direct payments.

We have worked closely with providers of services to reduce the impact of price increases, and to maintain the cost of home care, which is currently £19.40 per hour. The number of staff employed by Adult Social Care has fallen by almost 30% since 2010, due to the outsourcing of services previously provided internally including the home support, reablement and Supported Living services.

We have also improved the links between health and social care, including a significant increase in the amount of money that is spent from pooled budgets between the council and Oxfordshire Clinical Commissioning Group. Currently, we pool 99% of the adult social care budget to improve the links between health and social care.

Our Strategy and Approach

The key elements of our strategy are:

- 1) Keeping people well through investment in services that prevent some people from needing social care, reducing or delaying the need for care
- 2) To ensure people can live a life free from abuse and the fear of abuse.
- 3) Ensuring people have more choice and control over the way they are supported.
- 4) To develop long term support options that reduce the number of people admitted to care homes (especially residential care homes which do not provide nursing support), increase alternatives to care and develop community support that continues to keep people safe in their own homes.
- 5) To facilitate a market of good quality services that can be used by everyone.

1) Keeping people well

Providing low level support to keep people well and prevent them from needing more intensive (and expensive) care. Services include information and advice, reablement (to aid recovery after illness), falls prevention, support to family carers, employment, assistive technology, equipment and day services.

2) Ensuring people can live a life free from abuse and the fear of abuse

The council has a safeguarding role for all vulnerable adults, ensuring that people live their lives free from abuse and taking action to protect people where necessary. In 2013/14 there were 3,517 safeguarding alerts raised, 648 converted to referrals.

3) Ensuring people have more choice and control

We use a set formula to calculate how much money (personal budget) should be allocated to a person who is eligible for support from adult social care. The size of the personal budget will reflect the scale and complexity of their care needs but also the availability of informal care from their families and friends. People can choose to be given money in the form of a Direct Payment to buy their own care. We are still responsible for making sure that their eligible care needs are met.

4) Develop long term support options that reduce the number of people admitted to care homes

We do this by providing services such as home care, respite, day services, occupational therapy and equipment in people's own homes. We are also developing alternative housing options that reduce the number of people admitted to care homes such as Extra Care Housing and Supported Living. We work with the Oxfordshire Clinical Commissioning Group who commission health care and NHS providers to provide better round the clock health care to prevent hospital admissions for the most complex needs and to discharge people back home. This includes multi agency integrated teams and joint commissioning.

5) Market facilitation

To facilitate a market of services that can be used by everyone and that support the capacity of communities to care. There is a focus on quality, contract management and encouraging consumer feedback.

Since January 2014 we have published three Market Position Statements covering the areas of Home Support, Extra Care Housing and Care Homes. In these statements there is a commentary on how the services fit within the national and local strategies; demand and supply within Oxfordshire; available budgets and our future service model and the challenge for providers.

Working with Health

We need to work even more closely with Health partners. One of the main concerns from people needing care is that the different groups of care professionals don't talk to each other and there are too many "handoffs or handovers". The challenges facing the health service are the same as those facing adult social care. There are increasing demands for care from a relatively small proportion of the population. Financial resources are not increasing in line with those demands so we need to focus on intervening early and quickly to limit the extent to which care needs increase. This will require radical changes in health in particular as resources are focused on care in the community rather than in hospitals.

The Health and Wellbeing Board is a partnership between local government, the NHS and the people of Oxfordshire (chaired by the Leader of the council). It includes local General Practitioners, councillors, Healthwatch Oxfordshire, and senior local government officers. The board has been set up to ensure that we work together to improve everyone's health and wellbeing, especially those who have health problems or are in difficult circumstances. The creation of Health and Wellbeing Boards has brought local government much closer to decision making within the health service.

Integrated neighbourhood teams will be in place during 2015 which will bring together social workers and occupational therapists with community health staff and GPs. Joint commissioning strategies for all our client groups have now been agreed. A larger pooled budget with the Oxfordshire Clinical Commissioning Group has the potential to move resources to where they will achieve the best outcomes for people.

To facilitate closer working, the Director of Adult Social Services with the County Council also holds the post of Director of Strategy & Transformation at the Oxfordshire Clinical Commissioning Group

Overview of other strategic plans

The Health and Wellbeing Board provides strategic leadership for health and wellbeing across the county and is responsible for the development of Oxfordshire's Joint Health and Wellbeing Strategy. This Strategy contains priorities of direct relevance to Adult Social Care, and that are in keeping with the strategic direction set out above, including: supporting adults with long term conditions, physical or learning disability or mental health problems to live independently and achieve their full potential; supporting older people to live independently with dignity whilst reducing the need for care and support, and; working together to improve quality and value for money in the Health and Social Care System.

The council also has Joint Commissioning Strategies, developed with the Oxfordshire Clinical Commissioning Group and service users and carers, that set how we will work together to ensure the needs of specific groups of people will be met. These include people with learning disabilities, autism, physical disabilities, mental health, and older people. Work is underway to develop a new Learning Disability strategy- the Big Plan. Work will be started this year to develop a new Mental Health strategy.

We also continue to work closely with colleagues in the NHS to develop plans that support more seamless working across health and social services and more efficient use of resources. This includes the Better Care Fund that will see around £37m dedicated to this purpose from 2015 onwards.

How our services are changing

In future we will focus on continuing to ensure there is good quality support available to meet the assessed needs of eligible people, supporting them to live independently and keep well whilst ensuring the services are delivered as efficiently as possible. However, to make the necessary savings we will stop supporting non-statutory activities which are not essential for adult social care.

We will continue to focus on reducing the numbers of people who need personal care, by focusing on intervening earlier to prevent people needing any care or to reduce the level of their care needs. We will also continue to explore and exploit ways to reduce the cost of providing care, such as working with providers to reduce the hourly rates without compromising quality and increasing the use of assistive technology. We will also seek to charge for services wherever possible and sensible to do so, without placing people at unnecessary risk if they cannot afford to pay for their care.

We are already delivering a number of savings previously agreed, and this includes changing the way that some services are delivered. These include efficiencies in the provision of services for older people, investing in preventative services and equipment to support people to live at home and reduce the cost of care in the longer term, reviewing existing contracts and working with providers to reduce cost to the council, reviewing the Learning Disability Integrated Social and Healthcare Teams, and reviewing the level of funding people need to meet their eligible care needs as a result of more efficient services.

In summary, our proposals are as follows:

Investment to help meet increased demand for social care

The budget is set assuming that the increase in demand for care is in line with funding for demography of £5m. There is also funding of £6m to support increased activity in Learning Disabilities (see below). For Older People numbers have remained constant in the year to date but the average package of care has increased. The numbers in care homes has not increased.

Create a more personalised approach to home support which will include removing short visits for personal care for older people

We have ensured that no home care visit offering personal care is too short for the service user to be treated with dignity and respect. Often home support for older people has become too focused on time and task, as opposed to good outcomes for the individual. Sometimes visits are too short for the care recipient to be treated with dignity and respect. We will link this funding to an improvement in performance for home support based on the needs of the older person.

We have started to implement changes in October 2014 and we are working to deliver new outcomes based arrangements for home support by April 2016.

Resources from the Better Care Fund to protect adult social care services

Central Government has announced that, nationally, £3.8 billion of NHS funding will be made available to protect adult social care and to reduce unplanned emergency admissions through the Better Care Fund. Oxfordshire's share of this is around £37m from 2015/16 onwards, of which around £19m will be money not previously available to support adult social care or community health services. We are working with partners in the Oxfordshire Clinical Commissioning Group, Oxford University Hospitals Trust and Oxford Health NHS Foundation Trust to agree how this will be utilised to improve outcomes for service users. Some of the resources are dependent on performance on a number of measures specified in national guidance. The focus of the Fund is on improving outcomes for frail older people and thus reducing the pressures on the health and social care system.

Working closely with providers to generate efficiencies in contracted services

We will work closely with providers in the planning, delivery, monitoring and review of local services, and introducing more outcome based service contracts. We will also encourage the use of provider self-assessment systems and user evaluation of services, work with providers to review and reduce back-office costs and find transactional cost efficiencies such as shared training, and jointly develop a social care workforce strategy for the county.

Alongside this and to generate further efficiencies we will continue to promote reablement and recovery throughout all services to ensure that resulting support packages are appropriate to a person's needs, promote the expansion of Self Directed Support and a direct relationship between service users and providers. We will also set annual price reviews based on an improved understanding of the cost of care in Oxfordshire. We will review high cost placements and wherever possible secure alternative provision at a more affordable cost that continues to meet a person's needs. We are working with the Oxfordshire Association of Care Providers to develop a stronger communication network and develop further capacity in high quality services, to support those most vulnerable in Oxfordshire.

Learning Disabilities - manage pressures by 2017/18 within the resources available in the medium term plan.

In 2014/15, there has been increased demand for support for Learning Disability clients in excess of the demography funding available. This has arisen from changes in family circumstances which means greater support is needed from Adult Social Care. The budget allows for a temporary investment of £6m in 2015/16 with a target to recover this amount over the next three years.

We are already working with providers of care and support to explore ways of delivering care in a more cost effective and efficient way. This is being achieved through better use of assistive technology to replace paid support; development of properties to deliver greater economies of scale and to support people in their own homes in the community rather than in a residential setting; increased use of community resources; decommissioning of services which are no longer affordable; as well as developing new and improved services which meet the needs of individuals, offer a quality service and are affordable within personal budgets.

This approach has proved successful for a number of years, increasing efficiency and delivering positive outcomes and increased independence for people with learning disabilities. It is proposed to continue this approach to be able to deliver further savings. We will continue to work in close partnership with support and housing providers and by involving people with learning disabilities and their representatives in decision making and planning.

We are developing our strategy and commissioning intentions for people with learning disabilities alongside providers and service users. The Big Plan sets out how people with learning disabilities will have increased independence and access to the services that everyone else does rather than specialist resources.

Review of information and advice services

We currently spend £1.2m on information and advice services.

We will undertake a full review of these services, to ensure that they are providing value for money, are in line with the ambitions of the Care Act and are the most effective way of helping people understand and access the care they need. This will include consultation with service users and providers of services, and will result in changes to the services that are commissioned as well as reviewing individual contracts.

Supporting our staff to work more efficiently, reducing bureaucracy and streamlining process

We are undertaking a comprehensive review of existing processes and procedures, with the aim of delivering more than 10% improvement in productivity through better ways of working. This will reduce pressures on staff, enable quicker responses and create more capacity to cope with increasing safeguarding alerts.

Adult Social Care Funding Reform from 2015 onwards will mean our services will need to meet increased demand for new assessments. This increased activity will result from people who previously would have self-funded their care and will now be seen much earlier, and in monitoring care accounts to ensure people do not spend beyond the governments stated cap on care costs of £72,000 in their lifetime. The Government is providing additional money to cover the increased demand for assessments so, by using smarter working to free up operational staff to meet the additional demands resulting from funding reform without requiring further investment, an overall saving can be made whilst minimising the risk of redundancies

Reduction in line with central government reductions in Supporting People funding

Central Government gives the county council funding for housing related support (previously known as the Supporting People fund). This is used to pay for hostels for homeless people, floating support and housing support for victims of domestic violence and people with drug problems. The Government funding has significantly reduced year on year and is now less than our actual spend (£9.5m compared to £15.4m). The county council has already reduced spend by £2.3m but absorbed the remainder of the funding reduction, largely protecting spending on housing related support of most importance to district councils and Oxford City Council.

Given the current financial circumstances we cannot afford to continue with this arrangement, and have proposed that funding is reduced by 38% to bring spending in line with the amount of money we receive from government. In 2013/14 we have worked closely with the district and city councils to consider how best to manage this reduction and developed proposal for how to implement this reduction in funding over two years from April 2015 to March 2017. These proposals have been consulted on over the summer and subsequently have been approved by the Health Improvement Board and by the Health and Wellbeing Board in the autumn. We are developing an implementation plan together with commissioning partners and providers, which will be put into practice once the Cabinet has considered these proposals in early 2015.

Continued work to identify further savings

The scale of the reductions in funding means that more savings will need to be found over the coming years. We believe it will be possible to further reduce the demand for care for older people by investing in preventative services, and to challenge the price paid for care and support more effectively. There may also be scope to reduce demand as a result of investments from the Better Care Fund. Detailed proposals will be developed over the period based on what is already working in reducing costs and new ideas as appropriate, and brought forward for approval by Cabinet at appropriate times

Fire and Rescue Service

Business Strategy 2015/16 to 2017/18

Incorporating Emergency Planning, Trading Standards and Community Safety Services

Directorate Overview

This Business Strategy covers the Fire & Rescue Service, Emergency Planning and Community Safety Services. The Strategy has been updated in order to capture the medium term (3-5 year) vision for all of the Services identified, as well as their aims to meet the current priorities of the wider county council.

Delivering the Council's corporate priorities

The strategy links directly with the Corporate Strategic Objectives centred on delivering a **Thriving Oxfordshire**:

Thriving Economy – This objective will be supported through our contribution to the sustainable development and protection of the thriving local economy by provision of advice and support. This will enable local businesses and industry to successfully compete in the marketplace, ensure their business continuity, minimise the likelihood and impact of regulatory challenge and minimise the likelihood of emergencies (e.g. accidents and fires). More broadly, the services also protect the environment for example, reducing both carbon emissions and emergency incidents, as well as through partnership working with partners such as the Environment Agency to help minimise the effects of flooding, pollution incidents and fire-fighting actions, as well as promoting quicker recovery.

Thriving People and Communities – This objective is supported by our work to support and protect those at greatest risk from doorstep crime, fraud and scams, domestic abuse and hate crime. In addition, we safeguard our communities from fire risk through the provision of fire protection risk reduction, intervention activities and the provision of information, advice and guidance. We are bringing our Trading Standards and Fire Protection and Prevention team together to ensure we support businesses in a more effective and joined up way. We also provide (directly or with partners) preventative programmes for children and young people at risk of offending. We manage and deliver the Junior Citizen Programme countywide as well as the Consumer Challenge Quiz for children with special needs. We support partners to reduce crime, anti-social behaviour and fear of crime. Our Trading Standards Service is a key player in the development and delivery of the 'Support with Confidence' approval scheme enabling social care clients to make safer choices about the care they receive. Emergency Planning helps to develop service, organisational and community resilience through education, training and the development of community led planning.

Support for the vulnerable - This objective will be supported by the OFRS integrated approach to community and home safety ensuring that we contribute to this objective through collaboration and information sharing with local partners. We are embedded into the Thriving families programme board and are looking at how we can assist the programme in meeting its outcomes, e.g. developing the future Carterton Fire Station as a community hub with Social and Community Service providers. We are currently working with the teams from Public Health to work with the most vulnerable adults and children in our communities to ensure that they are able to be cared for in their local environment and are given the support and advice needed. The Trading Standards Service continues to provide direct support to vulnerable victims of scams and doorstep crime incidents.

Finally, all the services strive to deliver efficiency programmes and provide value for money in general. This is being achieved at a local and regional level to increase efficiency further, the Fire & Rescue Service working within the Thames Valley and with other neighbouring Fire and Rescue Services on various collaborative activities.

How we work to deliver these priorities

We have already been working towards the above priorities and as a result have already delivered the following savings for the public in the Fire and Rescue Service, Trading Standards and the Gypsy and Traveller Service since 2010:

- Fire & Rescue and Emergency Planning have delivered savings totalling £1.256m by service reviews and more effective ways of working
- Trading Standards has delivered savings totalling £0.79m by restructuring the service and generating additional income
- The Gypsy & Traveller Service is managing contracts with other local authorities who are contributing £0.1m per annum to management and overheads. The service is self-financing.

Going forward we are carrying out a LEAN review of our protection and prevention functions as part of the wider integration with Trading Standards, to ensure that we are focusing on the customer and are working in a more flexible way that makes best use of staff time, buildings, and resources; and taking advantage of changes in technology and working styles to become more efficient. This will ultimately protect delivery of front line services as far as possible.

We have already started to deliver benefits to service delivery through:

- Flexible use of firefighters – this has enabled full-time firefighters to work more dynamically rather than being based in one location. This has enabled OFRS to utilise them in a more flexible way to ensure we maximise on-call station availability and response times across the county.
- Joint working with Thames Valley Police and Social and Community Services – our response strategy has identified the need for a response resource in the Carterton area and we are working with colleagues from the Police Service and Adult Social Care Services to develop an integrated approach to any new development. This will ensure that the asset will be available to the community as well as the Emergency Services.
- Medical Response to emergency incidents – we have been working with the ambulance service to provide First Person on Scene medical response where they have been facing challenging response scenarios. This has been trialled at Thame Fire Station which has seen an increase in emergency calls which has delivered benefits to the community and the fire service through improved intervention times and improved morale for staff. This service has been stood up across Oxfordshire over the Christmas period to support the ambulance service with the unprecedented increase in 999 calls at this time.
- Remote Working - we have worked with staff who live significant distances from their work base and identified whether they are able to work from another location or from home.
- On-call station support officers - these are based in our local communities to support the community and the station personnel and work flexible hours to meet the requirement of both parties. They are based at the on-call stations which has been possible due to the improved network availability and accessibility of the ICT infrastructure.
- We are currently working with the county council's Asset Utilisation Programme team about the option for staff who need to be re-located to work at our on-call fire stations either as a permanent base or as a drop in centre. This is being trialled at three locations where there is an identified need for a remote location for council staff to be able to use.

Services and Priorities

Fire and Rescue Service and Emergency Planning

Our purpose is to secure a safer Oxfordshire. This plan identifies the risks to public and firefighter safety, and sets out the things we are doing, and plan to do, to control them. Our approach is to prevent incidents happening, protect against their impact and respond quickly and effectively to minimise their effect to people and their communities.

We have a measurable 10-year strategic aim, known as '365 Alive', which was launched in 2006 and sets targets to save lives, save money for the Oxfordshire economy and make our communities safer through education.

Specifically, our three strategic targets are, by 2016, to:

- Save 365 lives – reduce the loss of life in fires and road traffic collisions through the prevention, protection and response work of the Fire and Rescue Service.
- Save the economy £100,000,000 – through the reduced number of incidents, injuries and deaths and their direct and indirect costs to the economy.
- Deliver 840,000 safety messages to make people safer – through the prevention work of the Fire and Rescue Service and other partners.

We are pleased to announce that in 2014, two years early, we achieved our strategic aim. As a result we have set a 25% per cent increase on our annual targets for the last two years which are designed to ensure that we “stretch” ourselves to meet them.

We have set out the following principles to support these strategic aims through effective and efficient working:

- A truly integrated cross directorate/multi agency approach – adding value across Oxfordshire County Council
- A prioritised & intelligence led approach to keeping Oxfordshire's communities safe
- Focus on prevention across Fire & Rescue and Trading Standards
- Protecting the emergency response function
- Fire & Rescue - Addressing the future risk profile in Oxfordshire to ensure we are 'fit for purpose'.
- Collaboration with other Fire & Rescue Services to deliver efficiencies.

