



County Council

13 September 2016

Agenda

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

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

Whose Interests must be included?

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

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

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

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

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

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

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

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

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

List of Disclosable Pecuniary Interests:

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

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members' conduct guidelines. <http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on (01865) 815270 or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named on the front page, but please give as much notice as possible before the meeting.

To: **Members of the County Council**

Notice of a Meeting of the County Council

Tuesday, 13 September 2016 at 10.00 am

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



P.G. Clark
County Director

September 2016

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

In order to comply with the Data Protection Act 1998, notice is given that Items 3, 7 and 9 will be recorded. The purpose of recording proceedings is to provide an *aide-memoire* to assist the clerk of the meeting in the drafting of minutes.

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

- ***A buffet luncheon will be provided;***
- ***All Members are invited to a Meeting of the Performance Scrutiny Committee, held directly following the Council lunch at 2.00pm to discuss the outcome of the two independent review reports commissioned by Oxfordshire County Council and Oxford City Council respectively on the future of Local Government in Oxfordshire.***

AGENDA

1. Minutes (Pages 1 - 38)

To approve the minutes of the meeting held on 12 July 2016 (**CC1**) and to receive information arising from them.

2. Apologies for Absence

3. Declarations of Interest - see guidance note

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

4. Official Communications

5. Appointments

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

6. Petitions and Public Address

7. Questions with Notice from Members of the Public

8. Questions with Notice from Members of the Council

9. Report of the Cabinet (Pages 39 - 42)

Report of the Cabinet Meetings held on 28 June 2016 and 19 July 2016 (**CC9**).

10. Treasury Management 2015/16 Outturn (Pages 43 - 62)

Report by Chief Finance Officer (**CC10**).

The report sets out the Treasury Management activity undertaken in the financial year 2015/16 in compliance with the CIPFA Code of Practice. The report includes Debt and Investment activity, Prudential Indicator Outturn, Investment Strategy, and interest receivable and payable for the financial year.

The Cabinet considered the report at its meeting on 19 July 2016 and recommended Council to receive the report.

Council is RECOMMENDED to note the Council's Treasury Management Activity in 2015/16.

11. **Revised Medium Term Financial Plan 2017/18 - 2019/20** (Pages 63 - 98)

Report by Chief Finance Officer (**CC11**).

The Medium Term Financial Plan (MTFP) agreed by Council in February 2016 included a requirement for further savings for which proposals had not been identified of £10.4m in 2017/18 and £6.2m in 2018/19. A surplus position of £1.3m was included for 2019/20. Over the medium term to 2019/20 a total of £15.3m additional savings are required.

Given the need to make significant additional savings only became apparent following the publication of the Draft Local Government Finance Settlement late in December 2015 due to a change in the distribution of Revenue Support Grant, it would not have been prudent to propose further significant savings without proper financial planning and consultation. Therefore, recommendations for meeting the £15.3m further savings were proposed to be brought forward as part of a revised MTFP for 2017/18 – 2019/20 to Cabinet and then Council for approval before the autumn of 2016.

The Cabinet considered the report at its meeting on 19 July 2016 and recommended Council to approve the report.

Council is RECOMMENDED to approve the:

- (a) ***revised Medium Term Financial Plan for 2017/18 to 2019/20; and***
- (b) ***four year Efficiency Plan for 2016/17 to 2019/20 including the Flexible Use of Capital Receipts strategy for 2016/17 for onward submission to the Department for Communities and Local Government.***

MOTIONS WITH NOTICE FROM MEMBERS OF THE COUNCIL

WOULD MEMBERS PLEASE NOTE THAT ANY AMENDMENTS TO MOTIONS WITH NOTICE MUST BE PRESENTED TO THE PROPER OFFICER IN WRITING BY 9.00 AM ON THE MONDAY BEFORE THE MEETING

12. **Motion from Councillor Gill Sanders**

“Oxfordshire County Council was one of the first local authorities in the country to decide on the abolition of grammar schools and to end the horrendous process of selection that divided children at the age of 11 into those who could go to grammar schools and those who were condemned to attend secondary modern schools where even the brightest children were not challenged and encouraged to progress.

This Council should not support going back to the old system that was so rightly rejected by this Council in the past and asks the Cabinet to reject any proposal to invoke this incredibly retrograde step to reintroduce grammar schools into Oxfordshire.”

13. Motion From Councillor Stewart Lilly

“The A34 Trunk Road is a major economic artery, not only for Oxfordshire, but also for the neighbouring counties of Berkshire and Hampshire. I believe it is this Council’s responsibility and duty to instigate and create strong representation with our adjoining Council colleagues, local Members of Parliament and other relevant groups, to focus upon the current and serious inadequacies of this highway. Commercial and residential development within Oxfordshire is growing significantly and Highways Agency admits the highway to be at virtual capacity now. Too serious incidents have taken place over the last five years and we are all aware of the recent tragedy when a Mother and three children were killed, plus several serious injuries.

Records show approximately 70 serious hospitalised injuries and 10 fatalities in the last five years (excluding the last four months’ statistics). In all 499 incidents and 757 casualties have occurred in this period.

Council asks that the leader of the Council writes to the Minister of Transport, the Right Hon Chris Grayling MP, Highways England, the Treasury and the CLG to collectively create an early strategy and budget, for addressing the ever increasing dangers of this road. This is now impacting on the commercial growth and prosperity of Oxfordshire as the reputation of this road is becoming well-known, but for the very wrong reasons. I fear the county’s economy could also decline because this highway is becoming unable to cope.”

14. Motion From Councillor Bob Johnston

“A new fast rail service to go from Bristol to Swindon, Grove/Wantage and Milton Keynes will improve the cost/benefit ratio for the new station at Wantage/Grove. County officers are asked to discuss with Network Rail and the DfT for the inclusion of a station at Wantage/Grove into the funding during Network Rail’s next control period starting in 2019 with a view to the station being opened by the end of the control period. The station will reduce wear and tear on local roads and reduce commuting time between the rapidly growing communities in South Oxfordshire. It will also improve access to skills and education for both 16 - 19’s and adults living in those parts of the County.

Council calls on the officers to investigate the cost and partnership funding available to develop the business case and identify the county funding contribution required for the business case. In doing so they should co-operate with similar efforts in Wiltshire and elsewhere.”

15. Motion From Councillor Sam Coates

“Given that the Council has moved from the total closure of all 44 Children’s Centres to a figure that now stands at 18, this Council resolves that the decision to close all the Centres is reviewed by Cabinet with a view to keeping all centres open beyond the proposed closure date of March 2017 and that further funding sufficient to underpin that commitment beyond the original £2m identified in the budget from the unspecified savings budget heading is made available.

During 2016-2017 constructive consultations with the new authorities that emerge from the devolution decision to begin along with other organisations that may be willing to co-sponsor the Children Centres beyond 2017 such as the Health Service, the Police, Parish councils and Charities.”

16. Motion From Councillor David Williams

“There are proposals for the reorganisation of local government in Oxfordshire based on the concept of unitary authorities.” Cases for the efficacy of service delivery can be made for each structure, a single County authority or a number of District/City based unitary authorities. However the cornerstone of any new structure must be that it is democratic and what the people of Oxfordshire perceive as representing their local community interest.

With this in view the County will undertake public consultation of those on the electoral roll in Oxfordshire that accepts the unitary principle and presents four options:

- One single County Wide Unitary with a high degree of devolution.
- Two Unitary Authorities. The City of Oxford and a unitary incorporating all the market towns around the City.
- Three Unitary Authorities. The City of Oxford and two unitaries incorporating one to the North and one to the South.
- Four Unitaries. Composed of the City of Oxford, Cherwell (Banbury) West Oxford (Witney) and South Oxfordshire (Didcot and the Vale)

Advocates of all these structures to make their case to the electorate prior to the vote.

The results of this consultation to be submitted by the Leader of the Council to Central Government to illustrate the wishes of local people and with the various submissions from the existing local governments.”

17. Motion From Councillor David Williams

“The EU Referendum held on the 23rd of June with its decision to exit the European Union is a very damaging decision for Oxfordshire’s economy and wellbeing and is not a mandate for abandoning the progressive reforms that the European Union introduced.

EU regulations related to pollution controls have become critical to our traffic management policies as have directives related to waste management in guiding our recycling systems. Our County economic infrastructure plans are clearly now profoundly influenced by monies channelled via the European Union structural funds and regional aid policies. Competition rules and international trade regulation plus employment directives from the EU influence our contracting, employment and procurement regulations underpin a great deal of Council tendering.

This Council is concerned that all these influences that have been to the advantage of the County Council’s operation are not lost and urges the Government to introduce

a Consolidation Act to clearly incorporate all outstanding EU directive and regulation at present operational into British Law. Council requests the Leader of the Council to write to the Prime Minister to illustrate the Council's opinion."

18. Motion From Councillor Janet Godden

"This Council notes that:

- 1 in 4 adults will experience a mental health episode in any given year.
- Mental illness costs some £105bn each year in England alone.
- People suffering from mental illness are disproportionately likely to have other problems such as housing issues, employment and debt.
- People with severe mental illness die up to 20 years younger than their peers in the UK.

As a local authority we have an important role to play in improving the mental health of all – by supporting people in our communities living with mental illness and tackling some of the widest most entrenched inequalities in health.

Mental health should be a priority across all local authority areas of responsibility, including housing, community safety and planning. All councillors can play an important part in championing mental health, both as individuals and on a strategic basis, adding weight to the work of our social care, public health and community safety services.

The Council resolves to sign up to the Local Authorities' Mental Health Challenge and to support measures to promote positive mental health in Oxfordshire, enhancing our joint working with our partners in the NHS, the police authority and the voluntary sector."

19. Motion from Councillor Michael Waine

"We are proud to live in a diverse and tolerant society. We believe that hate crimes have no place in our country, whether they are based on Race, Religion, Sexual Orientation, Age, Disability or Gender Identity. Oxfordshire County Council condemns racism, xenophobia and hate crimes unequivocally. We will not allow hate to become acceptable.

We reassure all people living in Oxfordshire that they are valued members of our community."

Pre-Meeting Briefing

There will be a pre-meeting briefing at County Hall on **Monday 12 September 2016 at 10.15 am** for the Chairman, Vice-Chairman, Group Leaders and Deputy Group Leaders

OXFORDSHIRE COUNTY COUNCIL

MINUTES of the meeting held on Tuesday, 12 July 2016 commencing at 10.00 am and finishing at 3.35 pm.

Present:

Councillor Michael Waine – in the Chair

Councillors:

Lynda Atkins	Patrick Greene	Neil Owen
Jamila Azad	Tim Hallchurch MBE	Zoé Patrick
David Bartholomew	Pete Handley	Glynis Phillips
Mike Beal	Jenny Hannaby	Susanna Pressel
Maurice Billington	Nick Hards	Laura Price
Liz Brighthouse OBE	Neville F. Harris	Anne Purse
Kevin Bulmer	Steve Harrod	G.A. Reynolds
Nick Carter	Mrs Judith Heathcoat	Alison Rooke
Louise Chapman	Hilary Hibbert-Biles	Rodney Rose
Mark Cherry	John Howson	Gillian Sanders
John Christie	Ian Hudspeth	John Sanders
Sam Coates	Bob Johnston	Les Sibley
Yvonne Constance OBE	Richard Langridge	Roz Smith
Steve Curran	Stewart Lilly	Lawrie Stratford
Surinder Dhesi	Lorraine Lindsay-Gale	John Tanner
Arash Fatemian	Sandy Lovatt	Melinda Tilley
Neil Fawcett	Mark Lygo	Richard Webber
Jean Fooks	Kieron Mallon	David Williams
Anthony Gearing	Charles Mathew	David Wilmshurst
Janet Godden	James Mills	
Mark Gray	David Nimmo Smith	

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

30/16 MINUTES

(Agenda Item 1)

The Minutes of the Meeting held on 17 May 2016 were approved and signed.

31/16 APOLOGIES FOR ABSENCE

(Agenda Item 2)

An apology from absence was received from Councillor Mrs Fulljames.

32/16 DECLARATIONS OF INTEREST

(Agenda Item 3)

Councillor James Mills declared an Interest in Agenda Item 10 (Connecting Oxfordshire Update – Local Transport Plan (LTP4) 2015-2031 by virtue of his membership of the Local Enterprise Partnership and Growth Board.