These strategic aims and principles are in support of our statutory responsibility to provide:

- Fire and other safety related prevention/Educational Activities,
- Fire protection advice and enforcement
- Operational 999 blue light call handling, training and response activities
- Road Safety Advice and Education
- Community resilience

These responsibilities are requirements of the Fire and Rescue Services Act 2004, Regulatory Reform (Fire Safety) Order 2005, Civil Contingencies Act 2004 and the Fire and Rescue National framework document and they underpin the service's community risk management plan 2013-2018 and our annual community risk action plans.

This strategy is aimed at saving lives in the home and on the road by identifying, assessing, reducing and controlling the risks to our community from fire and other emergencies. It highlights a shift in emphasis on preventing fires and other emergencies before they occur, while maintaining an effective response. It provides a strategic planning process that ensures the right resources are in the right place at the right time.

The strategy builds upon our improvements in service delivery and fire fighter safety and ensures that the service reflects the needs of our communities.

We are also focusing on community resilience through our emergency planning team working both at a local level - to develop focused plans within our local communities - and also with the Thames Valley Local Resilience Forum through sharing of notable practice and learning activities with the key partners across the group.

Trading Standards

The Trading Standards Service enforces approximately 80 Acts of Parliament and several hundred sets of subordinate legislation on behalf of the council. The wide remit of the Service includes but is not limited to activities such as food safety, fair trading and fraud, farm animal health and welfare controls, age restricted sales, product safety and storage and sale of hazardous substances.

In addition the service provides an enforcement service in relation to overweight heavy goods vehicles.

A set of strategic objectives have been agreed for the Trading Standards Service. These include:

- Ensuring strong and well publicised business support services that enhance the plans for growth in Oxfordshire.
- Developing stronger ties with partners, such as Citizens Advice locally, and partnerships, such as the Health Improvement Board, to ensure a seamless customer response to consumer problems in Oxfordshire and provide support for wider priorities in Oxfordshire.
- Supporting and strengthening safeguarding mechanisms for vulnerable people and in the new personalised care and support market

Gypsy and Traveller Service

The Gypsy & Traveller Service provides landlord services for some 80 families resident on the county council's six permanent sites as well as safeguarding the county's settled communities from the problems associated with unauthorised encampments. The service also provides this function for Buckinghamshire County Council and Brent Housing Partnership which generates additional income to off-set costs. In addition the Service has been approved to provide Gypsy and Traveller Services to Ealing Council under a contract which should be finalised for 2015/16

How our services are changing

We will always maintain an emergency response to calls for assistance. However, our emphasis towards securing a safer society has shifted to also encompass prevention and education. Multi-skilled employees along with voluntary agencies and other partners, help promote risk awareness, self-help, safeguarding and will sign-post specialist assistance and support when required. This approach embraces the preventative agenda and reduces the call on other council services such as Adult Social Care, which helps support the elderly.

The Cabinet has already endorsed Fire & Rescue response targets (80% incidents attended in 11 minutes, 95% in 14 minutes).

The current targets can reasonably be expected to be met, with a minimum station disposition (using predominantly On-call Duty System staff) of 24 fire stations and 34 front line fire appliances.

We are working with colleagues in the Economy and Environment Directorate to ensure we continue to monitor the planned developments within the county and identify developing risks in those areas to ensure that our resources are allocated to meet the future needs, whilst maintaining the agreed response targets across Oxfordshire. We are looking for wider collaboration opportunities with other local authorities and community partners which will focus on outcomes rather than outputs to meet the community's needs.

The following areas of work have already been agreed within the current business strategy.

- Thames Valley Fire Control receiving emergency calls for Oxfordshire, Buckinghamshire and Berkshire.
- New crewing models for specialist appliances
- Reduction in pension payments
- Review of working patterns
- Refocusing and reducing our support to community safety partnership coordination
- Increasing income in Trading Standards through enhanced business support and training services

New proposals:

- Integration of Trading Standards with prevention and protection teams.
- Delivering efficiencies through further collaboration with neighbouring Fire and Rescue Services
- Increased income generation through trading activities
- Look at staff and building requirements
- Identify opportunities for sharing buildings
- Working with partners to ensure we collaborate where we can
- Working with local communities to help them develop their plans to prepare for local emergencies e.g. flooding
- Further prioritisation in Trading Standards including reducing our product testing work
- Renegotiating the funding arrangement for the Police Officer secondment to the Doorstep Crime team
- Alignment of Business Continuity with Fire & Rescue
- Developing further opportunities to generate income

Social & Community Services - Summary

Revenue Budget 2015/16

Ref.	Service Area	Gross Expenditure £000	Grant Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
SCS1	Adult Social Care	182,406	0	-7,517	-8,487	166,402
SCS2	Joint Commissioning	7,163	0	-326	-2,401	4,436
SCS3	Community Safety	3,193	0	-1,691	0	1,502
SCS4	Fire and Rescue & Emergency Planning	23,104	0	-521	-4	22,579
	Total including Recharges	215,866	0	-10,055	-10,892	194,919
(1)	Non Negotiable Support Service Recharges	13,829	0	0	0	13,829
	Total Non Negotiable Support Service	229,695	0	-10,055	-10,892	208,748
	Less Recharges within the Directorate	-8,979	0	0	8,979	0
	TOTAL	220,716	0	-10,055	-1,913	208,748

Subjective Analysis 2015/16

EXPENDITURE	2015/16 Budget at Outturn Prices	
	£000	%
Employees	30,143	13.7
Premises	3,974	1.8
Transport	989	0.4
Supplies and Services	4,392	2.0
Agency & Contracted	4,197	1.9
Support Services	176,106	79.8
Capital Financing Costs	915	0.4
GROSS EXPENDITURE	220,716	100.0
Recharges to other directorates	-1,913	
TOTAL EXPENDITURE	218,803	

INCOME	2015/16 Budget at Outturn Prices	
	£000	%
Government Grants	0	0.0
Other Grants, Reimbursements & Contributions	-7,588	75.5
Customer & Client Receipts	-2,467	24.5
TOTAL INCOME	-10,055	100.0

NET EXPENDITURE	208,748
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(1) The presentation of the directorate summary has been updated to reflect a technical change to non-negotiable support service recharges to show more clearly the budgets controllable by directorates

Social & Community Services - Revenue Budget 2015/16

Reference	Service Area	Gross Expenditure £000	Grant Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
SCS1	ADULT SOCIAL CARE <u>Deputy Director: Seona Douglas</u>					
SCS1-1	OLDER PEOPLE					
SCS1-1E, SCS1-1A	Pooled Budget Contributions	71,255	0	0	0	71,255
SCS1-1BCD	Income	57	0	0	0	57
SCS1-1	SUBTOTAL OLDER PEOPLE	71,312	0	0	0	71,312
SCS1-2	LEARNING DISABILITIES					
SCS1-2ABDE	Learning Disabilities Non Pool Services Services to provide support for people with learning disabilities, aged 18 and over, and their carers to live healthy, safe and valued lives.					
SCS1-2A	Provider Services	4,558	0	-54	-4,571	-67
SCS1-2B	Social Work	2,064	0	-255	-1,834	-25
SCS1-2D	Income	0	0	-5,172	0	-5,172
SCS1-2E	Learning Disabilities Commissioning	175	0	0	0	175
SCS1-2ABDE	Sub Total Learning Disabilities Non Pool Services	6,797	0	-5,481	-6,405	-5,089
SCS1-2C	Pooled Budget Contribution The Council's contribution to a budget pool with Health, which provides integrated services to clients with a learning disability. See page 4.28 for details of how this contribution is used.	73,953	0	0	0	73,953
SCS1-2	SUBTOTAL LEARNING DISABILITIES	80,750	0	-5,481	-6,405	68,864

Social & Community Services - Revenue Budget 2015/16

Reference	Service Area	Gross Expenditure £000	Grant Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
SCS1-3	MENTAL HEALTH					
SCS1-3A	Non-Pool Services Provision of services to meet the social and community service needs to Adult Mental Health clients.	850	0	0	0	850
SCS1-3B	Pooled Budget Contributions The Council's element of a budget pool with Health, which provides integrated services to Adult Mental Health clients.	8,112	0	-53	0	8,059
SCS1-3	SUBTOTAL MENTAL HEALTH	8,962	0	-53	0	8,909
SCS1-4	SERVICES FOR ALL CLIENT GROUPS Provision of specialist care management services for clients outside the pooled budgets.					
SCS1-4A	Asylum Seekers	52	0	0	0	52
SCS1-4B	HIV/AIDS	34	0	0	0	34
SCS1-4C	Drugs and Alcohol	427	0	0	0	427
SCS1-4D	Adults At Risk	10	0	0	0	10
SCS1-4E	Employment Services	1,296	0	-795	0	501
SCS1-4F	Shared Lives	1,905	0	-135	-1,778	-8
SCS1-4G	Adults information System	70	0	0	0	70
SCS1-4H	Internal Services	39	0	0	0	39
SCS1-4I	Housing Related Support	2,893	0	0	0	2,893
SCS1-4J	Adult Social care Improvement Board	362	0	0	0	362
SCS1-4K	Emergency Duty	1,065	0	0	-264	801
SCS1-4L	Adult Protection and Mental Capacity	666	0	-30	0	636
SCS1-4M	Money Management	391	0	-366	-40	-15
SCS1-4	SUBTOTAL SERVICES FOR ALL CLIENT GROUPS	9,210	0	-1,326	-2,082	5,802
SCS1-5	PHYSICAL DISABILITIES					
SCS1-5A	Pooled Budget Contributions The Council's contribution to the pooled budget with the National Health Service. This purchases a range of services to meet the health and social care needs of people with physical disabilities and their carers.	12,027	0	0	0	12,027
SCS1-5B	Income	0	0	-657	0	-657
SCS1-5	SUBTOTAL PHYSICAL DISABILITIES	12,027	0	-657	0	11,370
SCS1-6	Adult Social Care Recharges	145	0	0	0	145
SCS1-6	SUBTOTAL Adult Social Care Recharges	145	0	0	0	145
SCS1	TOTAL ADULT SOCIAL CARE	182,406	0	-7,517	-8,487	166,402

Social & Community Services - Revenue Budget 2015/16

Reference	Service Area	Gross Expenditure £000	Grant Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
SCS2	<u>JOINT COMMISSIONING</u> <u>Deputy Director : Kate Terroni</u>					
	<p>Leads the development of commissioning strategies to meet the needs of people and families who need social care support. This is undertaken through needs analysis through to service specification, tendering, procurement, contract management and evaluation of outcomes. The service works in partnership with other agencies, operational teams, elected members and service users and carers.</p> <p>The service has the following functions: service user/carer involvement, strategic planning, complaints management, governance activities, performance management, data gathering and analysis, policy development and partnership working including support to the Health & Wellbeing Partnership</p>					
SCS2-1 to SCS2-5	Joint Commissioning	6,719	0	-326	-2,401	3,992
SCS2-6	Oxfordshire Support Fund	444	0	0	0	444
SCS2	TOTAL JOINT COMMISSIONING	7,163	0	-326	-2,401	4,436

Social & Community Services - Revenue Budget 2015/16

Reference	Service Area	Gross Expenditure £000	Grant Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
SCS3	<u>COMMUNITY SAFETY</u> Chief Fire Officer & Deputy Director : David Etheridge					
SCS3-1	Gypsy & Traveller Services Provision of landlord services for some 80 families resident on the County Council's six permanent sites as well as safeguarding the county's settled communities from the problems associated with unauthorised encampments. The service also manages five sites in Buckinghamshire and one in the London Borough of Brent on behalf of the respective councils.	950	0	-1,051	0	-101
SCS3-2	Trading Standards The Trading Standards Service enforces approximately 80 Acts of Parliament and several hundred sets of subordinate legislation on behalf of the Council. The wide remit of the Service ranges from food safety to fair trading and fraud, illegal money lending to counterfeiting, farm animal health and welfare controls to under-age sales, product safety to overweight heavy goods vehicles, doorstep crime to the storage of hazardous substances.	2,243	0	-640	0	1,603
SCS3	TOTAL COMMUNITY SAFETY	3,193	0	-1,691	0	1,502
SCS4	<u>FIRE AND RESCUE & EMERGENCY PLANNING</u> Chief Fire Officer: David Etheridge					
SCS4-1	Fire & Rescue Service Focuses predominantly on 'Prevention and Protection' activities to minimise the need for 'Response' to emergencies. Delivers operational excellence, measured by the speed and weight of response to incidents. The service aims to maximise productive use of the capital assets, people and 'brand' delivering directly or co-ordinating third party actions designed to improve community safety	22,832	0	-521	-4	22,307
SCS4-2	Emergency Planning Prepares and maintains core emergency plans and professional advice on emergency planning. Identifies and co-ordinates District and City Council contributions to joint emergency Plans. Delivers emergency management training; manages the Council's 24/7 duty officer system and the Council's response to major incidents. Meets the duties of the Civil Contingencies Act 2004.	272	0	0	0	272
SCS4	TOTAL FIRE AND RESCUE & EMERGENCY PLANNING	23,104	0	-521	-4	22,579
	DIRECTORATE TOTAL	215,866	0	-10,055	-10,892	194,919
	Non Negotiable Support Service Recharges	13,829	0	0	0	13,829
	Less Recharges within the Directorate	-8,979	0	0	8,979	0
	TOTAL	220,716	0	-10,055	-1,913	208,748

Adult Social Care - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
			Older People				
SCS1-1A	14SCS2	P	Care Homes - on-going effect of additional placements made in 2012 falls out in 2015/16.	-2,200			-2,200
SCS1-1A	14SCS7	S	Greater use of assistive technology to enable more people to remain in their homes for longer and reduce the need for home support	-250	-250		-500
SCS1-1A	14SCS5	S	Adjustment to Older People's Pool meeting own pressures.	2,200			2,200
SCS1-1A	14SCS21	S	Review of Older People's day services	-300			-300
SCS1-1C	15SCS1	S	Resources from the Better Care Fund to protect adult social care services	-8,000			-8,000
SCS1-1A	15SCS2	S	Working closely with providers to generate efficiencies in contracted services	-400	-400	-400	-1,200
SCS1-1A	15SCS3	S	Supporting our staff to work more efficiently, reducing bureaucracy and streamlining process – establishing efficiency savings in preparation for increased demand generated by funding reform, which we expect will be funded by central government		-1,500		-1,500
SCS1-1A	15SCS4	S	Seeking alternatives to the current brokerage service	-600			-600
SCS1-1A	15SCS5	S	Stop subsidising shopping and meals service. Continue to provide a subsidised laundry service for people who suffer from incontinence.	-140			-140
SCS1-1A	15SCS6 16SCS17	S NS	Continuing to fund information and advice for people who may need or are eligible for social services, but reducing support for mainstream welfare rights advice and advocacy. A review of information and advice services will be undertaken.	-60	-40		-100
SCS1-1A	15SCS7 16SCS7	S NS	Part of the £2.8m unidentified saving in the MTFP in 2017/18 has been made earlier than expected as set out in 16SCS4-6 detailed below. Work is continuing to identify the remainder of this saving.			-2,050	-2,050

Adult Social Care - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
SCS1-1A	16SCS4	NS	15 minute visits - number of people receiving 15 minutes visit is fewer than originally thought.	-300			-300
SCS1-1A	16SCS5	NS	Home support - savings from new block contracts which will also deliver earlier start times	-250			-250
SCS1-1A	16SCS6	NS	Inflation applied in 2014/15 is not required in the base budget	-200			-200
SCS1-1A	15SCS8 14SCS8 16SCS18 14SCS6 16SCS19	P S NS S NS	£10.000m investment in 2014/15 to help meet increased demand for social care reduces from 2015/16 (also see additional demography under 'All Client Groups')	-3,900	-1,600	-1,600	-7,100
SCS1-1A	15SCS44	P	Create a more personalised approach to home support which will include removing short visits for personal care for older people	400			400
			Subtotal Older People	-14,000	-3,790	-4,050	-21,840
			Learning Disabilities				
SCS1-2C	14SCS16	S	More efficient delivery of care leading to reduced cost of Learning Disabilities Resource Allocation System.	-1,000	-1,000		-2,000
SCS1-2C	15SCS9	S	Close working with learning disability service users to find new ways of working whilst ensuring assessed needs continue to be met.	-500	-400	-1,800	-2,700
SCS1-2C	16SCS1	NP	Learning Disabilities - £4.6m pressure due to increasing demand and £1.5m of previously agreed savings that still need to be delivered.	5,368	-135	850	6,083
SCS1-2C	16SCS2	NS	Learning Disabilities - manage pressures by 2017/18 within the resources available in the medium term plan.	-100	-2,500	-3,500	-6,100
			Subtotal Learning Disabilities	3,768	-4,035	-4,450	-4,717

Adult Social Care - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
			Physical Disabilities				
SCS1-5A	14SCS12	S	More efficient delivery of care leading to reduced cost of Physical Disabilities Resource Allocation System	-100	-200		-300
			Subtotal Physical Disabilities	-100	-200	0	-300
			All Client Groups				
Cross Services	16SCS3	NS	Joint Director Post with Health	-89			-89
Cross Services		P	Demography	5,000			5,000
Cross Services	15SCS10	P	Demography		5,000	5,000	10,000
SCS1-4I	15SCS11	S	Phased reduction in line with central government reductions in Supporting People funding for Housing Related Support	-1,000	-500		-1,500
Cross Services	16SCS20	NS	Care Act funding - the cost of responding to the Act will be significantly less than the grant provided due to LEAN processes, self service and implementation of new IT system.	-1,000			-1,000
Cross Services	16SCS8	NS	Savings to be identified		-1,000	-1,000	-2,000
Cross Services	16CORP4	NS	Reduce the use of agency & contracted staff and introduce a vacancy factor	-666			-666
Cross Services	16CORP2	NS	Supplies & Services	-12			-12
			Subtotal All Client Groups	2,233	3,500	4,000	9,733
SCS1			Total Adult Social Care	-8,099	-4,525	-4,500	-17,124

Type of Budget Change

O - Previously agreed one-off investment

P - Previously agreed pressure

S - Previously agreed saving

NS - New saving agreed February 2015

NP - New pressure agreed February 2015

Fire & Rescue and Community Safety - Budget Changes

Budget Book Line Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
			<u>Community Safety</u>				
SCS2-1	15SCS16	S	Cessation of dedicated Community Safety coordination work through the Safer Communities Unit	-194			-194
SCS2-3	15SCS17	S	Increased income from business support services and new specialist training service (Trading Standards)	-20			-20
SCS2-3	15SCS18	S	Reduction in livestock welfare enforcement work and refocus of remaining animal health activity on animal health and disease control (Trading Standards)	-30			-30
SCS2-1	16SCS14	NP	Domestic Abuse Co-ordinator post funding	45			45
SCS2-3	16SCS15	NS	Remove one enforcement officer post (currently vacant)	-28			-28
SCS2-3	16SCS16	NS	Request TVP to pay for the Police Officer secondment to Trading Standards	-45			-45
SCS2-3	16SCS17	NS	Review of out of hours activity/testing	-20			-20
SCS2	16CORP4	NS	Reduce the use of agency & contracted staff and introduce a vacancy factor	-51			-51
SCS2	16CORP2	NS	Supplies & Services	-3			-3
SCS2			Total Community Safety	-346	0	0	-346