33/16 OFFICIAL COMMUNICATIONS

(Agenda Item 4)

The Chairman reported as follows:

Council congratulated Charles Greville Williams, Watch Manager, Oxfordshire Fire and Rescue Service, who had received the Order of the British Empire Medallist of the Order of the British Empire for services to Fire Safety and the community in Burford, Oxfordshire.

Council sent its condolences to the family of Former Labour MP Jo Cox who had died on 16 June 2016. Jo Cox had also worked for Oxfam, becoming head of policy and was also an as advisor to Gordon Brown's wife Sarah, and Lady Kinnock. She became national chairwoman of Labour Women's Network and a senior adviser to the Freedom Fund, an anti-slavery charity.

34/16 PETITIONS AND PUBLIC ADDRESS

(Agenda Item 6)

Council received the following Petition and Public Address:

A Petition of 390 signatures from the Iffley Fields Residents Association Parking Working Group requesting that the County Council initiate a consultation process involving the residents of Iffley Fields for a controlled Parking Zone.

Mr Simon Hunt, Chair of Cyclox in relation to Agenda Item 10 (Connecting Oxfordshire Update – Local Transport Plan (LTP4) 2015-2031) and the Council's current Local Transport Plan, LTP4, approved and adopted last year, in particular the following (volume 4,para 3):

"We are aware of the need to enable non-users to become confident about travelling by bike. In collaboration with the Oxfordshire Cycle Network, we will provide a comprehensive toolkit of cycling support, including training. We will promote cycling using social media, workplace travel plans and personalised travel planning."

He requested that the Council inform Cyclox of any action or progress in relation to the above and requested that the County Council consult with Cyclox on any future cycle plans for Oxfordshire before they were implemented.

Ms Sushila Dhall, Chair of Oxford Pedestrians Association spoke in relation to Agenda Item 10 (Connecting Oxfordshire Update – Local Transport Plan

(LTP4) 2015-2031) welcoming the emphasis in section 4 promoting Walking and Cycling on the basis that encouraging people to adopt those modes of transport was critical to the success of the whole strategy. However, whilst there was a wealth of detail and many specific proposals for development of the infrastructure for cycling, the association felt that the document set out good intent, but lacked any detail on encouraging walking particularly around the rail station to city centre, Banbury, Woodstock and Botley Roads, Broad Street and St. Giles, the High Street. She urged members of the Council to consider what detailed walking proposals could be added.

35/16 QUESTIONS WITH NOTICE FROM MEMBERS OF THE COUNCIL

(Agenda Item 8)

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

In relation to question 2 (Question from Councillor John Howson to Councillor Melinda Tilley), Councillor Tilley undertook to provide Councillor Howson with a written answer detailing when members could expect to hear about a final site and what the absolute deadline was when all would need to be completed to hit the 2017 admission round.

In relation to Question 10 (Question from Councillor Lilly to Councillor Nimmo Smith) Councillor Nimmo Smith undertook to provide Councillor Lilly with a written answer to the question "is there any way that parish councils can find out about 'closed door' agreements?"

In relation to Question 19 (Question from Councillor Coates to Councillor Nimmo Smith) Councillor Nimmo Smith undertook to provide Councillor Coates with a written answer detailing whether there was any scope to increase enforcement patrols outside primary schools and whether parents could be encouraged to patrol themselves?

36/16 REPORT OF THE CABINET

(Agenda Item 9)

The Council received the report of the Cabinet.

In relation to paragraph 1 (Cabinet Business Monitoring Report for Quarter 3)) (Question from Councillor Tanner) Councillor Rose gave an undertaking to consult with the Cabinet Members for Finance and Children, Education & Families and provide Councillor Tanner with a written answer explaining the large overspend in Children, Education & Families, together with an answer to whether it would continue to have a overspend.

In relation to paragraph 7 (Street Lighting Contract and Interim Policy) (Question from Councillor Mark Cherry) Councillor Nimmo Smith gave an undertaking to provide Councillor Cherry with a written answer detailing the date when the situation with the Street Lighting Contract would be rectified.

37/16 CONNECTING OXFORDSHIRE UPDATE - LOCAL TRANSPORT PLAN (LTP4) 2015-2031

(Agenda Item 10)

Council had before them a report which set out the key changes to Connecting Oxfordshire, Oxfordshire's Local Transport Plan (LTP4), adopted by Council in September 2015, following full public and Stakeholder consultation. This report outlined the first update to LTP4, which was required to reflect the changed policy context and new and updated strategies.

LTP4 had been updated in 2016 in response to the rapidly changing national and local growth, economic development, infrastructure planning and funding agendas. Last year the County Council resolved that LTP4 should be strengthened in its aims to reduce air pollution. This was also reflected in the Plan.

The Plan had been designed as a living transport policy and strategy framework document, to be kept under review and regularly updated as significant changes took place which affect transport in Oxfordshire. It would also directly inform the update of the Oxfordshire Strategic Economic Plan recently consulted upon and proposed to be completed this Autumn.

Councillor Nimmo-Smith moved and Councillor Hudspeth seconded that the recommendations set out on the face of the Agenda and the report be adopted.

Following a lengthy debate, the motion was put to the vote and was carried by 60 votes to 0, with 1 abstention.

RESOLVED: (60 votes to 0, 1 abstention) to:

- (a) adopt the updated Connecting Oxfordshire: Local Transport Plan 2015-2031 (LTP4) as council policy; and
- (b) instruct the Deputy Director of Environment and Economy (Strategy & Infrastructure Planning), in consultation with the Cabinet Member for Environment, to keep the document under review and to make any necessary changes, subject to any such changes being reported to County Council for approval within 12 months.

38/16 PROPOSED FEES FOR THE SUPPLY OF TRAFFIC ACCIDENT DATA

(Agenda Item 11)

Council had before it a report which outlined proposals for a schedule of fees for the supply of traffic accident data. The report was considered by the

Cabinet at its meeting on 28 June 2016. The Cabinet agreed to forward the report to Council for approval.

RESOLVED: (on a motion by Councillor Nimmo Smith, seconded by Councillor Stratford and carried by 58 votes 1, with 2 abstentions) to approve the use of the proposed fees as set out in Annex 1 to the report.

39/16 COUNTY COUNCIL MEETING DATES

(Agenda Item 12)

Council had before them a report (CC12) which sought agreement to the schedule of meeting dates proposed for the 2017/18 Council Year. The schedule had been drawn up to reflect the various rules regarding frequency of meetings set out in the Council's Constitution.

The Councillor Profile Working Group had proposed that full Council meetings start 30 minutes later at 10.30am and the Audit & Governance Committee supported this change. Accordingly, it was therefore proposed that Council start from 10.30 am – 4.00 pm from the Annual meeting in 2017.

It was also agreed by Audit & Governance Committee that where possible Monday morning meetings be avoided and it was suggested that in future Education Scrutiny Committee meet on Wednesday afternoons.

Councillor Michael Waine proposed and Councillor Zoe Patrick seconded that the recommendations set out in the report and on the face of the Agenda be adopted.

Councillor Williams moved and Councillor Coates seconded the following amendment shown in bold italics and strikethrough below:

Council is RECOMMENDED to agree the schedule of meeting dates for the 2017/18 Council Year and in particular to amend Rule 5.1 of the Council Procedure Rules with effect from the Annual Council Meeting in 2017 to reflect the new start and end times proposed for Council of 10.30 am ~~and 4.00 pm respectively.~~ **and the end of business on the Council Agenda.**

Following debate, the amendment was put to the vote and was lost by 59 votes to 2.

The substantive motion was the put to the vote and was carried by 53 votes to 1, with 6 abstentions.

RESOLVED: (by 53 votes to 1, with 6 abstentions) to agree the schedule of meeting dates for the 2017/18 Council Year and in particular to amend Rule 5.1 of the Council Procedure Rules with effect from the Annual Council Meeting in 2017 to reflect the new start and end times proposed for Council of 10.00 am and 4.00 pm respectively.

40/16 VIREMENTS TO COUNCIL

(Agenda Item 13)

Council had before them a number of Virement requests to offset over and underspends with and between directorates which were larger than £1.0m and therefore, under the Council's Financial Procedure Rules, required Council approval.

RESOLVED: (on a motion by Councillor Stratford, seconded by Councillor Hudspeth and carried nem con) to:

- (a) approve the virements greater than £1.0m for Children, Education & Families and Social & Community Services as set out in Annex 1;
- (b) approve the virement of £1.5m from contingency to offset the overspend within Children's Social Care as set out in Annex 1.

41/16 REPORT OF LOCAL GOVERNMENT OMBUDSMAN

(Agenda Item 14)

The Local Government Ombudsman had issued a public report in response to an investigation into complaints against Oxfordshire County Council's Safeguarding Adults Team and Huntercombe Hall Care Home. The complaint related to events that took place in 2014. The Ombudsman concluded that there was a public interest in how the complaint and the care of the complainant's wife were mismanaged and how further residents might have been at risk.

Under the Local Government Act 1974, Council must consider the report of the Ombudsman and confirm to her the steps the Council has taken, or is taking, to comply with the recommendations of the Ombudsman.

The Director of Adult Social Services has issued a briefing for councillors to set out the actions that the Council has taken which comply with the recommendations of the Ombudsman. The Council had before it a report (CC14) which sought consideration the Ombudsman's recommendations and the actions taken by the Council.

Councillor Judith Heathcoat, in moving the motion apologised sincerely for the Council's failings in this case. She stressed that the way the Council had handled this case was very disappointing. As the Ombudsman had acknowledged, the Council had implemented robust and extensive improvements to policies and procedures and staff training as a result of this case, even though at the time it was an isolated case of poor practice and in no way systemic or representative of the general standards to which the council operated in 2014 or now.

The actions of the care home in this case were also below the normal and expected standards. The report described poor quality care provided by Huntercombe Hall Care Home.

The Council did not run this care home and had not directly managed any care home since 2001. However, the Council continued to work closely with Caring Homes Ltd, who were responsible for Huntercombe Hall Care Home to ensure that standards meet the expected levels.

There had been improvements in the way the Care Home operated following this incident. However, she stressed that the Council was still monitoring Huntercombe Hall closely under its Standards of Care Procedures, as there were continuing concerns about how effectively the home escalated concerns and alerted the Council to incidents in the home.

RESOLVED: (on a motion by Councillor Heathcoat, seconded by Councillor Hudspeth and carried unanimously) to adopt the recommendations set out on page 70 of the report. CC14.

42/16 MOTION FROM COUNCILLOR KIERON MALLON

(Agenda Item 15)

Councillor Mallon moved and Councillor Fatemian seconded the following motion:

"This Council notes emerging proposals for changes to Hospital services in Banbury and resolves to instruct officers to examine a case that looks to protect consultant led paediatrics and maternity provision at the Horton."

Councillor Cherry moved and Councillor Dhesi seconded the following amendment (shown in bold italics and strikethrough):

"This Council notes emerging proposals for changes to Hospital services in Banbury and resolves to ***set up a working group including Banbury County Councillors***, ~~instruct officers to~~ examine a case that looks to ***preserve the services that are currently available to local residents*** ~~protect consultant led paediatrics and maternity provision at the Horton."~~

Following debate, the amendment was put to the vote and was lost by 35 votes to 21, with 4 abstentions.

The Substantive motion was then put to the vote and was carried by 59 votes to 0, with 1 abstention.

43/16 MOTION FROM COUNCILLOR RICHARD WEBBER

(Agenda Item 16)

With the consent of Council, Councillor Webber moved and Councillor Hudspeth seconded his motion as amended by Councillor Hudspeth below in bold italics/strikethrough:

Council ***continues to*** supports the general principle that those in greatest need should have the highest priority. However, Council regrets that it has been compelled to abandon the concept of universal provision offered by our

children's Centres in Oxfordshire as a result of the Government's cuts in Local Authority funding. ~~Council asserts that it intends to restore a universal service as soon as financial constraints allow.~~

In the meantime, Council is aware that, as a result of the focus on the most needy children and families in our County, there will be large areas—particularly in the West which now have no Children Centre buildings - the same areas likely to suffer most from rural isolation as the Council removes bus subsidies.