Fire & Rescue and Community Safety - Budget Changes

Budget Book Line Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
			Fire and Rescue & Emergency Planning				
			Fire and Rescue Service				
SCS4-1	15SCS19	P	Change of staffing to support county-wide Emergency Cover - Bicester Fire Station - potential staffing model change from fully on-call (2 appliances) to 1 appliance on-call and 1 appliance day crewed. (This will require an additional 10 firefighters plus 4 supervisory managers)		700		700
SCS4-1	15SCS22	P	Development of established staffing model to support emergency cover - Increase in on-call firefighters in the West Oxford District Council & Carterton area			50	50
SCS4-1	15SCS23	P	New Provision of Staff to meet changing emergency cover needs - Additional on-call crewing to strengthen second appliance response in Wantage / Science Vale area	50			50
SCS4-1	16SCS9	NP	Increased cost of ill health retirement	100			100
SCS4-1	15SCS26	S	Emergency Planning - Restructure and alignment with Oxfordshire Fire & Rescue in relation to business continuity management.		-20		-20
SCS4-1	15SCS27	S	Agile Working - Full review of administration and support function following the introduction of agile working arrangements			-60	-60
SCS4-1	15SCS28	S	Development of Commercial Training Unit (Income Generation)	-25	-25	-25	-75
SCS4-1	15SCS29	S	Collaboration Efficiencies - Revenue reductions associated with implementation of Thames Valley Fire Control Service (TVFCS)	-75	-25	-25	-125

Fire & Rescue and Community Safety - Budget Changes

Budget Book Line Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
SCS4-1	15SCS30	S	Collaboration Efficiencies - reconfiguration of Oxfordshire Fire & Rescue's Technical Communications Team following the implementation of Thames Valley Fire Control Service		-25		-25
SCS4-1	15SCS31	S	Collaboration Efficiencies - Benefits realisation of collaborative approach to training delivery, leading to the reduction in staffing costs.		-50		-50
SCS4-1	15SCS32	S	Collaboration Efficiencies - Benefits realisation of collaborative approach to training support, leading to reconfiguration of training administration resources			-50	-50
SCS4-1	15SCS33	S	Senior Management Restructure and Collaboration - amend operational rota		-30		-30
SCS4-1	15SCS34	S	Charging and Fees Efficiencies - Review of current charges including revisiting Fire and Rescue Services Act 2004 Section 13/16 arrangements	-25			-25
SCS4-1	15SCS35	S	Middle Management Review - Road Safety function	-40			-40
SCS4-1	15SCS36	S	Large/Major Incident Command Review - review OFRS resources in conjunction with the other Thames Valley fire & rescue services.			-30	-30
SCS4-1	15SCS39	S	Change of Staffing to Support County-wide Emergency Cover - Reduction in staffing for one on-call appliance at Bicester - covered by day crewed personnel (see 15SCS19)			-50	-50

Fire & Rescue and Community Safety - Budget Changes

Budget Book Line Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
SCS4-1	15SCS42	S	Change of Staffing to Support County-wide Emergency Cover - Banbury Fire Station - staffing model change from 1 appliance full time 24/7 and one on-call appliance to 1 appliance day crewed and one on-call (release 10 Firefighters plus 4 Supervisory Managers)		-360		-360
SCS4-1	15SCS43	S	Reduction in Full-time Firefighter Support - for new Carterton emergency cover arrangements (see 15SCS21)			-216	-216
SCS4-1	14SCS31	NS	Fire Pension Scheme - changes implemented from April 2016, therefore budget not needed in 2015/16 (one-off)	-200	200		0
SCS4-1	16SCS10	NS	Review Commercial Trading and increase income		-25		-25
SCS4-1	16SCS11	NS	Increase savings from Thames Valley Fire Control	-75			-75
SCS4-1	16SCS12	NS	Reduction in the Operational on-call budget	-50			-50
SCS4-1	16SCS13	NS	LEAN review of processes across F&RS & Trading Standards		-75		-75
SCS4-1	15SCS19	NS	Delay implementing operational changes to Bicester by two years to 18/19, currently scheduled for 16/17.		-650		-650
SCS4-1	16CORP2	NS	Supplies & Services	-25			-25

Fire & Rescue and Community Safety - Budget Changes

Budget Book Line Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
			Emergency Planning				
SCS4-2	16CORP4	NS	Reduce the use of agency & contracted staff and introduce a vacancy factor	-6			-6
			Total Fire and Rescue & Emergency Planning	-371	-385	-406	-1,162
SCS4			Total Fire & Rescue and Community Safety	-717	-385	-406	-1,508

Type of Budget Change

O - Previously agreed one-off investment

P - Previously agreed pressure

S - Previously agreed saving

NS - New saving agreed February 2015

NP - New pressure agreed February 2015

Environment and Economy

Environment and Economy

Business Strategy 2015/16 to 2017/18

Directorate Overview

Environment and Economy is a diverse directorate, delivering and commissioning a range of highly visible services and functions, and supporting the Council's role in leading through partnership on the delivery of critical infrastructure and future economic growth. The Directorate delivers the Council's duty to maintain a safe highways network, probably the Council's most visible universal function. In addition to supporting Oxfordshire's role as the Minerals and Waste planning authority, Environment and Economy plays a vital part in supporting Districts in their local planning function, as Oxfordshire prepares for growth in the economy and housing, and for the infrastructure to support that growth.

The Environment and Economy Directorate also plays a role in delivering efficiency across the Council by integrating back office functions and services. In particular Oxfordshire Customer Services operates as a unit of the directorate, ensuring integration of back office and customer-facing functions. We also take the lead on implementing the 'corporate landlord' approach to property management and efficiency, working with our external partners, Carillion Capita Symonds.

Delivering the Council's corporate priorities

The Environment and Economy Directorate delivers services which address every aspect of the Council's Corporate Strategy; the key theme of which is to deliver a **Thriving Oxfordshire**.

Oxfordshire has the greatest potential of any location in the UK to deliver world leading technology and business innovation which builds upon our academic and research excellence, led by our internationally renowned Universities, Oxford and Brookes. The directorate has the lead role in helping deliver the shared ambition of a **thriving economy** as an infrastructure provider and service deliverer. Our City Deal aims to deliver transformational growth through support to developing employing, exporting, profitable businesses from this research and innovation. Helping those businesses thrive, and ensuring Oxfordshire is an attractive location for investment.

Oxfordshire as an economic region has underperformed and the County Council has a key role to play in creating the conditions that give investor confidence in Oxfordshire as the location of choice for the world's leading science and technology businesses. Our road network and public transport system are insufficient for the County's needs. Demand for housing and commercial premises has outstripped supply in recent years, leading to a shortage of available property, and pricing many employees and businesses out of the market.

As a rural County any economic growth needs to be carefully balanced against the need to preserve our countryside and enhance the environment. The directorate leads on the management of our countryside and through our property service ensures that the county council's presence in both rural and urban Oxfordshire is sympathetic both to the environment and the needs of that community.

The County cannot drive economic and social development alone, instead we must provide leadership and enable partnership working to ensure we create the conditions for economic growth. Strong and effective partnership working across the public, business and academic sectors has enabled a shared vision to be arrived at – one that is focused on realising our potential for economic growth through innovation.

Delivery of Oxfordshire's shared ambition is dependent upon the County Council continuing to inform and shape the statutory development plans of the District/City Councils. It is also dependent upon the County Council continuing to take an active role in working closely with the business and academic sectors.

The Customer Services Centre provides the front door to the Council's services, enabling customers to get what they need from the Council as quickly and efficiently as possible, ensuring we deliver efficient public services. The Customer Service Centre also performs a key role in supporting front line services to improve the performance and deliver savings by working with them to improve their process and simplify the customer's interaction with the council

It is essential that our plans and investment proposals take into account the need for rural communities to continue to have access to our services in order to prevent rural isolation and to support our **healthy and thriving communities**, helping people to help themselves, as well as directly supporting the most vulnerable service users. Transport is a key factor in this regard, as well as in ensuring that we **support vulnerable people** of any age enabling them to access the support and services they need wherever they live.

Services and Priorities

External Partnerships

The development of the shared vision for Oxfordshire – Economic Growth through Innovation – has been achieved through partnership working across the public, business and academic sectors.

The County Council has been a proactive partner in discussions that took place in support of the proposed City-Deal: it will continue to be a proactive partner in the work to develop the Strategic Economic Plan. The latter forms the basis for future Oxfordshire bids to the Local Growth Fund, which from 2015 will be the primary source of Government funding for capital investment in major structural maintenance and new highway schemes.

As part of our commitment to partnership working we will continue to:

- Be a member of the Oxfordshire Growth Board – and in particular contribute to its consideration of future levels and distribution of housing, jobs and infrastructure
- Be a member of the Local Enterprise Partnership – and act as the accountable body for the Partnership
- Support the work to deliver the City-Deal – in particular overseeing delivery of the priority transport schemes
- Support the work to develop the European Investment Strategy as the framework for the allocation of European funds managed by the Local Enterprise Partnership
- Contribute to the development of the Strategic Economic Plan – in particular ensuring that it provides the basis for robust bids to the Local Growth Fund
- Be a member of the Oxfordshire Skills Board – in particular working to deliver the skills initiatives associated with the City-Deal and Strategic Economic Plan

Economy and Skills

The County Council has an important role to play in supporting economic growth and ensuring that the skills offer available is closely aligned with the needs and expectations of employers.

As part of our on-going commitment to support economic growth we will:

- Continue to run the Work Experience Service through which young people are placed with employers
- Actively promote apprenticeships to employers – building on the work to date which has seen Oxfordshire consistently exceed national performance with
- Support the 'Invest in Oxfordshire' inward investment service as it transitions into a self-funding service

Spatial Growth and Infrastructure Strategy

The county council no longer prepares structure plans to set out the spatial development strategy for Oxfordshire, but there is an urgent need to plan for future growth which most efficiently and effectively delivers much needed infrastructure including schools, transport and other community facilities. The council will:

- Work together with City and District Councils to develop a combined approach for strategic planning to meet the unmet needs of housing across the City;
- Develop a county-wide infrastructure plan and test options for future growth to determine the most sustainable way of delivering growth and the infrastructure we need; and,
- As part of a robust review of growth options, undertake a review of Oxfordshire's Green Belt.

Local Plans and Neighbourhood Plans

The Local Plan – prepared by each of the District/City Councils – provides the statutory basis on which growth in each area is planned. It is essential that the implications of planned growth on County Council provided infrastructure and services is properly taken into consideration by the relevant district/city council.

Neighbourhood Plans are a recent introduction and form part of the statutory development plan (along with the Local Plan). Local communities are incentivised to produce a Neighbourhood Plan by the fact that where one exists they will receive 25% of any money collected through the Community Infrastructure Levy.

In protecting the interests of the County Council we will:

- Co-ordinate input from across the County Council into the Local Plan making process – including inputting into the drafting of Local Plans, responding to consultations and attending Public Examinations
- Engage in the preparation of detailed policy documents that supplement Local Plans – e.g. Supplementary Planning Documents, Area Action Plans
- Respond to consultation on planning policy documents issued by adjoining local authorities where these have an impact on Oxfordshire
- Provide base information to communities that are preparing Neighbourhood Plans and undertake (on a cost recovery basis) more detailed work to support Neighbourhood Plans

In order to mitigate the impact of new development the County Council will:

- Continue to negotiate and secure legal agreements on behalf of the County Council that provide the funding required to invest in new infrastructure and/or services
- Ensure that any proposal by a district council to introduce the Community Infrastructure Levy takes into the County Council's infrastructure and service requirements
- Maintain a programme of works that ensures the developer contributions secured are spent in a timely manner to the benefit of the community

Other Statutory Planning Functions

The County Council is responsible for preparing and keeping up-to-date the Local Transport Plan – a statutory document that sets out the long-term transport strategy for Oxfordshire.

Resources have been allocated to review and update the Local Transport Plan in order to consider the implications of changes in the delivery of services, as well as the implications of external factors – e.g. an aging population, new housing requirements.

The initial focus of work has been on updating the ‘area strategies’ for key locations across Oxfordshire so as to provide a basis for securing financial contributions from developers. Resources have been allocated to undertake the formal review of the Plan, with a timescale of completion within 18 months.

As the Highways Authority the County Council is a statutory consultee for highway matters on all planning applications. Recent months have witnessed a marked increase in the number of applications received as the economy picks up and as developers exploit the lack of up to date Local Plans.

In its role as Highway Authority the Council will:

- Set itself the target of responding to consultations on planning applications within 21 days.
- Review its processes and procedures, subject to resources, with a view to introducing ‘standing advice’ that can be used by the District/City Councils when dealing with smaller planning applications.
- Continue to recover from developers the cost of the work required to adopt roads built as part of new developments.
- Further develop and maintain a strategic transport model.

Minerals and Waste

In its role as Minerals and Waste Planning Authority, the Council will:

- Prepare, monitor and review the Minerals and Waste Local Plan.
- Continue the preparation of the Minerals and Waste Local Plan. Following the need to review that work in light of changes introduced through National Planning Policy Framework, the County Council will aim to submit the revised Local Plan to Government for inspection by Spring 2015.
- Consider and determine all minerals and waste planning applications.

Highways

The County Council has a duty to maintain a safe highway network under the Highways Act 1980. The highways maintenance service is continuously under scrutiny because it affects everybody, every day and is high on the issues that the public are most concerned about.

The County Council maintains the highway network using an integrated Highways Services Contract (currently with Skanska). This contract has been in place for approximately 44 years.

Highways maintenance is split into three main areas as follows:

- Planned – Capital funded work on carriageways including surface dressing, bridgeworks and drainage schemes.
- Cyclic – e.g. gully emptying, grass cutting, signs and lines, weed control and safety fence tensioning.
- Reactive - defect repairs (potholes and small patching works), flooding responses, winter maintenance.

The County has:

- 4,576 km of Roads
- 3,170 km of footways
- 2,900 bridges and structures
- 59,600 Street Lights
- 105,225 Drainage Gullies

As a Council we are committed to prioritising highways maintenance so we can continue to maintain the road network and avoid reactive maintenance costs.

Working with our partner Skanska we are moving to a more asset led approach which ensures that money is used in the most efficient way rather than ‘worst first’ thus delivering better value for money and a more stable asset.

We also recognise that this is an area of our business that the public care about, for it has an immediate impact on their day to day lives, and we are improving public information and access to information (e.g. FixMyStreet defect reporting on the web site, improved information to members at locality meetings)

Network Management

The service enables the council to fulfil its obligations under the Traffic Management Act 2004 and manages the flow of traffic through the transport network and includes:

- Network management through the traffic control centre
- Real time information
- Streetworks
- Parking
- Civil Parking Enforcement in Oxford City and West Oxfordshire.

The County Council delivers these services through a variety of contracts and in-house provision and uses a range of methods to control traffic movement and to keep the public informed of issues on the highway network, including having BBC Radio Oxfordshire embedded in our control room at peak times.

The service is funded through a combination of revenue and income with the Streetworks and Parking services wholly funded through income. It is important to note that the Council is only allowed to charge enough to cover its costs and uses the parking account to enable it to manage the peaks and troughs of income over years without impacting on council revenue budgets.

This service has a key role to play as the growth agenda develops and the council and others increase the amount of work they are undertaking to improve the transport network.

Supported Transport

The Council currently spends circa £30m a year on a range of different transport services. This includes funding home to school transport for eligible school children, providing transport to and from day centres for adult social care clients, subsidised bus routes, support to community transport services, and subsidising concessionary bus passes for the elderly and disabled, along with various other forms of direct or indirect provision.

The Council has effectively pooled these budgets to enable a comprehensive review of the transport services it supports to be undertaken and pilot opportunities for change. Through this, we aspire to:

- Create a better integrated, rationalised transport network
- Safeguard the Council's most vulnerable transport users
- Ensure Oxfordshire's residents (in particular young people) are enabled to access employment through transport
- Ensure available resources are targeted at those users with the greatest need
- Reduce OCC's overall expenditure on transport

At the heart of the programme's approach has been the principle of encouraging the voluntary and community sector to mitigate the impact of service reductions. The increased savings targets imposed this year will challenge the Councils ability to deliver this programme in the most effective way possible.

Property

Our buildings are the public face of the County Council but we need to consider how best to utilise them to enable our customers to access services in the manner which best meets their needs.

The County Council's property portfolio comprises approximately 830 operational properties with an asset value of approximately £800m.

The main property types are:

Secondary schools	Day centres
Primary schools	Highway depots
Special schools	Staff houses
Offices	Children's centres
Fire stations	Early intervention hubs
Libraries	Waste recycling centres
Museums	Homes for older people

As part of our commitment to protecting front line services we are committed to supporting the Council and partners in transforming the ways we work, maximising efficiency from technology, property, and our people:

- Proactively identifying opportunities to further reduce our asset base triggered by changes in the way we deliver our services and by using lease breaks to reduce the number of offices from which the County Council operates.
- Actively working with other local authorities and public sector agencies to identify and realise opportunities to co-locate services and staff which will not only reduce our property costs, but also deliver improved and more efficient services to the
- Providing staff with the support and equipment that enables them to work in the most cost effective and efficient way in order to maximise the time that they can spend with our customers
- Proactively secure the disposal of surplus property at the earliest opportunity possible

The County Council also provides support to the corporate estate including premises management, health and safety and repairs and maintenance. Working with our partner, Carillion Capita Symonds, the Council manages the balance between planned and reactive maintenance of our property estate to ensure that the asset is managed efficiently and is fit for purpose.

Waste Management

The team provides services that help manage approximately 300,000 tonnes of municipal waste every year, and fulfills the County Councils statutory responsibilities as the Waste Disposal Authority through the delivery of:

- 7 Household Waste Recycling Centres
- 2 Anaerobic Digestion facilities that treat the county's separately collected food waste
- An In Vessel Composting facility that treats mixed food and green waste

- 3 composting facilities for the treatment of the county's green waste
- The safe disposal of over 100,000 tonnes of municipal waste every year
- Ongoing management of 10 closed landfill sites so they do not pollute the environment.

The Energy from Waste facility at Ardley was commissioned in 2014 and deals with the overwhelming majority of municipal residual waste, reducing the amount that needs to be sent to landfill. The construction of 2 new waste transfer stations is enabling residual waste to be transported to the Ardley facility. The energy created as a by-product of the Energy from Waste facility provides the County Council with a revenue stream that supports its activities as Waste Disposal Authority. A Household Waste and Recycling Strategy will be developed in 2015.

Customer Service Centre

The Customer Services Centre provides the front door to most of the Council's services including social care, supporting residents as customers to get what they need from the Council as quickly and efficiently as possible. The Customer Service Centre also performs a key role in supporting front line services to improve the performance and deliver savings by working with them to improve their process and simplify the customer's interaction with the council.