Ensuring that there was some compensation for these areas was a key statement agreed by Council in its February budget. Council therefore believes that it is now essential that the effects of the loss of Children's Centres, in these areas, is compensated for by:

1. Offering active support to the parents, volunteers and Parish Councils taking over or hoping to take over the vacated Centres.

2. ~~Ensuring that rents to such bodies are kept to a minimum in order to allow them to produce realistic, and sustainable business plans.~~

3.2 Persuading District Councils to join us in giving as much support to these bodies as possible.

4.3 That the £1m Transition Fund agreed at the February budget should be committed to these areas to achieve the above.

Following debate, the motion as amended was put to the vote and was carried unanimously.

RESOLVED: (unanimously)

Council continues to support the general principle that those in greatest need should have the highest priority. However, Council regrets that it has been compelled to abandon the concept of universal provision offered by our children's Centres in Oxfordshire as a result of the Government's cuts in Local Authority funding.

In the meantime, Council is aware that, as a result of the focus on the most needy children and families in our County, there will be large areas—particularly in the West which now have no Children Centre buildings - the same areas likely to suffer most from rural isolation as the Council removes bus subsidies.

Ensuring that there was some compensation for these areas was a key statement agreed by Council in its February budget. Council therefore believes that it is now essential that the effects of the loss of Children's Centres, in these areas, is compensated for by:

1. Offering active support to the parents, volunteers and Parish Councils taking over or hoping to take over the vacated Centres;

2 Persuading District Councils to join us in giving as much support to these bodies as possible;

3 That the £1m Transition Fund agreed at the February budget should be committed to these areas to achieve the above.

44/16 MOTION FROM COUNCILLOR KEVIN BULMER

(Agenda Item 17)

Councillor Bulmer moved and Councillor Stratford second the following motion:

“This Council recognises that the issue of parking enforcement is of a major concern to residents across the County where there is no agreement for Civil Parking Enforcement. This Council asks the Cabinet Member for Environment to open negotiations with the district councils to find a solution to this matter.”

Following debate, the motion was put to the vote and was carried unanimously.

RESOLVED: accordingly.

45/16 MOTIONS 18, 19, 20, 21, 22, 23 AND 24

(Agenda Item 18)

The time being after 3.35 pm, motions 18, 19, 20, 21, 22, 23 and 24 were considered dropped in accordance with Council Procedure Rule 13.5.5.

..... in the Chair

Date of signing

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QUESTIONS WITH NOTICE FROM MEMBERS OF THE COUNCIL

Questions	Answers
<p>1. COUNCILLOR JOHN HOWSON</p> <p>What is the current share of the deficit in the Oxfordshire Local Government Pension Scheme currently attributable to academies and free schools and how is that deficit recoverable?</p>	<p>COUNCILLOR LAWRIE STRATFORD, CABINET MEMBER FOR FINANCE</p> <p>The Fund actuary last completed this analysis in 2015, when £17.08m or 5% of the deficit was attributable to those schools who had converted to academies at that time. The figure will be updated as part of the Actuary's current work on the 2016 Valuation, and is likely to be in the range of 5% to 10%. If all schools were to convert to academy status, the total share is likely to be between 10% and 15%.</p> <p>All academies are required to make regular payments to recover their share of the deficit, in accordance with figures calculated by the Fund Actuary. These calculations aim to ensure the contribution rates payable by the Academy remain as stable as possible, whilst ensuring the deficit is fully recovered over a maximum of 25 years.</p> <p>In the event that an academy had its funding agreement withdrawn, the Actuary would calculate the current deficit owed, and the Fund would seek immediate re-imbursement from the Trust. The Secretary of State for Education has previously provided a guarantee to fund all payments. They may though choose to ask any successor Trust to take on the deficit and meet it from their funding allocation. In the event that the Fund was unable to recover the deficit from one of these sources, it would fall to be met by either the other employers in the Fund, or if the academy was a small employer belonging to the small academy pool, then by the remaining academies in the pool.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>In view of the fact that there are two multi academy trusts with schools in Oxfordshire</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I am happy to talk to anybody that will resolve the issue on the outcomes of the academies programme with these unintended consequences that arise</p>

Questions	Answers
that are in financial special measures at present, will the Cabinet Member consider discussing with LGR and other national officials about how the Secretary of State's guarantee issues in 2013 might work in relation to pension funds if was ever called into use.	because nobody thought the things through. I am happy to take matters forward and happy to take the matter up with Councillor Howson. I am also concerned regarding the financial matter of the YON pensions.
<p>2. COUNCILLOR JOHN HOWSON</p> <p>Various locations within Oxford have been suggested for a new free school serving secondary age pupils. What information has the County been provided by the Education Funding Agency about a site for the new school in order that pupil place planning across the county can continue in an orderly fashion?</p>	<p>COUNCILLOR MELINDA TILLEY, CABINET MEMBER FOR CHILDREN, EDUCATION & FAMILIES</p> <p>Officers have been actively engaged by the River Learning Trust (sponsor of The Swan Free School) and the EFA in trying to identify potential sites in Oxford City. The Council's pupil forecasts and data about patterns of secondary school applications and admissions were made available to the River Learning Trust to both provide a basic need justification for The Swan free School and also to identify where in Oxford City it might best be located. The sponsor's and EFA's current preferred location for The Swan School remains The Harlow Centre and officers' views are that this would be appropriate due to its proximity to The Cherwell School which is the most over-subscribed secondary school in the County. This would make it accessible to those children whose parents apply for but are unable to secure places at The Cherwell School whilst minimising the potential impact upon, in particular, The Oxford Academy which is currently heavily under-subscribed.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>The Education Funding Agency has been discussing this proposal for some time. Does Councillor Tilley have any update as to when we might get a view about a site and what would be the latest cut off for the school to be</p>	<p>SUPPLEMENTARY ANSWER</p> <p>No I'm sorry I don't have any update, I don't know what the final date is either so I will have to get back to you on that.</p>

Questions	Answers																
able to open in time for the admissions round for a particular year?																	
<p>3. COUNCILLOR JOHN HOWSON</p> <p>Thames Valley Police recently published figures showing a doubling of reported crimes of violence against the person and a trebling of possession of offensive weapons by children at schools in their area between 2011/12 and 2015/16. Has the same increase been the case just for Schools in Oxfordshire or have our schools fared better with lower increases in reported crimes of these types?</p>	<p>COUNCILLOR MELINDA TILLEY, CABINET MEMBER FOR CHILDREN, EDUCATION & FAMILIES</p> <p>I am afraid that data are not held or recorded by schools or centrally in a way which allows easy retrieval and direct comparison with the figures you quote. A partial response is however available in respect of the possession of offensive weapons. When a pupil is permanently excluded, one of the questions asked and recorded is "Was a weapon involved?" Over the period 2011/12 to 2015/16, our record of permanent exclusions where a weapon was mentioned for any reason (possession, threat, use of) is as follows.</p> <table border="1"> <tr> <td>2008/09</td><td>4</td></tr> <tr> <td>2009/10</td><td>4</td></tr> <tr> <td>2010/11</td><td>4</td></tr> <tr> <td>2011/12</td><td>1</td></tr> <tr> <td>2012/13</td><td>5</td></tr> <tr> <td>2013/14</td><td>1</td></tr> <tr> <td>2014/15</td><td>11</td></tr> <tr> <td>2015/16 (to date)</td><td>7</td></tr> </table>	2008/09	4	2009/10	4	2010/11	4	2011/12	1	2012/13	5	2013/14	1	2014/15	11	2015/16 (to date)	7
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<p>SUPPLEMENTARY QUESTION</p> <p>I think it is disappointing that Thames Valley Police cannot disaggregate figures for Oxfordshire and I think it is important that we are able to know what is going on in our schools in areas where we may still have an oversight. I hope we would press them to be</p>	<p>SUPPLEMENTARY ANSWER</p> <p>Yes.</p>																

Questions	Answers
able to provide figures for Oxfordshire within Thames Valley as a whole?	
<p>4. COUNCILLOR PATRICK GREENE</p> <p>Does the Cabinet member for Adult Social care agree with me that a recent survey found that 90 per cent of service users in Oxfordshire were extremely/very or quite satisfied with care received is very impressive, particularly in the context of the cuts that have had to be made in recent years?</p>	<p>COUNCILLOR JUDITH HEATHCOAT, CABINET MEMBER FOR ADULT SOCIAL CARE</p> <p>The survey is a national survey that has been run for the last 5 years. In that time satisfaction has remained around 90%. What is particularly pleasing is the fact that the proportion of people who are very satisfied has risen from 60% to 65%. Over 700 people in Oxfordshire responded to a survey sent to a sample of 2000 clients. The results therefore are statistically robust. The survey also asks people whether we are meeting their care needs - Oxfordshire's figure is above the last published national average, whether they feel safe and services make them feel safer, again Oxfordshire's figure is above the average and whether they have enough social contact, and Oxfordshire's figure again is above the national average.</p>
<p>5. COUNCILLOR YVONNE CONSTANCE</p> <p>Would the cabinet member for adult social care join me in congratulating Vale House Care Home in Sandford on Thames, which specialises in dementia care, for becoming the first in the county to be rated "Outstanding" by CQC? The council commissions more than half of the beds in this home. It is very rare that the inspectorate awards its highest ranking. Would the cabinet member agree that this is an achievement that all county councillors should note with some pride?</p>	<p>COUNCILLOR JUDITH HEATHCOAT, CABINET MEMBER FOR ADULT SOCIAL CARE</p> <p>Thank you for highlighting this achievement by one of this council's contracted providers.</p> <p>When the Care Quality Commission was consulting on its new Inspection and Rating system this council advocated that Outstanding should really mean Outstanding and as you say - it is very rare that the inspectorate awards this rating.</p> <p>I was really pleased to hear about Vale House achievement. We have an excellent and longstanding partnership with Vale House who thoroughly deserves this recognition. This home has the ability to accept and care for people with dementia in its most difficult forms and they do a tremendous job.</p>

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	<p>In Oxfordshire I am aware of two other social care services that have achieved this rating. They are Caretree Limited, a domiciliary care agency from Abingdon, and The Grange Care Centre from Stanford in the Vale - so I feel that this rating for Vale House is one that should certainly be recognised and I will be writing to all three to express my congratulations.</p>
<p>6. COUNCILLOR SANDY LOVATT</p> <p>I am told that the cabinet member for adult social care has congratulated staff in adult social care after recent Government survey work showed that the county council's adult social care team is sixth best local authority in England for delivering good outcomes for service users of adult social care and for informal carers. Could she please add the congratulations of all county councillors on this tremendous achievement?</p>	<p>COUNCILLOR JUDITH HEATHCOAT, CABINET MEMBER FOR ADULT SOCIAL CARE</p> <p>Our adult social care service's performance in 2014-15 was ranked 6th best in the country against the nationwide social care outcome framework, and this strong performance continued in 2015-16.</p> <p>These meant services were judged as</p> <ul style="list-style-type: none"> • Enhancing the quality of life for people with care and support needs People in Oxfordshire responding to a national survey said they had more of their personal care needs met, than the national average level. More are offered direct payments, allowing them control over the care they have, more adults of a working age with social care needs were supported into employment and people who used services and their family who support them reported they did not feel socially isolated. • Delaying and reducing the need for care and support People are supported at home for as long as possible - though the council has high levels of delayed transfers of care and levels of reablement services are below the level we would want. Robust action plans are in place to address both these issues • Ensuring that people have a positive experience of care and support: Levels of satisfaction in national surveys of people who use services and their family and friends who support them is higher than the national average. 90% of people who use services are satisfied, with

Questions	Answers
	<p>67% very satisfied.</p> <ul style="list-style-type: none"> • Safeguarding adults who circumstances make them vulnerable and protecting from avoidable harm. <p>People who use services report that they feel safe. Safeguarding enquiries are dealt with in a timely manner.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>I would like to refer to her final bullet point in the answer that in my capacity as current Chairman of the South & Vale Community Safety Partnership one of my main concerns has been the care of vulnerable young adults. It is a sad fact that of the five murders in the South and Vale area – recent murders, three have been perpetuated by people with drugs, alcohol or mental health problems and three have been perpetuated by vulnerable young adults with mental health problems.</p> <p>Frequently these people emerge from care as vulnerable children fall into a gap. In the absence of a MASH for vulnerable adults can the Cabinet Member say what is happening to risk manage these people because it is not just able the potential victims.</p>	<p>SUPPLEMENTARY ANSWER</p> <p>If young adults are not eligible for adult social care and they are vulnerable to abuse or neglect they would be treated as a safeguarding alert and would obviously be provided with advice. However, there is to be put in place a Countywide safeguarding service instead of a MASH and this is supported by Thames Valley Police.</p>

Questions	Answers
<p>7. COUNCILLOR STEVE HARROD</p> <p>The national Guardian newspaper recently ran a very positive piece about how the county council handled the transfer of supported living accommodation for 220 adults with learning disabilities to a new provider from Southern Health. The piece highlighted how the council wrote to service users and their families to ask if they'd like to be involved in the process of choosing new providers. Several did just that – and the result is that the newly commissioned service has been heavily influenced by users. Does the cabinet member agree that this proves that the best people to know what makes good care are the people who receive it and their families and it is good to see the council acknowledging that in such a proactive way?</p>	<p>COUNCILLOR JUDITH HEATHCOAT, CABINET MEMBER FOR ADULT SOCIAL CARE</p> <p>Oxfordshire County Council has a strong history of service user involvement in helping to shape future services and in providing feedback on how good the services are. We have had support from service users during consultation exercises, in helping to develop our plans for future service commissioning, in various procurement exercises and in helping and contributing to the quality monitoring of services. The council has also facilitated the development of Customer Standards for Home Care Services and Care Home Services with standards being written and agreed by service users, their carers and service providers; and of course we have our Hearsay events where we receive feedback from service users.</p> <p>Finally, like you I was particularly pleased with the positive outcome to the supported living change particularly given that we were dealing with such a large number of service users and the feedback we have had is that these new services are operating well. This has further confirmed that what we do in Oxfordshire represents good practice and I will continue to support service user involvement in this way.</p>
<p>8. COUNCILLOR ALISON ROOKE</p> <p>When will the vacancies for parent representatives on the Education Scrutiny Committee next be advertised?</p>	<p>COUNCILLOR MELINDA TILLEY, CABINET MEMBER FOR CHILDREN, EDUCATION & FAMILIES</p> <p>It is the Council's intention to advertise the vacancies over the summer, with a view to having new places filled by the start of the new school year or as soon as possible thereafter.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Could you please say what discussions have taken place with the roman Catholic Diocese</p>	<p>SUPPLEMENTARY ANSWER</p> <p>We always have discussions with all of the Dioceses and it is ongoing. It is difficult to fill the vacancy. It needs a volunteer to come forward – if you know</p>

Questions	Answers
to fill their voting place on the Committee?	of any please let us know.
9. COUNCILLOR STEWART LILLY Could the cabinet member please advise council as to how many of the Counties Children's Centres are the Council in detailed discussion about maintaining a service by their own initiatives and their own means?	COUNCILLOR MELINDA TILLEY, CABINET MEMBER FOR CHILDREN, EDUCATION & FAMILIES There are 10 County Children's Centres involved in such discussions.
SUPPLEMENTARY QUESTION Could I ask whether there are other figures relevant to those that are not owned by the County as well please and whether or not the answer makes a mockery of item 21 on the agenda later?	SUPPLEMENTARY ANSWER Talks are ongoing now with all 44 of our children centres the other two, the Banbury one and Witney one we are now talking to them as well. It does make that item a little bit redundant.
10. COUNCILLOR STEWART LILLY It is becoming too apparent that district councils in Oxfordshire are regularly taking forward S.106 agreements on a <i>Bi-Partied</i> basis (i.e. District and developer only) and either forgetting or by-passing the County Council from inclusion. I am recently aware of a development for 280 dwellings in The Vale of White Horse where OCC were omitted from the document. What steps are being taken to counter this disrespectful attitude?	COUNCILLOR NIMMO SMITH, CABINET MEMBER FOR ENVIRONMENT It is indeed correct and of no small concern that since early this year South and Vale have adopted the practice of excluding the County Council from the majority of S106 agreements - there are exceptions for appeal cases, strategic sites in excess of 400 dwellings and where land transfers are required. It is understood that the main driver for the use of such agreements has been a concern about ensuring a 5-year supply of land for housing and that negotiations on county matters can be protracted. However, in view of the potentially very serious ramifications for the County Council and indeed the people of Oxfordshire – in terms of the under-funding of critical infrastructure, failure to secure commitments for county requirements in S106 agreements (e.g. for the future completion of highways agreements for essential highway

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	works) and agreement provisions which provide the County with no certainty as to when funding on County matters will be passed to the County - we have made strong representations to the relevant Districts and have put forward proposals that tri-partite agreements are used but with “incentivisation” for the County to ensure speedy completion of agreements which should address the concerns of South and Vale (failing which bi-partite arrangement may be used). Other measures we will be promoting will include further improvements to our own “Single Response” process and a “One Team” approach to planning applications, wherein District and County officers will work much more closely together at all stages, from pre-application discussions with developers through to the final conclusion of the legal agreements.
<p>SUPPLEMENTARY QUESTION</p> <p>Obviously these bi-partite agreements are putting parish councils in very confusing situations. Is there any way that the parish councils can find out more information about what appears to be closed door agreements that are going on from time to time.</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I am not sure how to answer that, so perhaps the best thing for me to do is to get back to Councillor Lilly and find out exactly what he meant by his question.</p>
<p>11. COUNCLLOR STEWART LILLY</p> <p>May I enquire as to the latest information on the England’s Economic Heartland discussions?</p>	<p>COUNCILLOR IAN HUDSPETH, LEADER OF THE COUNCIL</p> <p>England’s Economic Heartland, which is an alliance of principal authorities and Local Enterprise Partnerships between Oxfordshire and Cambridgeshire, has been evolving over the last 12 months. As you will recall it started out as the tri-county alliance with Oxfordshire as one of the founding members, but it has grown significantly. Partly the attraction of the Heartland is the desire of strategic authorities likes ours to work together on major transport-related matters and to this end, the Alliance is seeking to become a sub-national transport body or STB, of a scale and nature like Transport for the North, and</p>

Questions	Answers
	<p>Midlands Connect. Under this arrangement we will be able to seek capacity building funding and in future it is likely to be a main conduit for major infrastructure funding so it is important we are part of such a body as soon as possible and we are making very good progress on this.</p> <p>The Heartland area is also the beneficiary of a detailed investigation by Lord Adonis' National Infrastructure Commission which is, at the request of the Chancellor, looking at the economic potential of the alliance area and the barriers to achieving that economic potential. It is anticipated the first phase of the Commission's reporting will be out in the autumn and we expect it to be very favourable relating to the need for future investment in this area, including Oxfordshire. The timing of this report will hopefully help to further convince Government to protect funding for such major infrastructure projects like East-West Rail and upgrading the A34 as part of the potential Oxford to Cambridge Expressway. I hosted the Chief Executive of the National Infrastructure Commission at the latest Alliance meeting last week here at County Hall and I am pleased to say that there is real energy from all the Alliance partners to contribute to this study and to make the Heartland a real success.</p>
<p>12. COUNCILLOR DAVID BARTHOLOMEW</p> <p>At the recent summit meeting to discuss the proposed 'Third Reading Bridge', it became clear that Berkshire councils, MPs and enterprise partnerships are trying to build unstoppable momentum to ensure the bridge is built. Indeed one supporter tried to interpret LTP4 as being loosely in favour of the proposal and asked that the Oxlep SEP be amended to show similar loose support.</p>	<p>COUNCILLOR NIMMO SMITH, CABINET MEMBER FOR ENVIRONMENT</p> <p>The recent meeting referred to reiterated Oxfordshire County Council's stance as expressed in its LTP4. It is my understanding that the Berkshire councillors were expressing their appreciation that OCC had taken a formal stance to support the work on the Third Thames bridge and move the debate on. While this is correct, this position clearly retains OCC's right to not support the bridge if the proposals were to be detrimental to Oxfordshire communities.</p> <p>The Strategic Outline Business Case has clear parameters to indicate how the additional bridge would mitigate impact on the local network of any</p>

Questions	Answers
<p>The stated objective of those in favour of the bridge is to take 55,000 cars out of the centre of Reading. South Oxfordshire's country roads cannot accommodate significant traffic increases, so could the Cabinet Member clarify whether a new road would be built through an Area of Outstanding Natural Beauty to connect with the A4130 or through Emmer Green to connect with the A4074, if the Strategic Outline Business Case indicated that a new bridge would benefit the region as a whole?</p>	<p>changes the bridge may induce from its construction. The Strategic Outline Business case will need to look at a range of options that include, for example, the restriction of one of Reading's existing bridges to public transport. This could help increase the all mode trip capacity across the Thames, while providing more reliable journey times for car traffic across the new bridge for Readings existing and new residents. This option for instance would not provide a great deal of extra strategic capacity to the wider network and would likely be used and of benefit primarily by existing users of Readings crossings.</p> <p>It is too early to comment on any potential impact in Oxfordshire or the necessary mitigation which may be required. We are still at a point where we need to await the business case output to determine what the potential impact of any proposal is likely to be and the impact and mitigation measures that must go along with it that relate to Oxfordshire. It is my view that we must continue to press the case for robust evidence before anyone assumes what the most beneficial proposal might be, or before anyone assumes what mitigation may be acceptable.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>I remain concerned that the proposal is gaining momentum for the benefit of Berkshire residents while there will be dis-benefits to residents of South Oxfordshire and that we are currently passengers in this process. Can the Cabinet Member confirm that our officers will have a greater level of involvement as the proposal to build the third Reading Bridge moves forward?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>Well the important thing to recognise is actually we are at the table at the moment rather than reacting to things that are being done by others, so we have an influence, and we have an engagement and an involvement at that level.</p>

Questions	Answers
<p>13. COUNCILLOR JOHN TANNER</p> <p>Given the continued threat to my Oxford division from flooding, would the Cabinet member say what progress has been made in establishing a flood relief channel and swales on the west side of the city?</p>	<p>COUNCILLOR RODNEY ROSE, DEPUTY LEADER OF THE COUNCIL</p> <p>Hopefully Councillor Tanner has attended the announcement of the route on 28 June at City Hall and so is aware that this significant milestone has been achieved following extensive consultation with the local community. The next stage will be for the outline business case to be submitted by the Environment Agency to Central Government for approval. To maintain the current programme this needs to be done by late spring 2017 and the team are on programme to achieve this.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Could Councillor Rose give us a guarantee that he will press as a matter of urgency the necessary funding for the very welcome new route that has now been proposed or agreed by the Environment Agency for this flood relief channel?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>Yes Chairman.</p>
<p>14. COUNCILLOR JOHN TANNER</p> <p>Would the Cabinet member say what progress has been made in applying double yellow lines for the full length of the cycle lanes in Donnington Bridge Road in Oxford, between Meadow Lane and Iffley Road? These cycle lanes are far too often dangerously blocked by parked cars.</p>	<p>COUNCILLOR NIMMO SMITH, CABINET MEMBER FOR ENVIRONMENT</p> <p>There are streets in the city where advisory cycle lanes are sometimes blocked by legally parked vehicles. The OTS sets a clear ambition to address this, but it will not happen overnight. Removing on-street parking – particularly in residential areas such as Donnington Bridge Road – is not uncontroversial, as we have seen recently with the Headington proposals.</p> <p>The costs of any changes would need to be met, including the considerable time and effort needed to design and consult on proposals that strike an appropriate balance between the needs of residents and cyclists.</p> <p>In the absence of any funding specifically for this area, this is not something</p>