The Customer Service Centre is committed to delivering a better customer experience for Oxfordshire residents, and future savings based on the following principles:

- We will provide our services on line whilst accepting that for some customers, telephone, e-mail and surface mail will remain the preferred route for some. ("Digital by default")
- Service improvement should be a continuous exercise and an embedded approach embracing all staff from top to bottom.
- Customers should have a single point of access to the Council and we should minimise the number of additional contacts they experience to get the job done.
- We will work towards a "single view" of the customer so that our advisers have a complete understanding of the customer's engagement with the Council whenever they talk to them.

Oxfordshire Customer Services Externalisation

The Transforming OCS Programme has delivered a number of process improvements and self-service practices for the Council which has contributed to the current OCS MTFP. It is acknowledged internally and externally that OCS cannot deliver further significant savings without externalisation or significant investment in automation.

ICT Business Delivery has already been substantially restructured and most infrastructure services are now commissioned including the Council's data centre requirements that are now hosted in Birmingham. Work will continue over the next 12 months to move further towards "cloud" based computer services.

The Cabinet has agreed (July 2014) that the Council will join an existing partnership established by Hampshire County Council for the delivery of operational HR and financial services which will take effect from 1st July 2015. As a result of the Partnership agreement:

- Human Resources and Finance services will be delivered from an integrated business centre located in Winchester
- Schools will continue to contract with the Council for Human Resources and Finance services that will be delivered by Hampshire
- Academies will be able to contract directly with Hampshire for Human Resources and Finance services
- Some services that cannot be delivered by the integrated business centre will remain with Oxfordshire and their future will be determined in conjunction with other Council programmes e.g. adult social care improvement

Entering the Hampshire Partnership will deliver a further extension to self-service for Council staff and permanent cost reductions.

How our services are changing

The business of the Environment and Economy Directorate is diverse and we have taken a tailored approach to identifying savings in each of our services to ensure that we minimise the impact on our customers.

There are some overarching principles that we have applied when approaching savings across the directorate:

- We must continue to meet our statutory duties and ensure we safeguard our most vulnerable and isolated service users
- Services should no longer be provided by the County Council unless there is clear strategic value to retain the delivery of them in-house. However, we will ensure that our customers, schools and academies continue to have access to the services they need and where possible, these services should be based locally.
- We will focus on opportunities for our activities to support economic growth in the county, and maximise our contribution to the national economy. In particular, we will develop strategic infrastructure plans to inform our delivery and bidding priorities, and to encourage planned delivery as part of new development through the planning system.
- We will maximise efficiency for the council as a whole - seeking out opportunities to reduce the asset base of the council and to co-locate with other partners where possible. We will enable our staff to work more flexibly so as to reduce the office based footprint of the council and to enable staff to best meet their clients' needs.
- We must maximise opportunities for income generation and drive best value out of all our contracts.
- We will work creatively with our public and voluntary sector partners to build capacity within our communities to respond to changes in services.
- We will provide a focus on customer services to enable our customers to get what they need from the council using the fastest and most effective channel. Customers should have a single point of access to the council and their needs met with as few 'contacts' as possible.

We are rolling out a programme of 'agile working' in order to support the new ways of working necessary to deliver these priorities. Agile working means: giving staff the right equipment and working environment to suit their role and service; working in a more flexible way that makes best use of staff time, buildings, and resources; and taking advantage of changes in technology and working styles to become more efficient. This will ultimately protect delivery of front line services as far as possible.

Environment & Economy - Summary

Revenue Budget 2015/16

Ref.	Service Area	Gross Expenditure £000	Grant Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
EE1	Strategy and Infrastructure	13,304	-3,380	-1,627	-828	7,469
EE2	Commercial Services	118,492	-1,037	-11,285	-25,899	80,271
EE3	Oxfordshire Customer Services	33,001	-3,906	-3,028	-6,571	19,496
Budget Controllable by Directorate		164,797	-8,323	-15,940	-33,298	107,236
(1)	Non Negotiable Support Service Recharges	7,090	0	0	-37,745	-30,655
Total Non Negotiable Support Service Recharges		171,887	-8,323	-15,940	-71,043	76,581
	Less Recharges within the Directorate	-13,788	0	0	13,788	0
Total		158,099	-8,323	-15,940	-57,255	76,581

Subjective Analysis 2015/16

EXPENDITURE	2015/16 Budget at Outturn Prices	
	£000	%
Employees	37,945	24.0
Premises	10,529	6.7
Transport	18,018	11.4
Supplies and Services	30,133	19.0
Agency & Contracted	59,571	37.7
Support Services	1,698	1.1
Capital Financing Costs	205	0.1
GROSS EXPENDITURE	158,099	100.0
Recharges to other directorates	-57,255	
TOTAL EXPENDITURE	100,844	100.0

INCOME	2015/16 Budget at Outturn Prices	
	£000	%
Government Grants	-8,323	34.3
Other Grants, Reimbursements & Contributions	-5,336	22.0
Customer & Client Receipts	-10,604	43.7
TOTAL INCOME	-24,263	100.0
NET EXPENDITURE	76,581	

(1) The presentation of the directorate summary has been updated to reflect a technical change to non-negotiable support service recharges to show more clearly the budgets controllable by directorates

Environment & Economy - Revenue Budget 2015/16

Reference	Service Area	Gross Expenditure £000	Grant Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
EE1	<p><u>STRATEGY & INFRASTRUCTURE</u> Leads in the planning and implementation of strategic infrastructure that supports Oxfordshire's ambitions for a thriving economy, delivering services that make the maximum contribution to achieving the Council's corporate objectives.</p> <p>The role of the division is to:</p> <ul style="list-style-type: none"> • Define the longer term strategic planning policy framework for Oxfordshire and work with partners at the locality level to turn that framework into a medium term programme of projects that contribute towards delivering agreed outcomes for that locality. • Discharge the County Council's statutory planning and regulatory functions in support of delivering agreed outcomes at the locality level. • Facilitate and support sustainable economic growth, utilising and unlocking the potential of the skills base within Oxfordshire. 					
EE1-1 to EE1-4	Strategy & Infrastructure	10,979	-1,590	-1,627	-828	6,934
EE1-5	Flood Defence Levy	535	0	0	0	535
EE1-6	Local Enterprise Partnership	1,790	-1,790	0	0	0
EE1	TOTAL STRATEGY & INFRASTRUCTURE	13,304	-3,380	-1,627	-828	7,469
EE2	<p><u>COMMERCIAL SERVICES</u></p>					
EE2-1	<p>Commercial Services Management Managers the Commercial Services function. This budget includes the services budgeted drawdowns from earmarked reserves.</p>	-276	0	-95	0	-371
EE2-1	Subtotal Commercial Management	-276	0	-95	0	-371
EE2-2	<p>Property & Procurement</p>					
EE2-21	Property & Procurement Management	833	0	0	0	833
EE2-22	<p>Property & Facilities Management The Property and Facilities contract commenced on 1 July 2012. This service delivers effectively planned, used and managed property assets that are used in the most effective way to deliver the council's priorities and make the maximum contribution to achieving the Council's corporate objectives. Working to create a core of well located, flexible properties, focused on core public service delivery.</p>	26,931	0	-578	-8,439	17,914
EE2-23	<p>Property Programme Office Programme Management lead on developing and refining a joint approach that seeks to develop longer term programmes that enable flexibility but also allow better co-ordination of maintenance and new works.</p>	603	0	0	0	603
EE2-2	Subtotal Property & Procurement	28,367	0	-578	-8,439	19,350

Environment & Economy - Revenue Budget 2015/16

Reference	Service Area	Gross Expenditure £000	Grant Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
EE2-31 to EE2-34	Network & Asset Management Network Management - Management of the highway network to enable traffic to move about it as effectively as possible through signal management, traffic monitoring and effective coordination of works and events. Asset Management - Development and delivery of an effective asset management plan to enable optimal use of budgets in maintaining highway network and public rights of way assets.	12,845	0	-1,200	0	11,645
EE2-35	Countryside & Records Safeguard, maintain and enhance the quality of Oxfordshire's countryside, support physical and mental health, the rural economy and enjoyment and understanding of the countryside through public access and information.	2,252	-242	-31	-12	1,967
EE2-36	On/Off Street Parking and Park & Rides Provision of park and ride car parks at Water Eaton and Thornhill and the operation of civil enforcement of parking and bus lanes.	4,850	0	-5,847	0	-997
EE2-3	Subtotal Network & Asset Management	19,947	-242	-7,078	-12	12,615
EE2-4	Delivery An integrated delivery team consisting of both OCC and Skanska staff reporting to the Deputy Director. The team provides the majority of the maintenance, construction and design work related to the highways and rights of way service and maintains the vehicles used by the Integrated Transport Unit (ITU).	10,618	0	-364	-778	9,476
EE2-4	Subtotal Delivery	10,618	0	-364	-778	9,476
EE2-5	Highways, Transport & Waste					
EE2-51A	Waste Management Organise the treatment or disposal of collected household waste and provides Waste Recycling Centres throughout Oxfordshire	25,319	0	-1,133	0	24,186
EE2-51B	Supported Transport (including Integrated Transport Unit) Provision of subsidised public transport, concessionary bus passes and Home to School Transport and other transport for eligible clients	31,704	-795	-2,037	-16,670	12,202
EE2-52	H&T Contract & Performance Mgt The Highways Service Contract is delivered by Skanska. The Highways & Transport Contract & Performance Management Team oversee the implementation, delivery and performance of this contract.	1,451	0	0	0	1,451
EE2-53	Area Stewards The Area Stewards are the local representatives for the highway networks	1,362	0	0	0	1,362
EE2-5	Subtotal Highways, Transport & Waste	59,836	-795	-3,170	-16,670	39,201
EE2-6	Major Infrastructure Delivery	0	0	0	0	0
EE2-6	Subtotal Major Infrastructure Delivery	0	0	0	0	0
EE2	TOTAL COMMERCIAL SERVICES	118,492	-1,037	-11,285	-25,899	80,271

Environment & Economy - Revenue Budget 2015/16

Reference	Service Area	Gross Expenditure £000	Grant Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
EE3	OXFORDSHIRE CUSTOMER SERVICES (OCS) Oxfordshire Customer Services (OCS) was formed in late 2010, when the Customer Contact Centre, Information Communication Technology (ICT), Procurement and Adult Learning formally merged with Shared Services.					
EE3-1	Management Team Provides service management and associated support for Oxfordshire Customer Services.	450	0	-207	0	243
EE3-2	Education Support Services * The Education Support Service was set up in 2012/13 and provides a one stop shop for schools and academies to purchase council delivered support services including Human Resources, Finance, Management Information Systems and Health & Safety.	3,169	0	-397	-3,150	-378
EE3-3	ICT * ICT maintain the Council's ICT infrastructure, and access to systems and facilities required by internal customers to deliver the Council's services	13,556	0	-802	-1,299	11,455
EE3-4	Business Development	3,083	0	0	-348	2,735
EE3-5	Customer Service Centre The Customer Service Centre is the first point of customer contact for a range of Oxfordshire County Council services including social care, registration and highways. It delivers a range of customer facing and supporting functions in a multi-skilled environment.	2,961	0	-279	-577	2,105
EE3-6	Human Resources (Including Adult Learning) * The Human Resources team provides operational services and support to the Council's workforce and Oxfordshire's Schools. It also provides services to some external organisations including Academies. The range of services provided includes payroll, workforce information, recruitment, health and safety, occupational health and staff care, advice on complex employment issues and learning and development opportunities for the council's workforce and the people of Oxfordshire.	6,468	-3,906	-454	-934	1,174
EE3-7	Operational Finance *	1,954	0	-11	-246	1,697
EE3-8	Pensions, Procure to Pay (P2P) *	1,360	0	-878	-17	465
EE3	TOTAL OXFORDSHIRE CUSTOMER SERVICES	33,001	-3,906	-3,028	-6,571	19,496
EE3	DIRECTORATE TOTAL	164,797	-8,323	-15,940	-33,298	107,236
	Non Negotiable Support Service Recharges	7,090	0	0	-37,745	-30,655
	Less Recharges within the Directorate	-13,788	0	0	13,788	0
	TOTAL	158,099	-8,323	-15,940	-57,255	76,581

* Many of the services provided by these teams will transfer to the Hampshire County Council from July 2015

Environment & Economy - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
			Strategy and Infrastructure				
EE1-1 to EE1-5	15EE1	S	Carbon Reduction Tax - Council no longer part of government scheme (below threshold)	-290			-290
EE1-1 to EE1-5	15EE2	S	Merger of Energy, Natural Environment and Waste Strategy Teams	-120			-120
EE1-1 to EE1-5	15EE5	S	Unidentified Savings within Strategy - Delivery being planned		-150		-150
EE1-1 to EE1-5	15EE6	S	Move to a self funding position for travel planning		-75		-75
EE1-1 to EE1-5	15EE8	S	Reduce Travel Behaviour and Energy non-staffing budgets	-240			-240
EE1-1 to EE1-5	14EE16	O	Economic Development & Growth - £0.100m additional funding to gather business intelligence and help address barriers to growth was provided in 2013/14. This falls out in 2016/17.		-100		-100
EE1-1 to EE1-5	15EE7	S	Move to a self funding position for Invest in Oxfordshire		-125		-125
EE1-1 to EE1-5	16EE18	NP	Medium term service implications of economic growth (incl. Greenbelt Review, Plan Shaping, Road Agreement & Transport DC, pooled resource)	991	-88	-186	717
EE1-1 to EE1-5	16EE19	NP	One-off service pressures (including LTP4 Programme support and minerals and Waste Local Plan)	150	-150		0
EE1-1 to EE1-5	16EE20	NS	Realise opportunities from Growth (including Section 788, capitalisation of staff, pre-application charging and ST model income)	-518	-20	-20	-558
EE1-1 to EE1-5	16EE21	NS	Removal and reduction of services (incl. Trust for Oxfordshire's Environment grant, Travel plan funding and reduction in agency spend)	-105	-12		-117

Environment & Economy - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
EE1-1 to EE1-5	16CORP4	NS	Reduce the use of agency & contracted staff and introduce a vacancy factor	-70			-70
EE1			Total Strategy & Infrastructure	-202	-720	-206	-1,128
			<u>Commercial Services</u>				
EE2-1	15EE13	S	Unidentified Saving- within Commercial Services delivery being planned			-535	-535
EE2-1	16EE1	NP	Insufficient Parking Account funding to draw down budgeted contribution to revenue	900		150	1,050
EE2	16CORP4	NS	Reduce the use of agency & contracted staff and introduce a vacancy factor	-70			-70
			Subtotal Miscellaneous	830	0	-385	445
			Property & Facilities Management				
EE2-22	14EE32 14EE15 15EE10	S	Asset Rationalisation Savings	-450	-250	-640	-1,340
EE2-22	15EE11	P	Asset Reduction Implementation - Change in profile of additional funding	-477	711	-756	-522
EE2-22	14EE5	S	Estimated facilities management contract savings	-100	-20		-120
EE2-22	14EE26	S	Further savings from Facilities Management contract dependent on experience of phase 1 of contract		-175		-175
EE2-22	14EE34	S	Reintroduce maintenance 'holiday' to non-school property - suspension of non-statutory property maintenance work	-200	-707		-907
EE2-22	15EE18	S	Property and Facilities staffing including - reduce facilities management structure/Property & Facilities service stream/Property and Facilities staffing		-60	-400	-460

Environment & Economy - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
EE2-22	15EE19	S	Reduce size of property portfolio therefore reducing the overall size of contract	-200	-100	-100	-400
EE2-22	15EE20	S	Reduce planned Property Repairs and Maintenance			-400	-400
EE2-22	15EE12	S	Other staff/staffing facilities reduction	-10	-50		-60
EE2-22	16EE4	NP	Property related pressures (incl. contract clarifications, Asbestos surveys and change to the Asset Rationalisation saving profile)	595	-145	-300	150
EE2-22	16EE9	NS	Reduction in the funding available to support ad hoc Property Contract work		-444	336	-108
EE2-22	16CORP5	NS	Reduction in contract inflation	-100			-100
			Subtotal Property & Facilities Management	-942	-1,240	-2,260	-4,442
			Network & Asset Management				
EE2-31 to EE2-35	14EE10	S	Reduction in road patching work and pre-planned surface maintenance schemes	-700	-310		-1,010
EE2-31 to EE2-35	15EE26	S	Reduce the support for street works and events management	-30			-30
EE2-31 to EE2-35	15EE27	S	Reduce Road Survey Budget/other network maintenance/Network management general restructure/joint workings/Further other network maintenance	-100	-102	-281	-483
EE2-31 to EE2-35	15EE28	S	Street Lighting - Energy Saving plus reduction in inspection frequencies and cleaning regimes		-390	-30	-420
EE2-31 to EE2-35	15EE16	S	Withdraw contributions to Bus Stop infrastructure information	-58		-57	-115
EE2-31 to EE2-35	15EE35	S	Reduction in non-essential tree maintenance	-90			-90
EE2-31 to EE2-35	16EE3	NP	Highways & Transport staffing and income related pressures (incl. unrealised restructure savings, Traffic Design and Safety Teams and land search income)	450			450

Environment & Economy - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
EE2-31 to EE2-35	16EE8	NS	Changes in Real Time Passenger Information technology leading to efficiencies			-280	-280
EE2-31 to EE2-35	16CORP5	NS	Reduction in contract inflation	-100			-100
EE2-36	15EE30	S	Income generated through sponsorship and providing other services	-230	-100	-400	-730
EE2-36	16EE11	NS	Increase in parking charges	-150	-100	-100	-350
			Subtotal Network & Asset Management	-1,008	-1,002	-1,148	-3,158
			Highways & Transport Operations Delivery				
EE2-4	15EE31	S	Reorganisation of Area Stewardship and locality working staff	-145			-145
EE2-4	15EE32	S	Reduce Grass Cutting	-689			-689
EE2-4	15EE33	S	Alternative defect repairs	-200			-200
EE2-4	15EE34	S	Significant defect correction lines/signs			-175	-175
EE2-4	15EE36	S	Other Highways Savings	-92	-88		-180
EE2-4	15EE37	S	Additional investment in highways defects following increased volumes	700			700
EE2-4	15EE41	P	Additional investment in highways (locality based) - £0.2m reduction to £1m added in 2014/15	-200			-200
EE2-4	16EE6	NS	Staff related reduction in cost and income generation (incl. restructure, Section 278 Traffic Design & Safety team funding, staff capitalisation and reduction in agency staff)	-640			-640
EE2-4	16EE7	NS	Reduction and efficiencies in Roads Maintenance (incl. removal of Locality Area Stewardship based funding, efficiencies in winter maintenance and one-off capitalisation of patching)	-2,957	1,675		-1,282
			Subtotal Highways & Transport Operations Delivery	-4,223	1,587	-175	-2,811