Questions	Answers
	we are currently progressing, except as part of funded schemes such as Access to Headington.
<p>SUPPLEMENTARY QUESTION</p> <p>Does Councillor Nimmo Smith agree with me that it is a very sad state of affairs when the once proud County Council of Oxfordshire can no longer consult a local population and decide whether or not to put down double yellow lines?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I don't agree with the Councillor and the County Council does consult about yellow lines.</p>
<p>15. COUNCILLOR JOHN TANNER</p> <p>What are the implications of the European Referendum result for the County Council and the people of Oxfordshire?</p>	<p>COUNCILLOR IAN HUDSPETH, LEADER OF THE COUNCIL</p> <p>Following David Cameron honouring his pledge to offer a referendum on our membership of the European Union, the British people have voted to take more direct control of the decisions which affect them.</p> <p>That process must not stop at the gates of Parliament. This is an opportunity to remake our democratic system, and must be used to drive, not delay, the process of devolving power from Westminster and Whitehall to England's cities and counties, and from those cities and counties to the towns, villages, and neighbourhoods within them.</p> <p>The priorities of the county council will remain the same - to support economic growth, to protect the most vulnerable, and to drive efficiency in public services. To support these priorities, our work on stripping out another level of bureaucratic decision making by developing proposals for a new council for the whole of Oxfordshire will continue, as will our ambition to win a wide-ranging devolution deal from central government.</p>

Questions	Answers
	<p>As we go through a period of both uncertainty and opportunity, it will be more important than ever for local partners in the public sector and beyond to work collaboratively and creatively to ensure Oxfordshire has good public services fit for the future.</p> <p>Finance</p> <ul style="list-style-type: none"> • There is likely to be short and medium term volatility in the market, while the long term impact remains uncertain. • In the short term, market volatility is unlikely to affect the financial position of the council, but there might be implications if there is a change in government policy or an emergency budget. • Value of the pension fund could be affected but the valuation approach is to adopt a “smoothed” economic model. This means that for the 2016 valuation our actuary will base their financial assumptions on the average financial conditions over the period from 1 January 2016 to 30 June 2016 for both assets and liabilities. • Reduction in the bank rate would reduce the interest we receive on deposits but it’s likely to be a small impact as the rate is already so low. <p>Environment & Economy</p> <ul style="list-style-type: none"> • The housing industry could be affected by the uncertainty in the financial markets. • There might be an impact in the long term in relation to the Knowledge Spine and the Oxfordshire Enterprise Zone, including availability of EU funding streams. • Further consideration needs to be given to the state of play with major contractors as there might be implications in the long term. • Further consideration to be given to the impact on major EU employers and European agencies based in Oxfordshire. • Opportunity to reassert Oxfordshire’s significant contribution to the national economy.

Questions	Answers
	<p>Legislation</p> <ul style="list-style-type: none"> • EU legislation already enacted by national legislation. • It was noted it will take around 2 years to fully withdraw from the European Union once the Article 50 of the Lisbon treaty is triggered. • Further consideration to be given to potential changes to the devolution agenda <p>Adult Social Care</p> <ul style="list-style-type: none"> • The main concern would be the introduction of any emergency immigration measures. However, this does not look likely in the short term. We will need to wait to see what the new government does in October. <p>Policy</p> <ul style="list-style-type: none"> • Devolution agenda likely to continue, but focus will depend on the national direction of travel. • Further consideration to be given to the implications of the position in Scotland. • Further consideration to be given to announcements from other local councils <p>One concern is residents who are from the EU, I need to make clear that there is no immediate change to their status or eligibility to work in Oxfordshire and we welcome the contribution that they make to the County's economy.</p> <p>There is also the issue of hate crime that has recently occurred in certain parts of the country. This is illegal and I would support the prosecution of anybody involved in such action.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>I put this supplementary as a European as a</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I'm afraid I cannot agree with him because I think actually what we have got</p>

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<p>proud European. Will Councillor Hudspeth agree with me that the main result of this disastrous referendum, this BREXIT result has been to split the country, to blight a generation and to damage the economy, not just of Briton but of the rest of Europe?</p>	<p>to do is look at the democratic wish of the people, the wish of the majority in England is to BREXIT. We have got to work to make sure that we make it work and actually be a successful economy. We should talk up the economy and make sure we make this work for all the people and particularly the younger generation that are coming along.</p>
<p>16. COUNCILLOR BOB JOHNSTON</p> <p>There is widespread agreement that the loss of universal access to Children's Centres will much reduce preventative work with children and families in Oxfordshire. How many of the emerging offers from charities, voluntary groups and others to provide some services include an element of universal provision?</p>	<p>COUNCILLOR MELINDA TILLEY, CABINET MEMBER FOR CHILDREN, EDUCATION & FAMILIES</p> <p>A great deal of interest is being shown by community groups to look at how they can keep centres open and keep running universal services.</p> <p>OCC staff are actively working with all those centres which are not one of the 18 designated sites and are on a school site as to how the children centre space can be utilised to provide children's services going forward. Proposals including looking at provision of childcare and where possible space allowing for the child care provision to run in conjunction with open access universal provision type activities e.g. stay and play health groups.</p> <p>Of those centres that are not one of the eighteen identified or on a school site conversations are taking place with local community groups which include parish and town councils voluntary sector and partners in relation to each of the sites to again look at how children's services can be delivered into the future. An important component of the service is provision of universal services and all groups, as part of their business planning and modelling, are looking at how this can be delivered.</p> <p>It is true to say that some of these groups are more established than others and are further ahead in terms of models and business plans. Others are in the early stages of bringing people around the table to look at options. Some buildings have more than one group expressing an interest in delivering services including universal provision. OCC are actively supporting groups</p>

Questions	Answers
	and encouraging them to build a significant proportion of universal provision into the models.
<p>SUPPLEMENTARY QUESTION</p> <p>It is slightly more general I think. Could you confirm therefore that the sort of figures I am asking for is simply not available, is that the case?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>Sorry I can't figure out what figures you were asking for. I think that all of the ones that we are talking too which is all 44 of them will be delivering universal provision. So hopefully they will all stay open but I don't know yet.</p>
<p>17. COUNCILLOR DAVID WILLIAMS</p> <p>Could the portfolio holder for transport confirm that relocation of the bus stops in the City Centre began before the public consultation regarding the best location of the new bus stops had closed? Would he further confirm that the new locations and bus routes will be easily accessible to all those with disabilities?</p>	<p>COUNCILLOR NIMMO SMITH, CABINET MEMBER FOR ENVIRONMENT</p> <p>The bus stops that have recently been relocated are related to the 5 month temporary closure of Queen Street, which commenced from 6th June and runs until November. This is in order to accommodate the current phase of the Westgate construction works, and was not related to the recent informal consultation.</p> <p>Relating to the positioning of bus stops themselves, the majority of bus stops will remain where they are now, but some services will be re-allocated to different stops, as detailed in the consultation. The current proposals have been worked up in conjunction with bus operators and Westgate. Please note that there is another round of (formal) consultation to undertake in the summer prior to any decisions being taken on the revised permanent bus stop proposals.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Would be Portfolio holder agree with me that here is an example of where we need to keep constant ongoing consultation with the</p>	<p>SUPPLEMENTARY ANSWER</p> <p>We do keep liaising with the building contractors and actually more importantly with the bus companies as well, to ensure that actually once the development has been completed the bus stops are in the right place.</p>

Questions	Answers
building contractors who are actually developing the Westgate Centre?	
<p>18. COUNCILLOR DAVID WILLIAMS</p> <p>Could the portfolio holder for transport give an indication of what progress has been made to move forward opening the Cowley to Wheatley rail link to public use? Would he agree with me that progress is painfully slow and that all the proposed new rail links in Oxfordshire are needed now not in 15 years' time?</p>	<p>COUNCILLOR NIMMO SMITH, CABINET MEMBER FOR ENVIRONMENT</p> <p>The original Oxford – Princes Risborough railway closed in 1963 although a short section remains in use for freight traffic serving the BMW Plant. A few years ago, Chiltern Railways evaluated reusing the old railway alignment as part of a franchise commitment to introduce a new Oxford to Marylebone service. They concluded that a corridor via Bicester had significant advantages and this was developed into what is now East West Rail (Phase 1) Reinstatement of the railway on its old alignment is not possible due to a number of issues including:</p> <ul style="list-style-type: none"> • Large sections of old alignment have been built on by housing, industrial and other development – for example it has been breached by the M40 and Oxford Services and housing has been built on the old alignment through Wheatley; • The cutting approaching Horspath Tunnel has been filled and the tunnel can only accommodate a single track; • The old alignment now passes through the middle of the BMW Plant at Cowley. <p>More recently the Council commissioned a study to assess the viability of introducing a half-hourly passenger service to Cowley to support employment and housing development in the Oxford Eastern Arc, with new stations near the Oxford Science Park and Oxford Business Park. The study concluded that, even though a direct service to London had the greatest potential to generate new rail trips, it failed to cover the cost of operating the service. Chiltern Railways carried out their own follow-on assessment in 2015 based on extending one of their new London Marylebone to Oxford services to provide an hourly weekday service with extra trains at peak times. Both</p>

Questions	Answers
	<p>studies identified the existing, congested main line south of Oxford station as a major barrier to developing the Cowley Line, mainly due to the number of trains using the line. It means that it is not possible to create a robust timetable that is reliable, conflict-free and has the required separation between trains without provision of 'dedicated' extra track which is very costly.</p> <p>The Council's new Rail Strategy makes clear that we want Network Rail to focus on providing more capacity through and south of Oxford station as part of their Oxford Corridor Capacity Improvement scheme currently being developed for the next five-year railway investment period which runs from 2019 to 2024. This will be the first phase in creating a four-track railway all the way to Didcot to cater for forecast growth. As well as potentially enabling the Cowley line, this would also unlock some other strategic goals, such as direct trains to Heathrow and enhanced East West Rail services.</p> <p>Because the rail industry works on five-yearly investment cycles, rail planning horizons can be lengthy as major infrastructure schemes have to be prioritised (nationally) and are often planned with more than five year lead times. Chiltern Railways are focused on the work that will allow their services from London Marylebone to be extended to Oxford from December this year. Their existing franchise ends in December 2021 and given this and the need to resolve main line capacity first, we expect it won't be until their next franchise that a service to Cowley will become a realistic proposal, if proven viable"</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Will the cabinet member give us an assurance that the pressure will be piled on to open this line fully to passenger traffic as quickly as possible?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>We will continue to liaise with Chiltern Railways in this case about the desire of this County Council to fully implement all rail services/rail networks in the County which could include re-opening this line.</p>

Questions	Answers
<p>19. COUNCILLOR SAM COATES</p> <p>Due to exceptional pressures upon parking outside primary schools at school run times in Oxford, where these schools are expanding, will the County Council look at measures to increase traffic restrictions in the vicinity of such schools - where problems have already been identified to council officers and county councillors?</p>	<p>COUNCILLOR NIMMO SMITH, CABINET MEMBER FOR ENVIRONMENT</p> <p>It is acknowledged that there are significant traffic congestion and parking issues at many primary schools across the County at the beginning and end of the school day, despite considerable past work in developing school travel plans to facilitate walking and cycling as an alternative to students being transported by car. However these problems tend to be of comparatively short duration and – reflecting the location of the majority of primary schools – the impact is mostly on lower tier roads. Also, despite understandable concerns over road safety, in practice the number of reported injury accidents in the vicinity of primary schools is very low.</p> <p>As you will be aware in the vicinity of many schools in Oxford, waiting restrictions are already in place as well as the standard School Keep Clear markings. In general there is little scope for any further measures to manage parking other than through changing driver behaviour or by higher levels of enforcement; this latter is particularly difficult to achieve due to the parking infringements being very short-term in nature.</p> <p>Where schools are being enlarged, as part of the development control process our officers do give very careful consideration to possible measures to mitigate the traffic impacts. It is normal practice to place a planning condition on the development that requires a school to produce an updated school travel plan and monitor / update this plan for a period of 5 years post expiation; the school can either produce the plan themselves, commission an external consultant or engage the Council's Travel Plans Team to work with the school to produce the plan.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Given the short time issue of the parking infringements and offences as mentioned. Is</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I will have to get back to you on that one because I am not familiar with the Portsmouth situation that you are talking about. But parking outside schools</p>

Questions	Answers
<p>there any scope to increase stationary patrols at the times where these offences are an issue or to encourage schools to set up their own child warden programmes as in places like Portsmouth?</p>	<p>is an issue not just in Oxford but across the whole county and across the whole of the Country. Not a problem that anyone has ever really been able to sort out.</p>
<p>20. COUNCILLOR SAM COATES</p> <p>We were recently told that 18 Children's centres would be saved but that a further 22 were 'under review' presumably with the County Council seeking funding from other public bodies and private charities who may contribute to the upkeep of the Centres. Could the Portfolio holder give an early indication if these attempts to involve others have been successful or show promise and if so what are the prospects of extra centres being saved from closure in March next year?</p>	<p>COUNCILLOR MELINDA TILLEY, CABINET MEMBER FOR CHILDREN, EDUCATION & FAMILIES</p> <p>A great deal of interest is being shown by community groups to look at how they can keep centres open. At all those centres which are not one of the 18 identified above and are on a school site, OCC staff are working with schools (and in some circumstances schools and community groups) about how the children centre space can be utilised to provide children's services going forward including child care and, where possible, in conjunction with children centre type activities (eg 'stay and play', health groups etc)</p> <p>Of those centres that are not one of the eighteen identified or on a school site, conversations are taking place with local community groups which include parish and town councils, voluntary sector and partners in relation to each of the sites to again look at how children's services can be delivered into the future. Given this level of activity we think that prospects are positive in relation to keeping extra centres open after March 2017.</p>
<p>21. COUNCILLOR SAM COATES</p> <p>There have been some shocking reports of unaccompanied refugee children going missing from council care in the UK. Could I ask what is being done to prevent unaccompanied refugee children in</p>	<p>COUNCILLOR MELINDA TILLEY, CABINET MEMBER FOR CHILDREN, EDUCATION & FAMILIES</p> <p>Within Oxfordshire Unaccompanied Asylum Seeking Children reported as missing are treated as our own indigenous children. We apply the same processes and quality assurance benchmarking across the board, which is different from other local authorities many of whom often separate these two groups of children out with each having a separate process. Oxfordshire is of</p>

Questions	Answers
Oxfordshire from going missing from care?	<p>the view that all children whom live within our county are ours, are treated equally, and we keep our arms around all of them without exception.</p> <p>The OSCB Joint Protocol for Missing Children clearly defines the process of how any child reported missing will be safeguarded. This is then quality assured by our monthly Missing Children's Panel. The Oxfordshire's panel is seen as an example of good practice nationally with the chairs invited to share our learning as speakers at national conferences on the topic of Safeguarding Missing Children.</p> <p>During a recent Ofsted inspection our processes and panel were described as being able to; "carefully monitor children and young people who go missing repeatedly. Effective panel meetings ensure that robust assessment, monitoring and a review of risk and impact is considered for each child. Where risk of exploitation is identified, suitable investigative responses and strategies to disrupt perpetrator activity are put in place. Inspectors observed appropriate professional challenge and escalation of action, with the meeting's chair providing clear strategic direction to ensure that children received timely and appropriate support in order to mitigate the risk to them.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Thank you for the answer will you be recommending that the Cabinet signs up to the Governments Child Refugee transfer scheme at the next Cabinet meeting.</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I have already done it.</p>
<p>22. COUNCILLOR DAVID WILLIAMS</p> <p>Will the leader of the County Council give an indication of what is likely to happen to the LEP in the County submission for devolution</p>	<p>COUNCILLOR IAN HUDSPETH, LEADER OF THE COUNCIL</p> <p>No detailed county submission has yet been prepared, as the decision on such a submission will be a matter for Cabinet following the findings of the Independent Review currently being conducted. Significant research and</p>

Questions	Answers
<p>reform? Could he indicate if the Government are considering an Elected Mayor for the overall democratic accountability of the Combined Authority of which presumably the LEP is an integral part?</p>	<p>engagement are being undertaken, including conversations with local stakeholders of whom the LEP and business more widely, form a key part.</p> <p>LEPs exist across the country in both unitary and non-unitary areas, and therefore I do not envisage that a move to unitary local government would require a fundamental change to the LEPs key role in bringing together the public and private sector to plan for the future of our thriving economy and secure investment in the infrastructure needed to deliver this.</p> <p>Nonetheless a single local authority for Oxfordshire able to bring together planning for housing, transport, and growth would provide an opportunity to increase how effectively the local government side of the LEP engages with it. This might include commissioning some services currently delivered by the Districts relating to economic development from the LEP, in the same way as the County has transferred economy and skills functions across.</p> <p>I am not privy to conversations between the Districts and Government, and am therefore not able to comment on whether the Combined Authority they are proposing to sit above the small unitaries they wish to create would have an elected mayor or not.</p> <p>Clearly in other areas this has been something which Government have strongly pushed in negotiations. I have to say if there were a mayoral combined authority and district-sized principal authorities; it isn't obvious to me that their proposals would have abolished two-tier local government in any meaningful way.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Would the Leader give this Council an indication of how important the future relationship with the LEP actual is and does</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I can agree with Councillor Williams on that point because actually the LEP has been the conduit to get lots of funding to Oxfordshire. We have seen it right across the County; we have had £180 million worth of funding coming in</p>

Questions	Answers
<p>he agree with me that this is one of the critical criteria of the Government Review of the devolution proposals? What happens to the LEP will be key in their decision making.</p>	<p>so it is vital that we get the LEP on board with this. We are working with them to deliver that. But we have got to remember there is two separate issues going on at the moment – the devolution deal, which was being put on hold to look at the governance arrangements around it, so we have got to separate those two items, but yes we will be working with the LEP to make sure we get the best possible funding for the residents of Oxfordshire.</p>
<p>23. COUNCILLOR SUSSANA PRESSEL</p> <p>Please can you pass on my heart-felt thanks to Liz Stock, who is about to retire after, I think, 41 years at OCC and 26 years at the Oxfordshire County Music Service, much of it as deputy head of service? I'm sure I'm speaking on behalf of everyone here in congratulating her on what she has achieved.</p> <p>Among my happiest times in recent years have been at some of the many concerts put on by the Music Service, including one last month which was celebrating the ninth year of the Christ Church Cathedral School Singing Project. So far 44 primary schools have been involved in this from all over the County.</p> <p>We can be very proud of our Music Service, thanks in no small part to Liz. She will be greatly missed, as I'm sure you agree.</p>	<p>COUNCILLOR LORRAINE LINDSAY-GALE, CABINET MEMBER FOR PROPERTY, CULTURAL & COMMUNITY SERVICES</p> <p>Thank you Councillor Pressel for your question, and yes, of course I would be delighted to pass on your thanks to Liz Stock on her retirement. Throughout her long career she has undoubtedly contributed a great deal to the musical experiences and wellbeing of thousands of children in Oxfordshire. Our Music Service is nationally respected and we should be extremely proud of their achievements, as you say, in no small part due to Liz's inspirational influence. She will be greatly missed. I hope I can also pass on to her our best wishes from everyone in this chamber. I would like to remind Councillors that there will be leaving reception for Liz at 6pm on Thursday 14 July.</p>

Questions	Answers
SUPPLEMENTARY QUESTION I think that Liz is irreplaceable, but when will you be filling her post please?	SUPPLEMENTARY ANSWER In September in time for the start of school.
24. COUNCILLOR JANET GODDEN Who is responsible for the installation of the new real-time display indicators at bus stops, and when will they be working again?	COUNCILLOR NIMMO SMITH, CABINET MEMBER FOR ENVIRONMENT The County Council voted to remove the budget for real time passenger information in February but I have worked hard with Officers and the Bus Operators to put together a funding package that allows the signs to remain in place. We are responsible for the ongoing contract to install, maintain and operate the system and it is hoped that, following completion of our negotiations with the bus operators the 270 electronic signs will start showing real time bus information again very soon. Assuming we do not come across any further challenges, we are expecting the displays to be working again from 8 July 2016.
25. COUNCILLOR JANET GODDEN Please can a clear statement be put on the website explaining the council's statutory responsibilities with regard to grass cutting (verges, roundabouts, at junctions), and how it is meeting them?	COUNCILLOR NIMMO SMITH, CABINET MEMBER FOR ENVIRONMENT Thank you for your question and I, like many Members, am only too aware of local concerns about the height of the verges at the moment, especially in rural areas. There is a clear statement on the website – here https://www.oxfordshire.gov.uk/cms/content/verge-maintenance and here https://www.oxfordshire.gov.uk/cms/content/grass-verge-cutting-programme-2016 . Of course the Council's overarching responsibility for highway maintenance is set out in S41 of the 1980 Highways Act which states that "The authority who are for the time being the highway authority for a highway maintainable at the public expense are under a duty..... to maintain the highway." With regard to meeting our obligations we have almost completed cutting the

Questions	Answers
	<p>visibility splays at junctions around the County and will then be moving on to the sections between junctions. Cllr Godden will be aware that we are working with many town and parish councils through the Oxfordshire Together programme to encourage local delivery of work like grass cutting, and that is proving a real winner in many parts of the County. May I take this opportunity to thank those Parishes that are working with us in this way and encourage those who have yet to do so to come and join us?</p>
<p>26. COUNCILLOR SUSANNA PRESSEL</p> <p>Please can you review the criteria for the “intervention levels” for road repairs? At present the benchmark is the depth of a pothole in a road. This takes no account of the different criteria needed for ensuring the safety of cyclists. If we do want to encourage walking and cycling, rather than simply paying lip-service to it, we need to improve the maintenance at the edge of roads, where cyclists generally cycle, and which in places get badly damaged by buses. Our current criteria do not take this into account.</p>	<p>COUNCILLOR NIMMO SMITH, CABINET MEMBER FOR ENVIRONMENT</p> <p>Oxfordshire County Council’s policy for potholes allows for a risk based approach rather than interventions based only on absolute dimensions, reflects best practice across the country and was reviewed as part of the Strategic Peer Review of the Highways Service undertaken in July 2013.</p> <p>This process has been reinforced to our Highway Inspectors and the policy is applied such that if a defect is on a shared carriageway surface the defect should be treated as if it was a cycleway (if it is in the marked out area for cyclists).</p> <p>The risk based approach is used as the 40 or 20mm dimensions are investigatory levels not intervention criteria. Ultimately, it is down to the Inspector to make a professional judgement about the likely impact when determining the response category to assign for repair, and this is done by considering the Investigatory levels alongside the overall assessment of risk. These levels have been determined taking into account the budget situation and the need to respond to Category 1 defects in a timely manner.</p> <p>We have provided similar guidance previously to ensure that, for example, pedestrian refuges are considered as footway although they are in the centre of the road.</p>

Questions	Answers
<p>SUPPLEMENTARY QUESTION</p> <p>What more can we do to improve road conditions for cyclists please?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>It is all in the LTP4 as an overarching headline document and it is a question of finding money.</p>
<p>27. COUNCILLOR SUSANNA PRESSEL</p> <p>Please can you work with the Planning Department to review the standards for cycle parking? Even city centre sites are often not required to have more than a very few cycle parking spaces. Bike theft is a huge problem and the police say that people should lock their bikes to a secure stand. The lack of cycle stands is a great disincentive to cycle for people with expensive bikes, so some people drive instead, adding to pollution and congestion.</p>	<p>COUNCILLOR NIMMO SMITH, CABINET MEMBER FOR ENVIRONMENT</p> <p>The County Council will be working with the Planning Department at Oxford City Council to review the current cycle parking standards for new developments as part of the City Council's new Local Plan and in light of our own Oxford Transport Strategy.</p> <p>The Oxford Transport Strategy will set out the County Council's vision for improving transport access into and around the city by reducing congestion, improving public transport and making Oxford more cycle and pedestrian friendly.</p> <p>The County Council will also continue to work with developers within the city to ensure that the appropriate number of cycle parking spaces is provided for each development. For instance, the Westgate development shall be providing some 1000 cycle parking spaces.</p>
<p>28. COUNCILLOR LIZ BRIGHOUSE</p> <p>In the light of the fall-out from the Vote to Leave the European Union and the fact that the majority of Oxfordshire Residents voted to Remain, will the Leader of the Council work with others to ensure all steps necessary, including not activating Article 50, are taken to protect the funding of Research and Scientific Establishments across Oxfordshire</p>	<p>COUNCILLOR IAN HUDSPETH, LEADER OF THE COUNCIL</p> <p>I'm sure that Cllr Brighouse is aware that I campaigned to remain within the EU. I am a great believer in democracy and accept the will of the majority of the electorate of the United Kingdom to leave the EU.</p> <p>I can confirm I will not be campaigning to stop the Government carrying out the will of the majority of the United Kingdom in invoking Article 50 as that would be undemocratic.</p>

Questions	Answers
including those in my division?	<p>I can confirm that I will be campaigning to retain funding within Oxfordshire not just for Research and Scientific establishments but for all areas across the county such as skills, and apprenticeships.</p> <p>Now is the time that we need more economic growth to ensure we have the funds to protect the vulnerable in society. Oxfordshire can play its part by being the driver for economic growth not just within the county but across the country.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>Do you believe that the promises can be kept along with retaining or replacing the structural fund budgets the social fund budgets all of our science and innovation and research budget the highland and islands budget, the farming budget the fisheries budgets and all the other budgets that actually support the people of this country. Including being able to spend billions extra on the national health service given that we are already in deficit?</p>	<p>SUPPLEMENTARY ANSWER</p> <p>I think the one key thing about this is that it is about the ability to take back control on where we put the money, as opposed to having to listen to the foreign fisheries.</p> <p>I believe that it is now about taking control to make sure that we have the ability to put the funding for the business and not just the country but in Oxfordshire. So if that includes the science agenda we have got the ability to put it in there. Not dictated to by Europe telling us where to put that money we had to give the money to Europe and money came back to us. Now we have got the real ability within the Country to deliver economic growth so we get more funding so we can have more funding for the NHS which is vital. If we don't have that growth agenda we won't have the funding. So it is all about having the ability to take control, so I believe that we will have that ability where we want to not where the Brussels bureaucrats dictated.</p>

Division(s): N/A

COUNTY COUNCIL – 13 SEPTEMBER 2016

REPORT OF THE CABINET

Cabinet Member: Deputy Leader

1. Cabinet Business Monitoring Report for Quarter 4

(Cabinet, 19 July 2016)

Cabinet noted a report that provided details of performance for quarter four. The report is required so that the Cabinet can monitor the performance of the Council in key service areas and be assured that progress is being made to improve areas where performance is below the expected level.