Environment & Economy - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
			Waste Management				
			<u>Waste Disposal</u>				
EE2-51A	15EE22 16EE5	P	Increased Waste Tonnage - linked to the economic up turn and increase in number of households	1,000	500	500	2,000
			<u>Waste Treatment Procurement</u>				
EE2-51A	14EE14	O	Savings arising from the implementation of the Waste Treatment Facility - slipped from 2014/15	-489			-489
EE2-51A	14EE8	S	Reduce Bulking and Haulage contract costs - resulting from planned opening of the new waste management facility	-300			-300
EE2-51A	15EE23	S	Commercial Waste & Electrical energy from waste - Third Party Income			-1,300	-1,300
			<u>Waste Recycling Centre Strategy</u>				
EE2-51A	15EE24	P	Household Waste Recycling Centres - additional pressure from increased Redbridge Rent and unachieved savings; new strategy for future savings to be developed			-350	-350
			<u>Oxfordshire Waste Partnership</u>				
EE2-51A	14EE3	S	Oxfordshire Waste Partnership -phased withdrawal of non-statutory waste incentives	-232	-213		-445
EE2-51A	15EE25	S	Withdraw contribution to Oxfordshire Waste Partnership	-138			-138
			Subtotal Waste Management	-159	287	-1,150	-1,022

Environment & Economy - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
			Supported Transport				
EE2-51B	14SCS17	O	Transport for Day Services	-400			-400
EE2-51B	15EE14 16EE10	S	Supported Transport Project savings which includes review of: transport contract management, Dial a Ride, bus subsidies, home to school transports including Special Educational Needs (SEN)	-1,725	-2,100	-1,700	-5,525
EE2-51B	16EE2	NP	Home to School Transport	1,200			1,200
			Subtotal Supported Transport	-925	-2,100	-1,700	-4,725
			Highways & Transport Contract & Performance Management				
EE2-52	14EE6	S	Highways contract management savings	-80			-80
EE2-52	15EE15	S	Highways contract process efficiency	-20		-118	-138
			Subtotal Highways & Transport Contract & Performance	-100	0	-118	-218
EE2			Total Commercial Services	-6,527	-2,468	-6,936	-15,931

Environment & Economy - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
			<u>Oxfordshire Customer Services</u>				
			Management Team				
EE3-1	16EE12	NP	Unachievable previously agreed MTFP savings (including printer materials and pension overheads)	340	100	-100	340
EE3-1	16EE13	NP	Changes to cashflow of investment costs relating to the Hampshire partnership	550			550
EE3-1	16EE15	NS	LEAN and reshape the service out of scope from the Hampshire partnership (incl. reshape Senior Management structure and reduce agency spend)	-455	-105		-560
EE3	16CORP4	NS	Reduce the use of agency & contracted staff and introduce a vacancy factor	-70			-70
			Subtotal Management Team	365	-5	-100	260
			ICT				
EE3-3	14EE22	S	Removing/ rationalising ICT applications which reduces maintenance costs	-150	-150		-300
EE3-3	14EE28	S	Removal and recycling of ICT Hardware		-50		-50
EE3-3	14EE29	S	ICT reductions associated with data centre - Movement to "Cloud" allows reductions in staff and maintenance	-290			-290
EE3-3	14EE33	S	ICT reductions based on property rationalisation	-400			-400
EE3-3	14EE35	O	OCC Data Centre - £0.350m Investment in 2014/15 to secure the transition to Cloud delivering savings from 2015/16	-500			-500

Environment & Economy - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
EE3-3	15EE38	S	Oxfordshire Customer Services - ICT restructure	-960			-960
EE3-3	15EE39	S	ICT Rationalisation - including implementation of new telephony technology		-400		-400
EE3-3	16EE12	NP	Unachievable previously agreed MTFP savings relating to ICT rationalisation	400			400
EE3-3	16EE16	NS	Line lease savings due to superfast broad band	-150			-150
EE3-3	16EE18	NS	Remove Saturday ICT service desk support	-28			-28
			Subtotal ICT	-2,078	-600	0	-2,678
			Business Development				
EE3-4	15CEO13c	S	Remove 4fte (vacant posts) and reduce Communications spend (Business Development share)	-33	-33	-34	-100
EE3-4	14EE34	O	Procurement costs of externalisation of customer services - one off funding in 2014/15 falls out in 2015/16.	-750			-750
			Subtotal Business Development	-783	-33	-34	-850
			Customer Service Centre				
EE3-5	16EE14	NP	Additional demand	108			108
EE3-5	15EE38	S	Customer Service Centre restructure	-200			-200
EE3-5	16EE17	NS	Self Service		-157		-157
			Subtotal Customer Service Centre	-92	-157	0	-249
			Human Resources				
EE3-6	14EE24 14EE30 15EE38	S	Oxfordshire Customer Services - Human Resources Externalisation	-350			-350
EE3-6	15EE38	S	Oxfordshire Customer Services - Learning & Development	-630			-630
			Subtotal Human Resources	-980	0	0	-980

Environment & Economy - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
			Operational Finance				
EE3-7	14EE24 14EE30 15EE38	S	Oxfordshire Customer Services - Finance Externalisation	-231			-231
			Subtotal Operational Finance	-231	0	0	-231
			Pensions, Procure to Pay				
EE3-8	15EE38	S	Oxfordshire Customer Services - Money Management	-129			-129
			Subtotal Pensions, Procure to Pay	-129	0	0	-129
			Total Oxfordshire Customer Services	-3,928	-795	-134	-4,857
			Total Environment & Economy	-10,657	-3,983	-7,276	-21,916

Type of Budget Change

O - Previously agreed one-off investment

P - Previously agreed pressure

S - Previously agreed saving

NS - New saving agreed February 2015

NP - New pressure agreed February 2015

NS - New saving agreed February 2015

NP - New pressure agreed February 2015

Chief Executive's Office

(including Cultural Services)

Chief Executive's Office

Business Strategy 2015/16 to 2017/18

Directorate Overview

The focus of the Chief Executive's Office is on working with members to set the direction of the council and support the organisation through a period of significant change. Registration & Coroner's, Music Service and Cultural Services also form part of the Directorate's responsibilities.

Delivering the Council's corporate priorities

The Chief Executive's Office provides a number of key support functions to enable directorates to achieve the council's overarching goal of '**A Thriving Oxfordshire**'. This includes:

- working closely with the Leader and Chief Executive on the strategic direction and priorities of the council;
- providing the governance framework for the council and supporting members to make democratic decisions;
- supporting service delivery through provision of Human Resources, legal, finance services and providing policy trouble-shooting capacity and data when required;
- delivering internal audit and setting the risk and performance management framework for the council;
- communicating key messages through the local media and within the council;
- working in partnership with local and national stakeholders, and ensuring that we position the county council effectively.

Registration & Coroner's, Music Service, and Cultural Services (including Libraries, Museums and the History service), along with our work with the voluntary and community sector play an important role in the delivering **Thriving People and Communities, and Thriving Economy**:

- Attracting wedding business into Oxfordshire and providing citizenship ceremonies to welcome our new citizens
- Undertaking Coroner's investigation and inquiries into sudden or unexplained death and providing support to families through this difficult time.
- Individuals, their families and communities have the opportunity to enhance the lives, wellbeing and educational attainment of those involved through music education and those who attend performances.
- The music service will be a recognised Business Unit which can operate more commercially, building upon the entrepreneurial approach which has become a feature of the service.
- Targeting work to support and increase children's, young people's and families' literacy and learning; connecting people to information, online resources and learning and employment opportunities
- Contributing to cultural tourism, creative educational programmes, music involvement, and connecting communities to their heritage

Services and Priorities

The Chief Executive's office consists of four small units, (Corporate Finance, Corporate Human Resources, Law and Governance and Policy) plus Registration & Coroner's, the Music Service and Cultural Services (which includes Library, Museums and History Services).

The **Policy Team**'s current service activity includes:

- Working with the Cabinet and County Council Management Team to articulate the council's strategic direction
- Providing policy and trouble-shooting support to council directorates to support delivery of key priorities and support the service and resource planning process
- Working with external stakeholders to support delivery of the council's priorities
- Cabinet and County Council management team support and forward planning
- Setting the framework for the council's approach to working at a local level in communities
- Leading work with the voluntary and community sectors
- Research and intelligence team, providing key evidence to support service delivery
- Performance management
- Service and resource planning (with finance)
- Supporting scrutiny and cabinet advisory groups
- Chief Executive's personal office, including support to the Chairman of the Council and the Oxfordshire Lieutenancy

Corporate Finance (including Internal Audit and Insurance) lead on the council's key financial processes including working with members to set the budget, Medium Term Financial Plan and capital programme. The service provides support, advice and challenge to high risk areas, projects and programmes, together with a lead advisor on financial matters for each directorate. As part of our statutory requirement we are required to have an officer responsible for the arrangements for the proper administration of its financial affairs, this is the Chief Financial Officer. Internal Audit provides a level of assurance by managing the internal governance and reporting, this also includes managing risk.

Corporate HR ensures that the council complies with employment legislation and has a skilled, motivated and well informed workforce. Current service activity includes:

The **Corporate HR** team which defines, develops and communicates a comprehensive employment framework for all major aspects of work and employment. Key areas are policy development, professional advice, employee relations and workforce information and analysis together with the provision of business partner support for each directorate.

The **Organisational Development** team drive organisational effectiveness by supporting effective change management ensuring the council has a skilled workforce capable of fulfilling statutory duties. Key areas are strategic leadership, performance management, workforce planning, employee engagement, learning & development and Investors in People

The **Communications** team agree a communication strategy with County Council Management Team and Cabinet who are the decision making body of the council at the start of each year. Key areas are media and public relations, internal communications, marketing, consultation and digital.

Legal Services provides comprehensive legal advice, representation and assistance to the council and all directorates. This includes:

- Attendance and representing the council in the Supreme Court, Court of Appeal, High Court and all other lesser courts (including Magistrates and Tribunals)
- Provide legal advice on contracts, developer agreements, highways and property matters, employment related matters, child protection, adult safeguarding, debt recovery, consumer protection and trading standards matters, inquests, and possessions.

The **Governance** team provides support and advice to Councillors and co-opted members; and electoral support for the Returning Officer who has to oversee the electoral process. The team are also responsible for:

- Professional clerking of the Council's main democratic decision-making bodies (Council, Cabinet, Scrutiny and Council Committees), preparation of the formal 'Forward Plan', agendas and minutes; advice to managers on procedure and reports; advice to councillors about Constitutional rules and rights relating to formal decision-making meetings
- Effective and compliant governance arrangements including compliance with all public law requirements and Member/Officer codes of conduct
- Oversight of the Council's constitution policies and procedures
- Managing the proper administration of Schools admissions appeals, exclusions appeals, and transport appeals.
- Providing specialist advice to managers on handling Freedom of Information and Environmental Information Requests; and for reporting to the Monitoring Officer on, compliance with these statutory requirements.
- Leading on Local Government Ombudsman complaints (the 'Link Officer' role) for the Monitoring Officer; and advising managers on the application of the complaints policy, including commenting on the adequacy of all second stage responses; providing management information on the Council's compliance with Ombudsman and other best practice standards.

The Registration and Coroner's Service provide a statutory service that serves people at key times of their lives including:

- Full Registration Service for all births, deaths, marriages and civil partnerships within Oxfordshire. This service also:

- Delivers civil partnerships, citizenship ceremonies, Nationality Checking Services, Settlement Checking Service, and additional celebratory services such as naming ceremonies.
- Delivers the national Tell Us Once service to the bereaved
- Investigates deaths that appear violent, unnatural, sudden, of unknown cause, or occurring in legal custody; as well as military repatriations through the Coroner's Service.

The Music Service provides music teaching support to schools, as well as instrumental and vocal tuition to children and adults, and opportunities for making music together.

Cultural Services provide opportunities for people of all ages to participate in and enjoy cultural activities, to acquire new skills and knowledge and access learning and employment opportunities through:

- The Library Service provides access to books, information and knowledge to support the recreational, cultural and educational needs of those who live, work and study in Oxfordshire.
- The Museum Service enables the long term care and preservation of the County's archaeology and history material. Through its permanent displays, temporary exhibitions and in partnership with others, it inspires an interest in the history and culture of the County.
- The History Service preserves and makes available the historic documents, photographs, and printed resources necessary for the public to understand the history of Oxfordshire and develop a sense of place and identity.

How our services are changing

The Chief Executive's Office is changing to reflect the needs of the organisation. We are reducing the number of staff, reducing the internal spend along with reducing the services we provide to the rest of the organisation. This means in the future we will be providing a more flexible and responsive service looking at self-service approaches. We will also be reviewing statutory and non-statutory services and the charges we make for these.

Chief Executive's Office - Summary

Revenue Budget 2015/16

Ref.	Service Area	Gross Expenditure £000	Grant Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
CEO1	Chief Executive's Office & Business Support	848	0	0	0	848
CEO2	Human Resources	2,741	0	-3	0	2,738
CEO3	Corporate Finance & Internal Audit	3,597	-50	-368	-287	2,892
CEO4	Law & Culture	17,907	-642	-4,621	-1,938	10,706
CEO5	Policy	916	0	0	0	916
CEO6	Corporate & Democratic Core	79	0	0	0	79
	Budget Controllable by Directorate	26,088	-692	-4,992	-2,225	18,179
(1)	Plus Corporate & Democratic Core	5,879	0	0	-7,327	-1,448
	Total Corporate & Democratic Core	31,967	-692	-4,992	-9,552	16,731
	Non Negotiable Support Service Recharges	2,062	0	0	0	2,062
	Total Non Negotiable Support Service	34,029	-692	-4,992	-9,552	18,793
	Less Recharges within the Directorate	-2,293	0	0	2,293	0
	TOTAL	31,736	-692	-4,992	-7,259	18,793

Subjective Analysis 2015/16

EXPENDITURE	2015/16 Budget at Outturn Prices	
	£000	%
Employees	19,958	62.9
Premises	3,540	11.2
Transport	318	1.0
Supplies and Services	5,025	15.8
Agency & Contracted	181	0.6
Support Services	2,714	8.6
GROSS EXPENDITURE	31,736	100.0
Recharges to other directorates	-7,259	
TOTAL EXPENDITURE	24,477	

INCOME	2015/16 Budget at Outturn Prices	
	£000	%
Government Grants	-692	12.2
Other Grants, Reimbursements & Contributions	-887	15.6
Customer & Client Receipts	-4,105	72.2
TOTAL INCOME	-5,684	100.0
NET EXPENDITURE	18,793	

(1) The presentation of the directorate summary has been updated to reflect a technical change to non-negotiable support service recharges and Corporate and Democratic Core to show more clearly the budgets controllable by directorates

Chief Executive's Office - Revenue Budget 2015/16

Reference	Service Area	Gross Expenditure £000	Grant Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
CEO1	<u>CHIEF EXECUTIVE'S OFFICE & BUSINESS SUPPORT</u> Business Support provides operational support, including administration and planning to the Chief Executive's Office, the Lord Lieutenant of Oxfordshire, Cabinet and Senior Management of the Council.	848	0	0	0	848
	TOTAL CHIEF EXECUTIVE'S OFFICE & BUSINESS SUPPORT	848	0	0	0	848
CEO2	<u>HUMAN RESOURCES</u> Strategic Human Resources - provide policy and expert professional advice and tools for the Council's workforce. This reflects latest employment law/legislation and best practice and enables delivery of expert employment solutions. Human Resources Business Partners - key members of the directorate senior management teams working at a strategic level. Organisational Development – Drives organisational effectiveness by ensuring that the Council has a skilled workforce capable of fulfilling statutory duties. Communications - Provide residents with information about Council services and policies; enable the Council to understand service users priorities through effective consultation and to keep staff informed about working in the Council.	2,741	0	-3	0	2,738
	TOTAL HUMAN RESOURCES	2,741	0	-3	0	2,738
CEO3	<u>CORPORATE FINANCE & INTERNAL AUDIT</u> Strategic Financial Planning, Accounting and Advice - provides corporate leadership of the finance function, including setting the budget, Medium Term Financial Plan and Capital Programme, monitoring against these in year and reporting the outturn position and accounts. Leads on corporate and professional standards and technical financial advice. Finance Business Partners - Provide a strategic client role in ensuring that Management Accounting teams in Oxfordshire Customer Services provide a high quality and effective service to the organisation and ensuring proper financial administration within the directorates. Treasury Management - Manage the Council's cash flow and debt portfolio. Pensions Investment - Manage the investments of the Oxfordshire Pension Fund. Advise the pension committee on investment and performance and complete the Pension Fund accounts. Internal Audit - Provides independent assurance opinions and advice on systems of internal control across the Council.	3,597	-50	-368	-287	2,892
	TOTAL CORPORATE FINANCE & INTERNAL AUDIT	3,597	-50	-368	-287	2,892

Chief Executive's Office - Revenue Budget 2015/16

Reference	Service Area	Gross Expenditure £000	Grant Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
CEO4	<u>LAW & CULTURE</u> Legal Services provide a comprehensive legal advice and representation service to all Directorates of the Council and to the Council as a whole. Democratic services lead and supports the corporate management and governance of the Council and administers the democratic decision making process. The Registration Service provides a caring and efficient service for registering; births, deaths, marriages, civil partnerships and other celebratory ceremonies. The Coroners service provides essential administrative and officer support to the Coroner and the fulfilment of his statutory Coronial duties. Cultural Services provides public library services to anyone living, working or studying in the county. Through the Oxfordshire Museums Service, the History Service and the Victoria County History, it cares for the heritage of Oxfordshire and helps people enjoy and understand it.					
CEO4-1	Legal Services	1,841	0	-419	-1,585	-163
CEO4-2	Governance	1,870	0	-38	0	1,832
CEO4-3	Coroner's Service	950	0	-3	0	947
CEO4-4	Registration Service	1,691	0	-1,723	0	-32
CEO4-5	Cultural Services	8,991	0	-1,014	-78	7,899
CEO4-6	Music Service	2,564	-642	-1,424	-275	223
	TOTAL LAW & CULTURE	17,907	-642	-4,621	-1,938	10,706
CEO5	<u>POLICY</u> Lead and co-ordinate the Council's horizon scanning, forward planning, strategy and policy development and relationship with national government and other stakeholders. Provide support to the Cabinet, Chief Executive and County Council Management Team. Co-ordinate and support strategic partnerships including the Oxfordshire Partnership and relationships with District Councils.	916	0	0	0	916
	TOTAL STRATEGY & COMMUNICATIONS	916	0	0	0	916
CEO6	<u>CORPORATE & DEMOCRATIC CORE</u> These budgets comprise recharges from other service areas within Chief Executive's Office and Oxfordshire Customer Services to the corporate and democratic core of the Council in accordance with the Service Reporting Code of Practice (SeRCOP).	79	0	0	0	79
	TOTAL CORPORATE & DEMOCRATIC CORE	79	0	0	0	79
	DIRECTORATE TOTAL	26,088	-692	-4,992	-2,225	18,179
	Non Negotiable Support Service Recharges	2,062	0	0	0	2,062
	Less Recharges within the Directorate	-2,293	0	0	2,293	0
	Plus Corporate & Democratic Core	5,879	0	0	-7,327	-1,448
	TOTAL	31,736	-692	-4,992	-7,259	18,793

Chief Executive's Office - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
			<u>Chief Executive's Office & Business Support</u>				
CEO1	14CEO7a	S	Reduce staffing and office costs from Chief Executive's Office	-100	-100		-200
CEO1	15CEO14	S	Take out military and local grants (Locality Grant to Choose Abingdon and Refugee Resource Grant)	-30	-15		-45
CEO1	16CEO6	NS	Remove Councillor Community Budgets	-315			-315
CEO1	16CORP2	NS	Supplies & Services	-1			-1
CEO1			Total Chief Executive's Office & Business Support	-446	-115	0	-561
			<u>Human Resources</u>				
CEO2	15CEO3	S	Reduce Human Resources establishment by 2 full time equivalents		-42		-42
CEO2	16CEO5	NS	One-off Learning & Development reduction	-250	250		0
CEO2	16CORP4	NS	Reduce the use of agency & contracted staff and introduce a vacancy factor	-51			-51
CEO2	16CORP2	NS	Supplies & Services	-5			-5
CEO2			Total Human Resources	-306	208	0	-98
			<u>Corporate Finance & Internal Audit</u>				
CEO3	16CORP4	NS	Reduce the use of Agency & Contracted staff and introduce a vacancy factor	-76			-76
CEO3	16CORP2	NS	Supplies & Services	-7			-7
CEO3			Total Corporate Finance & Internal Audit	-83	0	0	-83

Chief Executive's Office - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
			<u>Law and Culture</u>				
CEO4-1	16CEO4	NS	Legal Services - additional income from external and internal clients	-200			-200
CEO4-2	16CEO1	NP	Members' Allowances	160			160
CEO4-3 and 4-4	16CEO2	NS	Registration and Coroners Service - Increase charges and renegotiation of contract	-32			-32
CEO4-5	15CEO9	S	Withdrawal of grant to the Mill Arts Centre			-80	-80
CEO4-5	15CEO10	S	Increased efficiencies to be achieved by Library Service through further review of management support, book procurement & supplies and services	-63	-187		-250
CEO4-5	16CEO3	NS	Libraries/Cultural Services - Review of management support, supplies and services, including book fund	-95			-95
CEO4-6	15CEF3	S	Make Music Service self financing by increasing income and reducing free tuition.	-70	-70	-182	-322
CEO4	16CORP4	NS	Reduce the use of agency & contracted staff and introduce a vacancy factor	-307			-307
CEO4	16CORP2	NS	Supplies & Services	-5			-5
CEO4			Total Law and Culture	-612	-257	-262	-1,131

Chief Executive's Office - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
			<u>Policy</u>				
CEO5	15CEO13b	S	Remove 4fte (vacant posts) and reduce Communications spend	-17	-17	-16	-50
CEO5	16CORP4	NS	Reduce the use of agency & contracted staff and introduce a vacancy factor	-19			-19
CEO5	16CORP2	NS	Supplies & Services	-2			-2
CEO5			Total Policy	-38	-17	-16	-71
			Total Chief Executive's Office	-1,485	-181	-278	-1,944

Type of Budget Change

O - Previously agreed one-off investment

P - Previously agreed pressure

S - Previously agreed saving

NS - New saving agreed February 2015

NP - New pressure agreed February 2015

Public Health

Public Health

Business Strategy 2015/16 to 2017/18

Directorate Overview

The Health and Social Care Act 2012 returned a public health role to local government. The reformed public health system gives us an unprecedented opportunity to take a far more strategic role. We can now promote public health through the full range of council business and become an influential source of trusted advice for the population, the local NHS and everyone whose activity might affect, or be affected by, the health of the people in Oxfordshire.

Public health practice made huge strides during the 20th century, transforming the living standards of millions and saving countless lives in the process. Yet real threats still linger and new ones emerge. Dealing with the avoidable mortality caused by smoking or obesity as conclusively as cholera and typhoid were dealt with requires different ways of thinking and acting.

We will have succeeded when we can see that the people of Oxfordshire are living longer, healthier lives and we have narrowed the persistent inequalities in health.

Delivering the Council's corporate priorities

- Building a thriving economy – Economic productivity within an area is closely tied to its health and wellbeing. We develop and commission initiatives, such as NHS health checks and public health campaigns, to keep people healthy so that they can be economically active, thus contributing towards the financial success of Oxfordshire. We work ever more closely with colleagues in Environment and Economy so that wider development plans across Oxfordshire are informed by evidence about how changes to infrastructure can best support the health and well-being of the people of Oxfordshire.
- Supporting healthy Thriving people and communities – we support people in making healthy lifestyle choices, keeping people safe from diseases and other threats plus identifying people who are more vulnerable to disease and ill health. Healthy people are able to contribute to and work for their local community, thus allowing communities to thrive. We coordinate work across the Council with the voluntary sector and promote programmes to tackle inequalities. We work closely to support the NHS and to join up NHS and Council business. Our work on community safety with the police and our drug rehabilitation programmes also contributes. We help to keep people safe through our 24/7 on call service for emergencies and disasters affecting the community. We support people to make commitments to be active, using the environment for both community and personal health gain. We help to keep the environment safe by helping to prevent environmental hazards and infectious diseases.

- Supporting the vulnerable – we ensure that the services we commission support those people who are the most vulnerable by building specific requirements into our contracts. Some services we commission are targeted at vulnerable groups, such as rehabilitation services and needle exchange for drug users, support to ensure that rehomed families are rapidly allocated a new health visitor and additional community breast feeding support in areas where breastfeeding is low. We also deliver extensive public health campaigns to help vulnerable groups understand the importance of taking up opportunities to protect their health such as the NHS health check, immunisations and screening programmes.

How we work to deliver these priorities We are rolling out a programme of 'agile working' in order to support the new ways of working necessary to deliver these priorities. Agile working means: giving staff the right equipment and working environment to suit their role and service; working in a more flexible way that makes best use of staff time, buildings, and resources; and taking advantage of changes in technology and working styles to become more efficient. This will ultimately protect delivery of front line services as far as possible. The public health team works across two locations where hot-desking systems are used in order to optimise office space. Staff also make use of laptops and blackberries with secure network connections to enable them to work from a variety of locations including other council or NHS sites and from home when appropriate. Where possible the team take active travel opportunities, walking, cycling and public transport.

Services and Priorities

From April 2013 Oxfordshire County Council took over a raft of vital public health activity, ranging from stroke prevention and tackling obesity to drug misuse and sexual health services.

Our responsibilities cover:

- Sexual Health Services
- NHS Health Check programme
- Local Authority monitoring and oversight role in health protection
- Public health advice
- National Child Measurement Programme
- Obesity
- Physical Activity
- Drug Misuse
- Alcohol Misuse
- Stop smoking services and tobacco control
- Public health services for children 5-19 (including School Health Nursing)
- From October 2015, public health services for children 0 – 5 years old
- Wider work including
 - Wider Determinants
 - Mental well being
 - Oral health
 - Nutrition Initiatives
 - Accidental injury prevention
 - Behavioural and lifestyle campaigns
 - Health at Work
 - public health aspects of promotion of community safety
 - public health aspects of local initiatives to tackle social exclusion
 - local initiatives that reduce public health impacts of environmental risks.

Our priorities are informed by the Joint Health and Well-Being strategy for Oxfordshire and include promoting the uptake of cancer screening programmes and immunisation programmes; promoting the uptake of NHS Health Checks; promoting breastfeeding; increasing the number of people supported to quit smoking, halting the increase in childhood obesity and increasing the number of drug users successfully completing their treatment in order to become drug free.

How our services are changing

Public Health is a small directorate that secures its services through commissioning. As contracts become due for renewal they will be renegotiated to ensure opportunities for efficiencies and market testing are optimised. The new contracts reflect latest practice and population requirements; are more clearly defined, so that we can more easily monitor what is being delivered for our money; and increase requirements for quality monitoring and safeguarding.

In 2014/15 Public health is funded through a ring fenced grant of £26.085m from central government. We aim to make a significant reduction in our budget in line with other directorates of £1.25m savings in each of 2016/17 and 2017/18 (£2.5m in total). In addition to this we have and will continue to streamline our work against that of other directorates and to support them in making efficiencies where initiatives are in line with the public health grant conditions. The savings are loaded towards the latter years as we are anticipating that the County Council will be expected to protect the ring-fence until after 2015/16 in line with central government policy. The intention is to make savings through commissioning more efficient services, internal efficiencies and reviewing health promotion campaigns rather than through seeking front line service reductions. This is possible as new contracts have agreed efficiencies built in.

In October 2015 we will take on responsibility for commissioning Health Visiting services, so we are working closely with the NHS England Thames Valley team to ensure that transition of this service runs smoothly. The 2015/16 grant of £29.847m reflects that new responsibility.

Public Health - Summary

Revenue Budget 2015/16

Ref.	Service Area	Gross Expenditure £000	Grant Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
PH1	LA Commissioning Responsibilities - Nationally defined	14,728	0	0	0	14,728
PH2	LA Commissioning Responsibilities - Locally defined	15,629	0	-177	-427	15,025
PH3	Public Health Recharges	94	0	0	0	94
PH4	Grant Income	0	-29,847	0	0	-29,847
	Budget Controllable by Directorate	30,451	-29,847	-177	-427	0
(1)	Non Negotiable Support Service Recharges	572	-572	0	0	0
	Total Non Negotiable Support Service Recharges	31,023	-30,419	-177	-427	0
	Less Recharges with the Directorate	0	0	0	0	0
	Total	31,023	-30,419	-177	-427	0

Subjective Analysis 2015/16

EXPENDITURE	2015/16 Budget at Outturn Prices	
	£000	%
Employees	1,652	5.3
Premises	7	0.0
Transport	39	0.1
Supplies and Services	5,670	18.3
Agency & Contracted	23,087	74.4
Support Services	568	1.8
GROSS EXPENDITURE	31,023	100.0
Recharges to other directorates	-427	
TOTAL EXPENDITURE	30,596	

INCOME	2015/16 Budget at Outturn Prices	
	£000	%
Government Grants	-30,419	99.4
Other Grants, Reimbursements & Contributions	-177	0.6
Customer & Client Receipts	0	0.0
TOTAL INCOME	-30,596	100.0
NET EXPENDITURE	0	

(1) The presentation of the directorate summary has been updated to reflect a technical change to non-negotiable support service recharges to show more clearly the budgets controllable by directorates

Public Health - Revenue Budget 2015/16

Reference	Service Area	Gross Expenditure £000	Grant Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
PH1	<p><u>MANDATORY FUNCTIONS</u> The public health grant is used to:</p> <ul style="list-style-type: none"> • improve significantly the health and wellbeing of local populations • carry out health protection functions delegated from the Secretary of State • reduce health inequalities across the life course, including within hard to reach groups • ensure the provision of population healthcare advice. <p>Prescribed functions:</p> <ol style="list-style-type: none"> 1) Sexual health services - STI testing and treatment 2) Sexual health services – Contraception 3) NHS Health Check programme 4) Local authority role in health protection 5) Public health advice 6) National Child Measurement Programme 					
PH1-1	Sexual Health	9,390	0	0	0	9,390
PH1-2	NHS Health Check Programme	730	0	0	0	730
PH1-3	Health Protection	20	0	0	0	20
PH1-4	National Child Measurement Programme	150	0	0	0	150
PH1-5	Public Health Advice	105	0	0	0	105
PH1-6	0-5 Year Olds	4,333	0	0	0	4,333
	TOTAL LA Commissioning Responsibilities - Nationally defined	14,728	0	0	0	14,728
PH2	<p><u>NON-MANDATORY FUNCTIONS</u> Non-prescribed functions:</p> <ol style="list-style-type: none"> 7) Sexual health services - Advice, prevention and promotion 8) Obesity – adults 9) Obesity - children 10) Physical activity – adults 11) Physical activity - children 12) Drug misuse - adults 13) Alcohol misuse - adults 14) Substance misuse (drugs and alcohol) - youth services 15) Stop smoking services and interventions 16) Wider tobacco control 17) Children 5-19 public health programmes 18) Miscellaneous, which includes: <ul style="list-style-type: none"> o Non-mandatory elements of the NHS Health Check programme o Nutrition initiatives o Health at work o Programmes to prevent accidents o Public mental health o General prevention activities o Community safety, violence prevention & social exclusion o Dental public health o Fluoridation o Local authority role in surveillance and control of infectious disease o Information & Intelligence o Any public health spend on environmental hazards protection o Local initiatives to reduce excess deaths from seasonal mortality o Population level interventions to reduce and prevent birth defects (supporting role) o Wider determinants 					

Public Health - Revenue Budget 2015/16

Reference	Service Area	Gross Expenditure £000	Grant Income £000	Other Income £000	Recharges £000	Net Expenditure 2015/16 £000
PH2-1	Obesity	891	0	0	0	891
PH2-2	Physical Activity	135	0	0	0	135
PH2-3	Public Health General	1,526	0	0	0	1,526
PH2-4	Smoking and Tobacco Control	982	0	0	0	982
PH2-5	Children's 5-19 Public Health Programme	2,106	0	0	0	2,106
PH2-6	Other Public Health Programmes	745	0	0	0	745
PH2-7	Drugs and Alcohol	9,244	0	-177	-427	8,640
	TOTAL LA Commissioning Responsibilities - Locally defined	15,629	0	-177	-427	15,025
PH3	<u>PUBLIC HEALTH RECHARGES</u>	94	0	0	0	94
	TOTAL PUBLIC HEALTH RECHARGES	94	0	0	0	94
PH4	<u>GRANT INCOME</u>	0	-29,847	0	0	-29,847
	TOTAL GRANT INCOME	0	-29,847	0	0	-29,847
	DIRECTORATE TOTAL	30,451	-29,847	-177	-427	0
	Non Negotiable Support Service Recharges	572	-572	0	0	0
	Less Recharges within the Directorate	0	0	0	0	0
	TOTAL	31,023	-30,419	-177	-427	0

Public Health - Budget Changes

Budget Book Reference	Reference ID	Type of Budget Change	Detail	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000
Cross Directorate	15PH1	S	More efficient contract negotiations		-1,250	-1,250	-2,500
			Total Public Health	0	-1,250	-1,250	-2,500

Type of Budget Change

O - Previously agreed one-off investment

P - Previously agreed pressure

S - Previously agreed saving

NS - New saving agreed February 2015

NP - New pressure agreed February 2015

Capital Programme

Capital Programme: 2014/15 to 2018/19 Planned Expenditure and Financing

Programme	Current Year	Firm Programme		Provisional Programme		CAPITAL INVESTMENT TOTAL £000
	2014 / 15	2015 / 16	2016 / 17	2017 / 18	2018 / 19	
	£000	£000	£000	£000	£000	
Children, Education & Families 1 - OCC	37,101	43,420	38,953	32,687	11,628	163,789
Children, Education & Families 2 - Schools Local Capital	2,500	2,200	1,383	1,278	0	7,361
CEF Programme reductions to be identified	0	0	0	-5,814	0	-5,814
Social & Community Services	3,066	3,304	15,347	2,591	12,910	37,218
Environment & Economy 1 - Transport	49,937	61,644	30,861	23,986	15,040	181,468
Environment & Economy 2 - Other Property Development Programmes	10,666	13,672	2,777	2,285	5,352	34,752
Chief Executive's Office	874	3,160	365	1,000	250	5,649
TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE	104,144	127,400	89,686	58,013	45,180	424,423
Earmarked Reserves	915	0	10,619	10,000	24,949	46,483
TOTAL ESTIMATED CAPITAL PROGRAMME	105,059	127,400	100,305	68,013	70,129	470,906
TOTAL ESTIMATED PROGRAMME IN-YEAR RESOURCES	96,185	97,556	95,516	71,029	48,919	409,205
In-Year Shortfall (-) / Surplus (+)	-8,874	-29,844	-4,789	3,016	-21,210	-61,701
Cumulative Shortfall (-) / Surplus (+)	61,701	52,827	22,983	21,210	0	0

SOURCES OF FUNDING	2014 / 15	2015 / 16	2016 / 17	2017 / 18	2018 / 19	CAPITAL RESOURCES TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
SCE(C) Formulaic Capital Allocations - Un-ringfenced Grant	50,484	44,478	24,839	20,614	23,288	163,703
SCE(C) Supplementary Grant Approval	600	0	272	0	0	872
Devolved Formula Capital- Grant	2,474	2,200	1,383	1,278	0	7,335
Prudential Borrowing	1,106	15,054	30,642	18,501	17,636	82,939
Grants	35,291	14,849	6,111	4,000	0	60,251
Developer Contributions	11,667	32,578	27,213	23,400	10,559	105,417
District Council Contributions	720	0	0	0	0	720
Other External Funding Contributions	301	3	0	0	0	304
Revenue Contributions	2,347	2,529	770	220	102	5,968
Schools Contributions	69	5	0	0	0	74
Use of Capital Receipts	0	15,704	7,827	0	350	23,881
Use of Capital Reserves	0	0	1,248	0	18,194	19,442
TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED	105,059	127,400	100,305	68,013	70,129	470,906
TOTAL ESTIMATED IN YEAR RESOURCES AVAILABLE	96,185	97,556	95,516	71,029	48,919	409,205
Capital Grants Reserve C/Fwd	28,112	17,326	0	2,666	0	0
Usable Capital Receipts C/Fwd	14,147	16,059	3,541	350	0	0
Capital Reserve C/Fwd	19,442	19,442	19,442	18,194	0	0

Children, Education & Families Capital Programme - February 2015

Project/ Programme Name	Previous Years Actual Expenditure £000	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2014 / 15	2015 / 16	2016 / 17	2017 / 18	2018 / 19			
		£000	£000	£000	£000	£000			
Primary Capital Programme									
Bayards (New Scheme) - replacement of existing buildings (ED750)	2,168	4,080	500	58	0	0	6,806	4,638	558
Eynsham - Expansion to 2FE (ED785)	78	410	13	0	0	0	501	423	13
Oxford, SS Mary & John - Single Site (ED873)	0	100	225	25	0	0	350	350	250
Primary Capital Programme Total	2,246	4,590	738	83	0	0	7,657	5,411	821
Secondary Capital Programme									
Wantage, King Alfred's (ED872)	0	450	82	0	0	0	532	532	82
Secondary Capital Programme Total	0	450	82	0	0	0	532	532	82
Provision of School Places (Basic Need)									
Existing Demographic Pupil Provision (Basic Needs Programme)	558	851	7,000	6,982	6,500	2,680	24,571	24,013	23,162
11/12 - 13/14 Basic Need Programme Completions	11,122	401	83	0	0	0	11,606	484	83
Oxford, Orchard Meadow - (Phase 2) (ED819)	554	50	42	0	0	0	646	92	42
Oxford, New Marston - (Phase 4) (ED798)	1,151	233	0	0	0	0	1,384	233	0
Oxford, Cutteslowe - (Phase 3) (ED796)	1,224	680	36	0	0	0	1,940	716	36
Oxford, St Joseph's - (Expansion to 2 FE) (ED815)	135	1,060	13	0	0	0	1,208	1,073	13
Oxford, St Gregory - (Phase 2) New 2FE (ED823)	199	2,900	102	0	0	0	3,201	3,002	102
Bletchingdon - Relocate School & Expansion to 0.5FE (ED841)	24	550	400	44	0	0	1,018	994	444