Cabinet Member: Children, Education & Families

2. Business Case for the Future of Hill End – Oxfordshire County Council and Oxford University

(Cabinet, 19 July 2016)

Cabinet considered and approved a report seeking confirmation that Oxfordshire County Council, in conjunction with Oxford University, will support the proposals for new governance and management arrangements at Hill End and in particular approved the proposal to establish a new charitable entity.

3. Unaccompanied Asylum Seeking and Refugee Children – Transfer Scheme

(Cabinet, 19 July 2016)

Cabinet considered a report seeking a decision as to whether or not Oxfordshire County Council will commit to the new Government scheme which is a voluntary approach to sharing UASC more equally across the UK. Cabinet agreed to implement the Government proposal.

4. Draft Action Plan in Response to Joint Targeted Area Inspection

(Cabinet, 19 July 2016)

In early March Ofsted, The Care Quality Commission, HMI Constabulary and HMI Probation undertook a joint inspection of the multi-agency response to child sexual exploitation, children missing from home, care or education and the front door to children's social care. This resulted in the publication of a detailed letter outlining the findings of the effectiveness of partnership working and the working of individual agencies in Oxfordshire.

The Director of Children's Services was required to submit a written statement of action to Ofsted by 15 August 2016, which was to be accompanied by the

detailed action plan that addressed the areas for improvement identified by the JTAI. Cabinet approved the written statement of action and action plan.

Cabinet Member: Environment

5. Short Form Section 278 Highways Act 1980

(Cabinet, 19 July 2016)

Cabinet considered and approved a report on the proposed approach for enabling small scale infrastructure to be built on the highway, associated with schemes supported by Town and Parish Councils and in certain circumstances where these small scale works are required by developers.

Cabinet Member: Finance

6. Provisional 2015/16 Revenue and Capital Outturn

(Cabinet, 28 June 2016)

Cabinet considered a report that set out the provisional revenue and capital outturn position for 2015/16 and showed how actual expenditure and income for the year compared to the budgeted position. Cabinet also considered a further explanatory note and updated Annex . The Council's draft Statement of Accounts for 2015/16 is required to be signed by the Chief Financial Officer by 30 June following which a period of public inspection will commence. The final Statement of Accounts will be submitted to the Audit and Governance Committee on 14 September 2016 following external audit and certification by the Chief Finance Officer.

Cabinet agreed in respect of the 2015/16 outturn to: note the provisional revenue and capital outturn for 2015/16 along with the year end position on balances and reserves; approve the debt write-off and virements; and to agree that where applicable the surplus on the On-Street Parking Account at the end of the 2015/16 financial year, be carried forward in the account to the 2016/17 financial year. Cabinet also agreed to recommend Council to approve virements requiring Council approval which were considered at your July meeting.

7. Treasury Management 2015/16 Outturn

(Cabinet, 19 July 2016)

Cabinet considered a report that set out the Treasury Management activity undertaken in the financial year 2015/16 in compliance with the CIPFA Code of Practice. The report included Debt and Investment activity, Prudential Indicator Outturn, Investment Strategy, and interest receivable and payable for the financial year.

Cabinet noted the report and **RECOMMENDED** Council to note the Council's Treasury Management Activity in 2015/16 and it is included elsewhere on this agenda

8. **2016/17 Financial Monitoring & Business Strategy Delivery Report**

(Cabinet, 19 July 2016)

Cabinet had before them the first financial monitoring report for 2016/17 that focused on the delivery of the Directorate Business Strategies that were agreed as part of the Service and Resource Planning Process for 2016/17 – 2019/20. Parts 1 and 2 included projections for revenue, reserves and balances as at the end of May 2016. Capital Programme monitoring and update was included at Part 3.

Cabinet noted the report; approved the virement requests ; approved a foster care loan write-off; noted the Treasury Management lending list; approved the updated Capital Programme and the associated changes to the programme; approved the increase of £2.2m in the budget for the Great Western Park Primary School in Didcot; approved the contractual commitment for construction of the Access to Headington Project, with a total budget of £11.2m; and approved the contractual commitment for construction of the Harwell Link Road Project, with a total increased budget of £11.6m.

9. **Revised Medium Term Financial Plan 2017/18 – 2019/20**

(Cabinet, 19 July 2016)

The Medium Term Financial Plan (MTFP) agreed by Council in February 2016 included a requirement for further savings for which proposals had not been identified of £10.4m in 2017/18 and £6.2m in 2018/19. A surplus position of £1.3m was included for 2019/20. Over the medium term to 2019/20 a total of £15.3m additional savings are required.

Given the need to make significant additional savings only became apparent following the publication of the Draft Local Government Finance Settlement late in December 2015 due to a change in the distribution of Revenue Support Grant, it would not have been prudent to propose further significant savings without proper financial planning and consultation. Therefore, recommendations for meeting the £15.3m further savings were proposed to be brought forward as part of a revised MTFP for 2017/18 – 2019/20 to Cabinet and then Council for approval before the autumn of 2016. Cabinet had before them the report setting out the proposed recommendations for meeting these further savings. Cabinet **RECOMMENDED** Council to approve the proposals and they are included elsewhere on this agenda

IAN HUDSPETH

Leader of the Council

September 2016

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Division(s): N/A

COUNTY COUNCIL – 13 SEPTEMBER 2016

TREASURY MANAGEMENT OUTTURN 2015/16

Report by Chief Finance Officer

Introduction

1. The Chartered Institute of Public Finance and Accountancy's (CIPFA's) 'Code of Practice on Treasury Management (Revised) 2009' requires that the Council (via Cabinet) and Audit & Governance Committee receives an updated report on Treasury Management activities at least twice per year. This report is the second report for the financial year 2015/16 and sets out the position as at 31 March 2016.
2. Treasury management is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
3. The following annexes are attached

Annex 1	Debt Financing 2015/16
Annex 2	Public Works Loan Board (PWLB) Maturing Debt
Annex 3	Lending List Changes
Annex 4	Investment portfolio 31/03/2016
Annex 5	Prudential Indicators Outturn
Annex 6	Benchmarking

Strategy 2015/16

4. The Treasury Management Strategy for 2015/16 was based on an average base rate forecast of 0.50%. The budget for interest receivable assumed that an average interest rate of 0.70% would be achieved, 0.20% above base rate.
5. The Strategy for Long Term Borrowing was to continue to have the option to fund new or replacement borrowing up to the value of 25% of the portfolio through internal borrowing to reduce the Council's exposure to credit risk and reduce the cost of carry (difference between borrowing costs and investment returns) whilst debt rates remained higher than investment interest rates.
6. The Strategy included the Treasury Management Strategy Team (TMST) keeping external fund investments under review, with decisions to advance or withdraw funds to external fund managers delegated to the TMST.

External Context – Provided by Arlingclose

7. **Growth, Inflation, Employment:** The UK economy slowed in 2015 with GDP growth falling to 2.3% from a robust 3.0% the year before. CPI inflation hovered around 0.0% through 2015 with deflationary spells in April, September and October. The prolonged spell of low inflation was attributed to the continued collapse in the price of oil from \$67 a barrel in May 2015 to just under \$28 a barrel in January 2016, the appreciation of sterling since 2013 pushing down import prices and weaker than anticipated wage growth resulting in subdued unit labour costs. CPI picked up to 0.3% year/year in February, but this was still well below the Bank of England's 2% inflation target.
8. The labour market continued to improve through 2015 and in Q1 2016, the latest figures (to March 2016) showing the employment rate at 74.2% (the highest rate since comparable records began in 1971) and the unemployment rate at a 12 year low of 5.1%. Wage growth has however remained modest at around 2.1% excluding bonuses, but after a long period of negative real wage growth (i.e. after inflation) real earnings were positive, boosting consumer spending power.
9. **Global influences:** The slowdown in the Chinese economy became the largest threat to the South East Asian region, particularly on economies with a large trade dependency on China and also to prospects for global growth as a whole. The effect of the Chinese authorities' intervention in their currency and equity markets was temporary and led to high market volatility as a consequence. There were falls in prices of equities and risky assets and a widening in corporate credit spreads. As the global economy entered 2016 there was high uncertainty about growth, the outcome of the US presidential election and the consequences of June's referendum on whether the UK is to remain in the EU. Between February and March 2016 sterling had depreciated by around 3%, a significant proportion of the decline reflecting the uncertainty surrounding the referendum result.
10. **UK Monetary Policy:** The Bank of England's MPC (Monetary Policy Committee) made no change to policy, maintaining the Bank Rate at 0.5% (in March it entered its eighth year at 0.5%) and asset purchases (Quantitative Easing) at £375bn. In its Inflation Reports and monthly monetary policy meeting minutes, the Bank was at pains to stress and reiterate that when interest rates do begin to rise they were expected to do so more gradually and to a lower level than in recent cycles.
11. Improvement in household spending, business fixed investment, a strong housing sector and solid employment gains in the US allowed the Federal Reserve to raise rates in December 2015 for the first time in nine years to take the new Federal funds range to 0.25%-0.50%. Despite signalling four further rate hikes in 2016, the Fed chose not to increase rates further in Q1 and markets pared back expectations to no more than two further hikes this year.
12. However central bankers in the Eurozone, Switzerland, Sweden and Japan were forced to take policy rates into negative territory. The European Central Bank also announced a range of measures to inject sustained economic recovery and boost domestic inflation which included an increase in asset purchases (Quantitative Easing).
13. **Market reaction:** From June 2015 gilt yields were driven lower by the a weakening in Chinese growth, the knock-on effects of the fall in its stock market, the continuing fall in the price of oil and commodities and acceptance of diminishing effectiveness of central bankers'

unconventional policy actions. Added to this was the heightened uncertainty surrounding the outcome of the UK referendum on its continued membership of the EU as well as the US presidential elections which culminated in a significant volatility and in equities and corporate bond yields.

14. 10-year gilt yields moved from 1.58% on 31/03/2015 to a high of 2.19% in June before falling back and ending the financial year at 1.42%. The pattern for 20-year gilts was similar, the yield rose from 2.15% in March 2015 to a high of 2.71% in June before falling back to 2.14% in March 2016. The FTSE All Share Index fell 7.3% from 3664 to 3395 and the MSCI World Index fell 5.3% from 1741 to 1648 over the 12 months to 31 March 2016.