Children, Education & Families Capital Programme - February 2015

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2014 / 15	2015 / 16	2016 / 17	2017 / 18	2018 / 19			
		£000	£000	£000	£000	£000			
Woodstock - (Phase 3) Expansion to 1.5FE (ED809)	42	448	30	0	0	0	520	478	30
Oxford, St Christopher's - Expansion to 2FE (ED818)	214	1,896	120	0	0	0	2,230	2,016	120
Oxford, St Ebbe's - Expansion to 2FE (ED813)	36	1,018	46	0	0	0	1,100	1,064	46
Botley - Expansion to 2FE (ED830)	248	742	50	0	0	0	1,040	792	50
Henley, Badgemore - (Phase 2) Expansion to 1FE (ED803)	85	1,100	668	50	0	0	1,903	1,818	718
Reducing Out of County Provision for SEN Pupils (ED810)	1,326	4,000	124	0	0	0	5,450	4,124	124
Cheney - Expansion by 1FE (ED864)	0	150	1,472	81	0	0	1,703	1,703	1,553
Wantage, Charlton - (Phase 3) Expansion to 2FE (ED842)	72	600	900	88	0	0	1,660	1,588	988
Oxford, Larkrise - Expansion to 2FE (ED845)	112	501	36	0	0	0	649	537	36
Banbury, Frank Wise - Post 16 Provision (ED843)	156	600	1,252	100	0	0	2,108	1,952	1,352
Oxford, Wolvercote - Expansion to 1.5FE (ED829)	205	1,000	1,550	144	0	0	2,899	2,694	1,694
Wallingford, Fir Tree Junior - Expansion to 2FE (ED821)	52	150	149	15	0	0	366	314	164
Provision of School Places Total	17,515	18,930	14,073	7,504	6,500	2,680	67,202	49,687	30,757

Children, Education & Families Capital Programme - February 2015

Project/ Programme Name	Previous Years Actual Expenditure £000	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2014 / 15	2015 / 16	2016 / 17	2017 / 18	2018 / 19			
		£000	£000	£000	£000	£000			
Growth Portfolio - New Schools	Note: This section of the programme shows available funding and not the full scheme cost, unless Project Approval number displayed.								
South Oxfordshire									
Didcot, Great Western Park - Primary 1 (14 classroom)	120	600	3,500	2,512	0	0	6,732	6,612	6,012
Didcot, Great Western Park - Primary 2 (14 classroom)	0	0	150	3,600	2,483	0	6,233	6,233	6,233
Didcot, Great Western Park - Secondary (Phase 1)	0	100	750	10,000	10,190	0	21,040	21,040	20,940
Didcot, University Technical College - Secondary (Contribution) (ED867)	0	300	1,500	200	0	0	2,000	2,000	1,700
Cherwell									
Bodicote, Longford Park - 10 classroom	0	200	3,000	2,375	293	0	5,868	5,868	5,668
Bicester - Secondary P1 (incl existing schools)	0	0	100	600	8,000	5,505	14,205	14,205	14,205
Bicester, South West - 14 classroom (ED822)	339	3,400	3,400	196	0	0	7,335	6,996	3,596
Bicester Exemplar Eco-development - Primary 1 Phase 1 (7 classroom)	74	200	3,700	2,548	265	0	6,787	6,713	6,513
Oxford									
Oxford - Barton (West)	0	200	3,700	2,748	350	0	6,998	6,998	6,798
Countywide									
Project Development Budget	0	100	100	100	150	0	450	450	350
Growth Portfolio Total	533	5,100	19,900	24,879	21,731	5,505	77,648	77,115	72,015

Children, Education & Families Capital Programme - February 2015

Project/ Programme Name	Previous Years Actual Expenditure £000	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2014 / 15	2015 / 16	2016 / 17	2017 / 18	2018 / 19			
		£000	£000	£000	£000	£000			
Children's Home									
Children's Home Programme	159	400	3,800	2,200	1,266	0	7,825	7,666	7,266
Children's Home Total	159	400	3,800	2,200	1,266	0	7,825	7,666	7,266
Annual Programmes									
Schools Access Initiative	381	400	400	400	400	400	2,381	2,000	1,600
Health & Safety - Schools	48	350	325	275	300	300	1,598	1,550	1,200
Temporary Classrooms - Replacement & Removal	91	528	250	310	300	350	1,829	1,738	1,210
Schools Accommodation Intervention & Support Programme	0	25	75	75	100	100	375	375	350
School Structural Maintenance (inc Health & Safety)	4,994	3,119	2,000	2,000	1,750	1,750	15,613	10,619	7,500
Schools Energy Reduction Programme	26	0	250	250	250	250	1,026	1,000	1,000
Annual Programme Total	5,540	4,422	3,300	3,310	3,100	3,150	22,822	17,282	12,860
Other Schemes & Programmes									
Early Years Entitlement for Disadvantage 2 year olds	0	600	1,000	822	0	0	2,422	2,422	1,822
Free School Meals (ED862)	0	1,850	143	0	0	0	1,993	1,993	143
Loans to Foster/Adoptive Parents (Prudentially Funded)	247	90	90	90	90	293	900	653	563
Small Projects	72	60	4	0	0	0	136	64	4
Other Schemes & Programmes Total	319	2,600	1,237	912	90	293	5,451	5,132	2,532

Children, Education & Families Capital Programme - February 2015

Project/ Programme Name	Previous Years Actual Expenditure £000	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost £000	Capital Investment Total (excluding previous years) £000	Future Capital Investment Total (excluding previous and current years) £000
		2014 / 15	2015 / 16	2016 / 17	2017 / 18	2018 / 19			
		£000	£000	£000	£000	£000			
Retentions & Oxford City Schools Reorganisation									
Retentions & OSCR		609	290	65	0	0	964	964	355
Retentions & OSCR Total		609	290	65	0	0	964	964	355
Schools Capital									
Devolved Formula Capital		2,500	2,200	1,383	1,278	0	7,361	7,361	4,861
School Local Capital Programme Total		2,500	2,200	1,383	1,278	0	7,361	7,361	4,861
CE&F CAPITAL PROGRAMME EXPENDITURE TOTAL	26,312	39,601	45,620	40,336	33,965	11,628	197,462	171,150	131,549
CE&F OCC ADJUSTED CAPITAL PROGRAMME EXPENDITURE TOTAL	26,312	37,101	43,420	38,953	32,687	11,628	190,101	163,789	126,688
Programme reductions to be identified		0	0	0	0	-5,814	-5,814	-5,814	-5,814
CE&F OCC REDUCED CAPITAL PROGRAMME EXPENDITURE TOTAL	26,312	37,101	43,420	38,953	32,687	5,814	184,287	157,975	120,874

Social & Community Services Capital Programme - February 2015

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
		2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s			
Public Health Directorate									
PHE Grant programme	0	183	0	0	0	0	183	183	0
PUBLIC HEALTH PROGRAMME TOTAL	0	183	0	0	0	0	183	183	0
COMMUNITY SAFETY PROGRAMME									
Fire & Rescue Service									
Fire Equipment (SC112)	236	264	0	0	0	0	500	264	0
Joint Control room (SC111)	110	275	0	0	0	0	385	275	0
Relocation of Rewley Training Facility	0	0	100	500	0	0	600	600	600
Fire Review Development Budget	0	50	150	2,187	1,113	0	3,500	3,500	3,450
COMMUNITY SAFETY PROGRAMME TOTAL	346	589	250	2,687	1,113	0	4,985	4,639	4,050
SOCIAL CARE FOR ADULTS PROGRAMME									
Mental Health									
Mental Health Projects	485	46	0	0	0	0	531	46	0
Adult Social Care									
Adult Social Care Programme	0	0	500	500	1,000	2,250	4,250	4,250	4,250
Residential									
HOPs Phase 1- New Builds	0	0	0	0	0	10,503	10,503	10,503	10,503
Oxfordshire Care Partnership	0	0	0	8,900	0	0	8,900	8,900	8,900

Social & Community Services Capital Programme - February 2015

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2014 / 15 £'000s	Firm Programme		Provisional Programme		Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
			2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s			
Specialist Housing Programme (inc ECH - New Schemes & Adaptations to Existing Properties)									
ECH - New Schemes & Adaptations to Existing Properties	501	1,116	2,100	3,100	318	0	7,135	6,634	5,518
Deferred Interest Loans (CSDP)	259	160	160	160	160	157	1,056	797	637
SOCIAL CARE FOR ADULTS PROGRAMME TOTAL	1,245	1,322	2,760	12,660	1,478	12,910	32,375	31,130	29,808
STRATEGY AND TRANSFORMATION PROGRAMME									
New Adult Social Care Management System (SC107)	92	800	294	0	0	0	1,186	1,094	294
STRATEGY & TRANSFORMATION PROGRAMME TOTAL	92	800	294	0	0	0	1,186	1,094	294
Retentions & Minor Works		172	0	0	0	0	172	172	0
S&CS CAPITAL PROGRAMME EXPENDITURE TOTAL	1,683	3,066	3,304	15,347	2,591	12,910	38,901	37,218	34,152

Environment & Economy - Highways & Transport Capital Programme - February 2015

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2014 / 15 £'000s	Firm Programme		Provisional Programme		Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
			2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s			
<u>CITY DEAL PROGRAMME</u>									
<u>Science Transit</u>									
Kennington & Hinksey Roundabouts	1,377	5,951	0	0	0	0	7,328	5,951	0
Hinksey Hill Northbound Slip Road	0	236	588	1,719	4,567	1,590	8,700	8,700	8,464
<u>Access to Enterprise Zone</u>									
Harwell Link Rd Section 1 B4493 to A417	115	695	2,710	4,457	3,323	0	11,300	11,185	10,490
Harwell Link Rd Section 2 Hagbourne Hill	158	2,048	2,531	1,278	0	0	6,015	5,857	3,809
Featherbed Lane and Steventon Lights	151	2,204	2,417	2,771	0	0	7,543	7,392	5,188
Harwell, Oxford Entrance	0	133	849	672	346	0	2,000	2,000	1,867
<u>Northern Gateway</u>									
Cotteslowe Roundabout	0	696	2,676	728	0	0	4,100	4,100	3,404
Wolvercote Roundabout	0	940	3,573	311	0	0	4,824	4,824	3,884
CITY DEAL PROGRAMME TOTAL	1,801	12,903	15,344	11,936	8,236	1,590	51,810	50,009	37,106
<u>LOCAL GROWTH DEAL PROGRAMME</u>									
Eastern Arc Phase 1 Access to Headington (project development)	0	349	0	0	0	0	349	349	0
Didcot Station Car Park Expansion	0	620	8,000	880	0	0	9,500	9,500	8,880
LOCAL GROWTH DEAL PROGRAMME TOTAL	0	969	8,000	880	0	0	9,849	9,849	8,880

Environment & Economy - Highways & Transport Capital Programme - February 2015

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2014 / 15 £'000s	Firm Programme		Provisional Programme		Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
			2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s			
<u>SCIENCE VALE UK</u>									
Milton Interchange	684	3,300	5,475	1,166	0	0	10,625	9,941	6,641
A34 Chilton Junction Improvements	170	972	5,873	1,649	2,219	0	10,883	10,713	9,741
Enterprise Zone Sustainable Transport Project - Cycleway improvements - Harwell Oxford to Didcot via Winnaway (GPF)	18	45	425	0	0	0	488	470	425
Didcot Parkway Station Forecourt	6,994	1,061	0	0	0	0	8,055	1,061	0
Didcot Parkway Brompton Docks	0	45	0	0	0	0	45	45	0
Didcot Northern Perimeter Road 3 (project development)	0	150	350	0	0	0	500	500	350
SCIENCE VALE UK LOCALITY PROGRAMME TOTAL	7,866	5,573	12,123	2,815	2,219	0	30,596	22,730	17,157
<u>OXFORD</u>									
Frideswide Square	589	1,575	3,143	535	0	0	5,842	5,253	3,678
The Plain Cycle Improvements	119	976	222	29	0	0	1,346	1,227	251
Woodstock Rd, ROQ	48	10	10	462	50	0	580	532	522
London Road Bus Lane (LSTF)	193	902	85	0	0	0	1,180	987	85

Environment & Economy - Highways & Transport Capital Programme - February 2015

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2014 / 15 £'000s	Firm Programme		Provisional Programme		Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
			2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s			
Green Road-Warneford Lane Cycle Route (LSTF)	9	119	0	0	0	0	128	119	0
Oxford Station to City Centre Improvements (project development)	0	60	0	0	0	0	60	60	0
OXFORD LOCALITY PROGRAMME TOTAL	958	3,642	3,460	1,026	50	0	9,136	8,178	4,536
<u>BICESTER</u>									
Bicester Park and Ride	244	750	2,426	380	0	0	3,800	3,556	2,806
Bicester Perimeter Road (Project Development)	0	0	300	700	0	0	1,000	1,000	1,000
BICESTER LOCALITY PROGRAMME TOTAL	244	750	2,726	1,080	0	0	4,800	4,556	3,806
<u>WITNEY AND CARTERTON</u>									
Witney, Ducklington Lane/Station Lane Junction	382	2,037	0	75	0	0	2,494	2,112	75
Witney, A40 Downs Road junction (project development)	0	0	1,250	0	0	0	1,250	1,250	1,250
WITNEY AND CARTERTON LOCALITY PROGRAMME TOTAL	382	2,037	1,250	75	0	0	3,744	3,362	1,325
<u>COUNTYWIDE AND OTHER</u>									
Bicester Town Station (EWR)	0	10	110	0	0	0	120	120	110
Oxford Parkway Station (EWR)	0	10	37	0	0	0	47	47	37
East-West Rail (contribution)	0	587	737	737	737	737	3,535	3,535	2,948

Environment & Economy - Highways & Transport Capital Programme - February 2015

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2014 / 15 £'000s	Firm Programme		Provisional Programme		Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
			2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s			
Small developer funded schemes	427	582	299	36	0	0	1,344	917	335
Completed schemes		175	0	132	0	0	307	307	132
COUNTYWIDE AND OTHER INTEGRATED TRANSPORT TOTAL	427	1,364	1,183	905	737	737	5,353	4,926	3,562
INTEGRATED TRANSPORT STRATEGY TOTAL	11,678	27,238	44,086	18,717	11,242	2,327	115,288	103,610	76,372
STRUCTURAL MAINTENANCE PROGRAMME									
Carriageway Schemes (non-principal roads)	0	4,358	3,676	3,129	3,280	3,280	17,723	17,723	13,365
Footway Schemes	0	1,393	995	1,068	1,353	1,354	6,163	6,163	4,770
Surface Treatments	0	5,291	6,179	3,871	4,988	4,946	25,275	25,275	19,984
Street Lighting Column Replacement & Traffic Signals	0	500	575	490	490	490	2,545	2,545	2,045
Drainage	0	950	1,120	930	922	928	4,850	4,850	3,900
Bridges	0	1,268	1,813	1,681	1,611	1,615	7,988	7,988	6,720
Public Rights of Way Foot Bridges	6	205	89	100	100	100	600	594	389
Additional Maintenance Works	2,152	1,399	0	0	0	0	3,551	1,399	0
STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL	2,158	15,364	14,447	11,269	12,744	12,713	68,695	66,537	51,173
Detrunked, Principal Roads and Other Major Schemes									
A420 Cumnor embankment works	0	83	244	40	0	0	367	367	284

Environment & Economy - Highways & Transport Capital Programme - February 2015

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year 2014 / 15 £'000s	Firm Programme		Provisional Programme		Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
			2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s			
Network Rail Electrification Bridge Betterment Programme	0	20	2,090	156	0	0	2,266	2,266	2,246
M40 Junction 9 A41 Drainage works	0	50	0	0	0	0	50	50	0
Thames Towpath Reconstruction	284	5	306	0	0	0	595	311	306
A4130 Bix dual carriageway	531	4,188	0	0	0	0	4,719	4,188	0
A420 Shrivenham Bypass	199	2,929	0	0	0	0	3,128	2,929	0
A420/A34 Slip Road	0	0	471	679	0	0	1,150	1,150	1,150
Completed Major Schemes		60	0	0	0	0	60	60	0
STRUCTURAL MAINTENANCE MAJOR SCHEMES TOTAL	1,014	7,335	3,111	875	0	0	12,335	11,321	3,986
STRUCTURAL MAINTENANCE PROGRAMME TOTAL	3,172	22,699	17,558	12,144	12,744	12,713	81,030	77,858	55,159
HIGHWAYS & TRANSPORT CAPITAL PROGRAMME EXPENDITURE TOTAL	14,850	49,937	61,644	30,861	23,986	15,040	196,318	181,468	131,531

Environment & Economy (Excluding Transport) Capital Programme - February 2015

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
		2014 / 15	2015 / 16	2016 / 17	2017 / 18	2018 / 19			
		£'000s	£'000s	£'000s	£'000s	£'000s			
<u>ASSET STRATEGY IMPLEMENTATION PROGRAMMES</u>									
Asset Strategy Implementation Programme	95	110	1,899	2,000	1,841	0	5,945	5,850	5,740
Relocation of CSC from Clarendon House to County Hall	411	687	0	0	0	0	1,098	687	0
Abbey House	31	1,685	0	0	0	0	1,716	1,685	0
Cambridge Terrace moves to Ron Groves House	0	450	101	0	0	0	551	551	101
Cricket Road Centre Closure (including Unipart House works)	124	77	0	0	0	0	201	77	0
ASSET STRATEGY IMPLEMENTATION PROGRAMME TOTAL	661	3,009	2,000	2,000	1,841	0	9,511	8,850	5,841
<u>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME</u>									
SALIX Energy Programme	1,192	140	220	220	220	102	2,094	902	762
Energy Strategy Implementation (Non-Schools)	139	184	0	0	0	0	323	184	0
ENERGY EFFICIENCY IMPROVEMENT PROGRAMME TOTAL	1,331	324	220	220	220	102	2,417	1,086	762

Environment & Economy (Excluding Transport) Capital Programme - February 2015

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
		2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s			
<u>ANNUAL PROPERTY PROGRAMMES</u>									
Minor Works Programme	654	250	200	200	200	200	1,704	1,050	800
Health & Safety (Non-Schools)	63	27	24	24	24	50	212	149	122
ANNUAL PROPERTY PROGRAMMES TOTAL	717	277	224	224	224	250	1,916	1,199	922
<u>WASTE MANAGEMENT PROGRAMME</u>									
Waste Recycling Centre Infrastructure Development	0	0	2,799	0	0	0	2,799	2,799	2,799
Alkerton WRC	0	150	1,425	175	0	0	1,750	1,750	1,600
Oxford Waste Partnership PRG Allocation	530	40	0	0	0	0	570	40	0
WASTE MANAGEMENT PROGRAMME TOTAL	530	190	4,224	175	0	0	5,119	4,589	4,399

Environment & Economy (Excluding Transport) Capital Programme - February 2015

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
		2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s			
CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES									
Broadband (OxOnline) Project	392	6,624	6,844	0	0	0	13,860	13,468	6,844
Spendlove Centre, Charlbury	0	30	160	158	0	0	348	348	318
Wigod Way, Wallingford	0	189	0	0	0	0	189	189	0
Oxford Flood Relief Scheme	0	0	0	0	0	5,000	5,000	5,000	5,000
CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES TOTAL	392	6,843	7,004	158	0	5,000	19,397	19,005	12,162
Retentions (completed schemes)		23	0	0	0	0	23	23	0
ENVIRONMENT & ECONOMY (EXCLUDING TRANSPORT) CAPITAL PROGRAMME EXPENDITURE TOTAL	3,631	10,666	13,672	2,777	2,285	5,352	38,383	34,752	24,086

Chief Executive's Office Capital Programme - February 2015

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding current year) £'000s
		2014 / 15 £'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s			
COMMUNITY SERVICES PROGRAMME									
Libraries									
Bicester Library (CS13)	0	500	910	90	0	0	1,500	1,500	1,000
Headington Library (CS12)	75	190	0	0	0	0	265	190	0
Westgate Library	0	0	0	250	1,000	250	1,500	1,500	1,500
Museums									
Oxfordshire Museum	0	25	250	25	0	0	300	300	275
COMMUNITY SERVICES PROGRAMME TOTAL	75	715	1,160	365	1,000	250	3,565	3,490	2,775
Partnerships									
Super Connected Cities Bid	0	150	0	0	0	0	150	150	0
City Deal									
Culham Advanced Manufacturing Hub	0	0	2,000	0	0	0	2,000	2,000	2,000
PARTNERSHIPS PROGRAMME TOTAL	0	150	2,000	0	0	0	2,150	2,150	2,000
Completed Projects		9	0	0	0	0	9	9	0
CHIEF EXECUTIVE'S OFFICE CAPITAL PROGRAMME EXPENDITURE TOTAL	75	874	3,160	365	1,000	250	5,724	5,649	4,775

Capital Programme: 2015/16 to 2018/19 Appendix A

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

Ref.	Scheme/ Programme Area/ Grant Name	Status	Description	Amount £000	Year
(1)	<u>Children, Education & Families</u>				
	Free School Meals Programme	2	Universal infant free school meals - capital bidding round, 4 school bids successful	TBC	2015/16
	Sub-Total Children, Education & Families			0	
(2)	<u>Social & Community Services</u>				
	Better Care Fund	2	Ringfenced allocation	1,276	
	Sub-Total Social & Community Services			1,276	
(3)	<u>Environmental & Economy</u>				
	Local Transport Board	2	Funding allocation to the following schemes: - Wantage Eastern Link Road - Bicester London Road level crossing	4,500 2,300	2015/16 & 2016/17
(4)	Local Growth Fund 1	2	Funding allocation towards: - Headington Phase 1 and Eastern Arc Transport Improvements - Science Vale Cycle Network Improvements - Oxford Science Transit Phase 2 (A40)	9,200 44,200 35,000	2015/16 2016/17 to 2021 Provisional

Ref.	Scheme/ Programme Area/ Grant Name	Status	Description	Amount £000	Year
(5)	Local Growth Fund 2	2	Funding allocation towards a package to improve transport in North Oxford and enable the Northern Gateway Development: - Transport and site improvements to support the Oxpens development - Establishing the Activate Care Suite to improve adult social care and healthcare in Oxfordshire. - Improvements to the A34, including the Lodge Hill Junction	9,900	2016/17 to 2021
	Sub-Total Environmental & Economy			105,100	
	Chief Executive's Office				
	Subtotal Chief Executive's Office			0	
	Total			106,376	

Key:

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

Capital Programme: 2015/16 to 2018/19 Appendix B

Appendix B Schemes Remaining On Hold

These schemes have been placed on hold under the Capital Budget Setting Process for 2012/13.

However, they will be considered for entry into the programme as part of the future Service and Resource Planning rounds and if further funding becomes available.

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

Priority Categories:

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

Capital Programme: 2015/16 to 2018/19 Appendix D

Appendix C Highways & Transport Forward Plan

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

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

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
Didcot town centre improved accessibility	To update signage to reflect the new and improved network changes, helping to ensure appropriate routing of vehicles across the area.	Unknown at present	Unknown at present	LGF, CIL/Developer Contributions, plus other funding opportunities if available
A338 Corridor Improvements (including Frilford Lights)	Highway and junction improvements to accommodate additional traffic heading to/from the Science Vale area and Oxford.	2026 - 2031	5,000	LGF, CIL/Developer Contributions, plus other funding opportunities if available
Didcot Northern Perimeter Road Phase 3 (NPR3)	A new road to allow extension of the perimeter road around Didcot and access for the Ladygrove East site.	2016/17 - 2020/21	12,500	LGF, CIL/Developer Contributions, on-site strategic housing development, plus other funding opportunities if available
A34 improvements - Lodge Hill slips and Park & Ride	New south facing slips and Park & Ride site (1500 space P&R & new signalised junction)	2016/17 - 2020/21	26,000	LGF, CIL/Developer Contributions, plus other funding opportunities if available
Access to Culham - New strategic road linking Didcot, Culham Science Centre and Oxford	New strategic road linking Didcot with Culham Science Centre, and Oxford (incl. river crossing). Phase 1: A415/B4015 Culham Science Centre Link Road; Phase 2: new road across the Thames between Didcot & Culham Science Centre.	2016/17 - 2026	45,000	LGF, CIL/Developer Contributions, on-site commercial development, private sector, plus other funding opportunities if available
Implementation of Bus Strategy	Bus links and accesses to connect strategic development sites to employment and other key destinations	Unknown at present	Unknown at present	LGF, CIL/Developer Contributions, on-site strategic housing & commercial developments, plus other funding opportunities if available
Culham Station improvements	Improving accessibility and level of rail service	Unknown at present	Unknown at present	LGF, CIL/developer contributions, private sector and other opportunities if available
Grove/Wantage Station	A new railway station / interchange at Grove	2020 +	Unknown at present	LGF, CIL/developer contributions, private sector and other opportunities if available

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
OXFORD				
Oxford Station master plan	Non-rail elements of station redevelopment	2018/19 +	75,000	Commercial development on site, LGF/SEP, CIL and other funding opportunities if available
Bus Rapid Transit Lines 1, 2 and 3	Infrastructure for Oxford BRT network	2015 - 25	104,000	LGF, CIL, private sector and other opportunities if available
Super, premium and connector cycle routes	Completing gaps in network/strategic links	2015 - 35	16,000	Cycle City Ambition Grant, LGF, CIL, and other opportunities if available
Ring Road improvements including A34	Capacity improvements, BRT/bus infrastructure, pedestrian and cycle crossings	2015 - 25	111,000	City Deal, Highways Agency, LGF, CIL, private sector and other opportunities if available
City Centre schemes	Transport and public realm improvements, including new transport interchanges	2015 - 35	49,000	LGF, CIL, private sector and other opportunities if available
City centre transit tunnels	Transit tunnels for use by BRT and buses, serving the city centre	2035 +	600,000	To be identified
Park & Ride expansion	Construction of five new P&R sites and expansion of Thornhill P&R. Lodge Hill P&R included in Science Vale section (a new P&R in Eynsham may be delivered as part of the A40 Public Transport Enhancements item)	2018 - 2030	52,000	LGF, CIL, private sector and other opportunities if available
Cowley Branch line	Improvements to allow use by passenger trains. Includes two new stations.	2020 - 2025	40,000	LGF, CIL, private sector and other opportunities if available
Smart mobility infrastructure	Infrastructure to support transport technologies, including infrastructure for driverless vehicles	2015 - 2025	13,000	LGF, CIL, private sector and other opportunities if available
Freight	Freight infrastructure, including consolidation centre	2015 - 2025	5,000	LGF, CIL, private sector and other opportunities if available
District centre improvements	Transport and public realm improvements	2016 - 2030	10,000	LGF, CIL, private sector and other opportunities if available

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
BICESTER				
London Road level crossing solution	A replacement scheme so that the level crossing can be closed when rail services increase.	2024 +	27,000	LGF, CIL / developer contributions, Garden Town bid
Charbridge Lane level crossing replacement	A road bridge over the railway so that level crossing is closed for East West Rail	2019	13,000+	EWR fund for single carriageway bridge. LGF3 EoI for dualling gap
Eastern peripheral corridor improvements (minus the Charbridge Lane scheme)	Phase (i) - upgrading the junctions and links from Launton Road to Gavray Drive (minus Charbridge Lane)	2019	12,000	LGF3 EoI, CIL/developer funding, Garden Town bid
	Phase (ii) upgrading Skimmingdish Lane and A4095 / A4221 junction	2024+	7,000	LGF, CIL / developer contributions, Garden Town bid
Southern peripheral corridor - a new south-east perimeter road	A new link road from the A41 north of Junction 9 across to join the link road to the south of Graven Hill	2021?	21,000	LGF, CIL / developer contributions, Garden Town bid
Motorway junction south of Arncott	Scheme predicated on announcement of Bicester/Arncott being designated as a Garden Town with additional 3,000 houses.	2023	30,000	Garden Town bid
A41 bus measures	A bus lane on the A41 between the ESSO roundabout to Junction 9	pre-2021	10,000	LGF, CIL / developer contributions, Garden Town bid
Bicester - Pedestrian/Cyclist Connectivity	Cycle access between new employment developments and housing developments	2017/18+	4,400	LGF, CIL / developer contributions, Garden Town bid
BANBURY				
North-south corridor' *Traffic calming along A361 the South Bar Street/ Horsefair corridor *Promotion of Bankside *Bridge Street/ Cherwell Street improvements *Bloxham Road (A361)/ South Bar Street improvements *Renew highway signage to reflect change in routes (above)	Utilise Cherwell Street 'eastern corridor' as the preferred north-south route through the town, with Bankside improvements offering a secondary route. The Oxford Road corridor is also integral. Reduce traffic in the Air Quality Management area at South Bar. Reviewing and replace highway signage on routes into the town centre to sign north-south through-traffic away from sensitive areas of the town centre and promote appropriate route choices at key decision making junctions, especially on Oxford Road A4260.	2018 +	15,000	Some held S106 monies available to progress this project Additional funding will be required for the major works likely to be needed.

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
Hennef Way (A422) to M40 Corridor Improvements *Hennef Way/ Southam Road junction *Hennef Way/ Concord Avenue junction *Hennef Way/ Ermont Way junction	Route capacity improvements to deal with existing demands and those to be created by future development	2017	Unknown at present	Some held S106 monies may be available to start on feasibility
Warwick Road B4100 Corridor	Increasing the capacity of junctions along Warwick Road (B4100), including the roundabout junctions with A422 Ruscote Avenue and Orchard Way.	2017	Unknown at present	Developer Contributions, plus other funding opportunities will be required
East of M40 J11 link road - A422 to Overthorpe Road.	Provision of a link road east of M40 Junction 11 linking A422 to Overthorpe Road.	Post 2024	13,000	To be identified
Higham Way to Chalker Way link road.	Provision of a link road from Higham Way to Chalker Way through the former Grundons site to the Central M40 site.	Unknown at present	Unknown at present	To be identified
Road bridge crossing from Tramway Road to Higham Way.	Provision of a road bridge crossing the railway line linking Tramway Road to Higham Way.	Post 2024	Unknown at present	To be identified
Ermont Way/ Middleton Road improvements.	Improve traffic flow at the junction.	Unknown at present	Unknown at present	To be identified
Banbury Rail Station Improvements	Re-designing the station forecourt to create an interchange	Unknown at present	Unknown at present	To be identified
A361 Bloxham Road to A4260 Oxford Road spine road - south of Saltway	Spine Road through the South of Saltway development site linking A361 to A4260	Unknown at present	Unknown at present	To be identified
Car park guidance matrix sign system	Integrated, real-time car park guidance system.	Unknown at present	Unknown at present	To be identified
Bus Strategy (long term)	Reviewing and developing the town's bus network and enhancing existing bus services/ providing additional services,	Unknown at present	Unknown at present	To be identified
Bus Strategy (Short term) *East-West cross town bus routing including bus gates.	Enable east-West cross town bus routing including opening bus gates.	2016	Unknown at present	Developer funding/To be identified

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

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
Ducklington Lane / Station Lane junction - footway improvements	Following CPO for land to complete footway improvements.	Unknown at present	Unknown at present	To be identified
Install bus stops close to the RAF Brize Norton Main Gate, Carterton.	Install bus stops close to the RAF Brize Norton Main Gate to increase access to the site.	Unknown at present	Unknown at present	To be identified
Carterton town centre crossroads enhancement	Reduce queuing traffic and improve the environment in Carterton town centre.	Unknown at present	Unknown at present	To be identified
Hanborough Rail Station	Highway improvements and car park expansion predicated on planned housing development.	Unknown at present	Unknown at present	Highways work may be funded by OCC but car park expansion works are likely to be funded by 3rd party.
A40 public transport priority scheme	Public transport enhancements to facilitate trips along the A40 corridor (may include delivery of a new P&R in Eynsham)	2017/18	40,000	Local Growth Fund £35m plus OCC match funding
COUNTYWIDE				
Cycle Network Enhancements	Schemes include: Culham - Oxford, Eynsham - Oxford, Adderbury - Banbury	Unknown at present	Unknown at present	To be identified

Glossary of Terms

Balances

The cash which the authority uses in the normal course of its business to aid cash management and meet contingencies not otherwise, provided for. In certain circumstances it may be used to reduce the authority's council tax requirement.

Base Budget

The budget from the previous year is taken forward to create the initial budget for the next year before inflation and other adjustments are added.

Budget Changes

Where additional resources are added to or deducted from the budget for a specific purpose e.g. a new duty or savings, and are agreed by the Council at the budget setting meeting.

Business Rates/National Non-Domestic Rates (NNDR)

Rates are payable by the non-domestic sector, i.e. property not used for residential purposes, including shops, offices and schools. The level of business rates is set by the Government. Business rates are collected by District Councils and a proportion is paid over to Central Government, with the remainder retained locally and shared between the District Councils and the County Council.

Business Rates Top-Up

A grant from Central Government to 'top-up' the Council's local share of business rates to the level of assessed need, as measured by formulae determined by the Government.

Capital Expenditure

Expenditure on assets with a lasting value including land, buildings, roads and vehicles.

Capital Financing

The cost of borrowing to fund the Capital Programme, made up of principal repayments and interest (similar to a mortgage).

Capital Programme

Provides details on the planned expenditure on capital schemes over a period of years, and the resources available to fund those schemes. The Capital Programme is updated each quarter.

Council Tax

A tax on domestic property set by local authorities and based on the value of the property within eight bands, A to H. The Council Tax value of each band is expressed as a proportion of band D (e.g. Band A = 6/9, Band H = 18/9).

Council Tax Base

The number of properties from which it is estimated Council Tax will be collected, expressed as Band D equivalent properties.

Council Tax/Collection Fund Surplus or Deficit

A surplus/deficit arising from either more or less Council Tax being collected than expected by District Councils. This would be as a consequence of variations in collection rate or variations to the estimated increase in the number of properties.

Glossary of Terms

Council Tax Precept

The levy made by the precepting authority (Oxfordshire County Council) on billing authorities (the district councils in Oxfordshire) requiring the latter to collect income from council taxpayers on their behalf.

Council Tax Requirement

The amount of funding required to be raised from council tax to meet the expenditure plans of the authority after taking into account all other funding.

Dedicated Schools Grant (DSG)

The grant is paid by Central Government as a ring-fenced specific grant and must only be used in support of the schools budget.

Efficiencies and Savings

An efficiency saving means that the budget of the service is reduced but the same amount and quality of service is provided. Savings can be made by lowering the level of service provided, changing the service and/or providing a lower level of quality. Savings can also be achieved through income generation where a higher level of income is received whilst containing expenditure.

Fixed Assets

Permanent assets with a lasting value, including land, buildings and roads.

FTE

FTE stands for full-time equivalent, and refers to the proportion of a full time employee (usually 37.0 hours per week) where the post holder works part time.

Function Changes

An addition to or a removal of a service or function provided by the Council that is reflected in the general funding of the Council or a reduction in general funding to reflect a change in responsibilities.

General Funding

Funding received in support of local authority expenditure. The main sources of general funding are Revenue Support Grant, Business Rates Top-up and the local share of business rates.

Gross Expenditure

The cost of providing the service before the deduction of government grants or other income.

Inflation

Changes to budgets reflecting increases in prices or pay awards.

Local Government Finance Settlement (Provisional & Final)

The annual determination of local authority spending made by the Government and debated by Parliament. It includes the amount of Government support for the spending and the distribution of support between local authorities.

Medium Term Financial Plan (MTFP)

The financial plan for the County Council over the coming years.

Glossary of Terms

Net Expenditure

The cost of providing a service after the deduction of specific government grants and other sources of income but excluding the use of reserves and balances.

Non Negotiable Support Service Recharges

Reallocations of income and costs incurred by one service to other services in reflection of their contribution to delivery or use of resources which are not controllable by Directorates.

Pooled Budget

A pooled budget is a discrete fund to pay for an agreed set of services. Contributions are made to the pool by the Council and other partners such as the Oxfordshire Clinical Commissioning Group.

Prudential Guidelines

The Local Government Act 2003 gave new freedoms to Local Authorities to use additional borrowing for funding capital programmes. As part of the new freedoms CIPFA produced a series of Prudential Guidelines which Authorities have to comply with. These guidelines require Council's to approve a series of Prudential Indicators with the annual budget. The indicators are to demonstrate that the Council's investment decisions are both prudent and affordable.

Recharges

The reallocation of income and costs incurred by one service to other services in reflection of their contribution to delivery or use of resources.

Reserves

Funding set aside for an agreed purpose, such as the capital reserve.

Revenue Expenditure

Comprises the day to day costs associated with running the Council's services and financing the Council's outstanding debt. The costs are financed from income. Gross expenditure, net expenditure and the net budget are different ways of defining revenue expenditure.

Revenue Support Grant

The main government grant paid in support of local authority expenditure.

Specific Grants/Government Grants

Grants paid by the Government in respect of specific services or outcomes. Ringfenced grants may only be used for the purpose specified by the grant body.

Spending Review

An announcement made by the Government of its future spending plans, normally every two years. Separate figures are included for local authorities. The last Spending Review took place in June 2013 and covered the period up to 2015/16.

Strategic Measures

This is a category of revenue expenditure made up of the cost of borrowing to fund the Capital Programme (capital financing) and interest generated from the general balances and reserves held by the Council.

Glossary of Terms

Subjective Analysis

The classification of expenditure and income according to the nature of the items, made up of the following categories; employees, premises costs, transport, supplies and services, third party payments (including contracted services), support services and income.

Virements

The transfer of budget from one service area to another. Virements are subject to approval in accordance with the Virement Rules agreed annually by Council.

Section 75 Pooled Budgets

These are budgets jointly funded by Heath and the Council under Section 75 of the National Health Service Act 2006.