Treasury Management Activity

Debt Financing

15. The Council's debt financing position for 2015/16 is shown in Annex 1.
16. The option to fund new or replacement borrowing requirements from internal balances, up to the value of 25% of the investment portfolio was retained in the 2015/16 annual treasury management strategy. This was intended to reduce the cost of carry of borrowing which is the difference between borrowing rates and investment returns.
17. No new borrowing was arranged during 2015/16 with either the Public Works Loan Board (PWLB) or through the money markets.
18. At 31 March 2016, the authority had 65 PWLB loans totalling £343.38m and 10 LOBO¹ loans totalling £50m. The average rate of interest paid on PWLB debt was 4.52% and the average cost of LOBO debt in 2015/16 was 3.94%. The combined weighted average for interest paid on long-term debt was 4.45%.
19. The Council continues to qualify for the Certainty Rate on PWLB loans, offering a 0.20% discount on the Standard Rate (currently gilts plus 1.00%). Qualification is based on provision of additional information on long-term borrowing and associated capital spending plans.

Maturing Debt

20. The Council repaid £6m of maturing PWLB loans during the year. The weighted average interest rate payable on the matured loans was 7.28%. The details are set out in Annex 2.

Debt Restructuring

21. No long term debt was restructured during 2015/16.

¹ LOBO (Lender's Option/Borrower's Option) Loans are long-term loans which include a re-pricing option for the bank at predetermined intervals.

Investment Strategy

22. Security and liquidity of cash was prioritised above the requirement to maximise returns. The Council adopted a cautious approach to lending to financial institutions, and continuously monitored credit quality information regarding the institutions on the Council's approved Lending List.
23. During 2015/16 the Council limited the exposure to banks by lending to local authorities. At 31 March 2016 the Council had £87m of long term fixed deposits (deposits over 364 days), all of which were placed with local authorities or police authorities. The aim was to maintain a high level of security and manage exposure to interest rate and counterparty risk.
24. The weighted average maturity of all deposits at 31 March 2016, including money deposited in short-term notice accounts, was 315 days (compared with 165 days during 2014/15). This comprised £244m fixed deposits with a weighted average maturity of 360 days, £29.8m in notice accounts with a weighted average maturity of 97.5 days and £14.7m invested in money market funds and call accounts with same day liquidity. The increase in weighted average maturity was due to increases to maximum duration limits with banks and building societies, alongside increased opportunities to place long term deposits with Local Authorities at favourable interest rates, whilst limiting exposure to bail-in risk.
25. The Council used fixed deposits, call accounts, notice accounts, money market funds and pooled funds to deposit its in-house cash surpluses during 2015/16.

The Council's Lending List

26. The Council's in-house cash balances are deposited with institutions that meet the Council's approved credit rating criteria. The approved Lending List is regularly updated during the year to reflect changes in bank and building society credit ratings. Changes are reported to the Cabinet on a regular basis as part of the Financial Monitoring & Business Strategy Delivery reports. The approved lending list may also be further restricted by officers, in response to changing conditions and perceived risk. Annex 3 shows the amendments incorporated into the Lending List during 2015/16, in accordance with the approved credit rating criteria and additional temporary restrictions.

Investment Outturn

27. The average daily balance of temporary surplus cash invested in-house was £322m in 2015/16. The Council achieved an average in-house return for the year of 0.80%, producing gross interest receivable of £2.582m. Temporary surplus cash balances include: developer contributions; council reserves and balances; trust fund balances; and various other funds to which the Council pays interest at each financial year end, based on the average three month London Interbank Bid (LIBID) rate.
28. The sale of approximately a quarter of the Council's initial £20m investment in the Threadneedle Strategic Bond Fund resulted in a realisable gain of £0.246m in 2015/16. Gross distributions from pooled funds totalling £0.875m were also realised in year, bringing total investment income to £3.703m.

29. As at 31 March 2016 the total value of pooled fund investments was £72.481m. This included an overall gain of £1.458m on the purchase value of the assets. Gains are held at the available for sale reserve and cannot be realised as investment income until the point at which fund units are sold.
30. During 2015/16 the average three month LIBID rate was 0.46%. The Council's average in-house return of 0.80% exceeded this benchmark by 0.34%. The average in-house return was 0.10% higher than the rate of interest of 0.70% assumed in the budget. This was in part a result of increases to bank and building society duration limits made in July 2015. This subsequently increased the Council's capacity to pick up yield in durations between 6 and 12 months. Additionally the Council utilised opportunities to lend to other Local Authorities in durations exceeding one year, which boosted the overall yield whilst providing diversification away from bank and building society deposits.
31. The Council operates a number of instant access call accounts and money market funds to deposit short-term cash surpluses. During 2015/16 the average balance held on instant access was £51.98m.
32. At 31 March 2016, the Council's investment portfolio of £360.95m comprised £244m of fixed term deposits, £29.80m in notice accounts, £14.67m at short term notice in money market funds and call accounts and £72.48m in pooled funds with a variable net asset value (VNAV). Annex 4 provides an analysis of the investment portfolio at 31 March 2016.
33. The council's Treasury Management Strategy Team regularly monitors the risk profile of the Council's investment portfolio. An analysis of the credit and maturity position of the portfolio at 31 March 2016 is shown in Annex 4.

External Fund Managers

34. Having reviewed further investment options the Treasury Management Strategy Team approved decisions to make two further £5m investments in the CCLA Local Authorities Property Fund in September 2015 and January 2016.
35. The CCLA Local Authorities Property Fund is invested in commercial and industrial properties in the United Kingdom. It aims to provide, over the long term, a satisfactory total capital and income return on the units of the fund. The fund aims to maintain a suitable spread between different types of property and geographical location.
36. In September 2015 the Treasury Management Strategy Team approved the decision to sell approximately one quarter of the Council's £20m initial investment in the Threadneedle Strategic Bond Fund, due to a decrease in the size of the fund. The sale resulted in a realisable gain of £0.246m.

Prudential Indicators for Treasury Management

37. The position as at 31 March 2016 for the Prudential Indicators is shown in Annex 5.
38. As at 31 March 2016 the Council exceeded the prudential indicator for the upper limit on fixed interest rate exposure for net debt. Actual fixed interest rate exposure was 162.57%, exceeding the 150% limit set out in the 2015/16 Treasury Management Strategy.

39. The indicator is calculated using the following formula:

$$\frac{\text{Fixed debt} - \text{Fixed deposits}}{\text{Total debt} - \text{Total deposits and investments}}$$

40. The reason for exceeding the limit lies predominantly with an increase in the proportion of the Council's investment portfolio held in investments and deposits with variable interest rates, which has subsequently reduced the proportion of deposits with fixed interest rates. This was a deliberate decision taken by the Treasury Management Strategy Team in order to further diversify the Council's investment portfolio.
41. At 31 March 2016, 33.3% of total investments and deposits held were at variable interest rates. The Treasury Management Strategy Team are comfortable with this level of variable rate investments and deposits and do not believe that exceeding the fixed interest rate exposure limit poses a risk to the Council.

External Performance Indicators and Statistics

42. The County Council is a member of the CIPFA Treasury and Debt Management Benchmarking Club and completed returns for the financial year 2015/16. The results of this exercise are not yet available.
43. The Council's treasury management advisors Arlingclose also benchmark the Council's investment performance against its other clients on a quarterly basis. The results of the quarter 4 benchmarking to 31 March 2016 are included in Annex 6.
44. The benchmarking results show that the Council was achieving higher than average interest on deposits at 31 March 2016, when compared with a group of 128 other local authorities. This has been achieved by placing deposits over a longer than average duration with institutions that are of higher than average credit quality.
45. Oxfordshire had a higher than average allocation to external funds, fixed and local authority deposits when compared with other local authorities in the benchmarking exercise. Oxfordshire also had a notably lower than average exposure to money market funds, call accounts and certificates of deposit.

Financial and Legal Implications

46. The combined activities of debt and investment management contribute to the strategic measures element of the Council's budget. The outturn for Interest Payable in 2015/16 was £18.08m, falling £0.056m below the budget of £18.136m in the Medium Term Financial Plan.
47. The 2015/16 budget for investment income was £2.060m, compared with the outturn of £3.703m (including realised gains and distributions from pooled funds), giving a net overachievement of £1.643m. The overachievement in income received was due to a combination of higher than forecast average interest rates and higher than forecast average cash balances, in addition to large distributions and realised gains from pooled funds not

included in the original budget. The 2015/16 accounts also recognise a decrease in the value of available for sale assets² of £0.223m.

RECOMMENDATION

48. **Council is RECOMMENDED to note the Council's Treasury Management Activity in 2015/16.**

LORNA BAXTER

Chief Finance Officer

Contact officer: Lewis Gosling – Financial Manager (Treasury) Telephone Number: 01865 323988

June 2016

² Available for sale assets comprise variable net asset value pooled funds, comprised of short dated bond funds, strategic bond funds and property funds.

OXFORDSHIRE COUNTY COUNCIL DEBT FINANCING 2015/16

<u>Debt Profile</u>		£m
1. PWLB	88%	349.38
2. Money Market LOBO loans	12%	<u>50.00</u>
3. Sub-total External Debt		399.38
4. Internal Balances	0 %	<u>-27.31</u>
5. Actual Debt at 31 March 2015	100%	372.07

6. Government Supported Borrowing		0.00
7. Unsupported Borrowing		0.02
8. Borrowing in Advance		0.00
9. Minimum Revenue Provision		<u>-15.57</u>

10. Actual Debt at 31 March 2016 **356.52**

<u>Maturing Debt</u>		
11. PWLB loans maturing during the year		6.00
12. PWLB loans repaid prematurely in the course of debt restructuring		<u>0.00</u>
13. Total Maturing Debt		6.00

<u>New External Borrowing</u>		
14. PWLB Normal		0.00
15. PWLB loans raised in the course of debt restructuring		0.00
16. Money Market LOBO loans		<u>0.00</u>
17. Total New External Borrowing		0.00

<u>Debt Profile Year End</u>		
18. PWLB	87%	343.38
19. Money Market LOBO loans	13%	<u>50.00</u>
20. Sub-total External Debt		393.38
21. Internal Balances	0 %	<u>-36.86</u>
22. Actual Debt at 31 March 2016	100%	356.52

Line

- 1 – 5 This is a breakdown of the Council's debt at the beginning of the financial year (1 April 2015). The PWLB is a government agency operating within the Debt Management Office. LOBO (Lender's Option/ Borrower's Option) loans are long-term loans, with a maturity of up to 60 years, which includes a re-pricing option for the bank at predetermined time intervals. Internal balances include provisions, reserves, revenue balances, capital receipts unapplied, and excess of creditors over debtors.
- 6 'Government Supported Borrowing' is the amount that the Council can borrow in any one year to finance the capital programme. This is determined by Central Government, and in theory supported through the Revenue Support Grant (RSG) system.
- 7 'Unsupported Borrowing' reflects Prudential Borrowing taken by the authority whereby the associated borrowing costs are met by savings in the revenue budget.
- 8 'Borrowing in Advance' is the amount the Council borrowed in advance during 2015/16 to fund future capital finance costs.
- 9 The amount of debt to be repaid from revenue. The sum to be repaid annually is laid down in the Local Government and Housing Act 1989, which stipulates that the repayments must equate to at least 4% of the debt outstanding at 1 April each year.
- 10 The Council's total debt by the end of the financial year at 31 March 2016, after taking into account new borrowing, debt repayment and movement in funding by internal balances.
- 11 The Council's normal maturing PWLB debt.
- 12 PWLB debt repaid early during the year.
- 13 Total debt repaid during the year.
- 14 The normal PWLB borrowing undertaken by the Council during 2015/16.
- 15 New PWLB loans to replace debt repaid early.
- 16 The Money Market borrowing undertaken by the Council during 2015/16.
- 17 The total external borrowing undertaken.
- 18-22 The Council's debt profile at the end of the year.

Long-term debt Maturing 2015/16**Public Works Loan Board: Loans Maturing in 2015/16**

Date	Amount £m	Rate %	Repayment Type
30/04/2015	4.000	9.750	Maturity
13/07/2015	0.500	2.350	EIP
13/01/2016	0.500	2.350	EIP
31/07/2015	0.500	2.350	EIP
01/02/2016	0.500	2.350	EIP
Total	6.000		

Repayment Types

Maturity – Full amount of principal is repaid at the final maturity date

EIP – Equal Instalments of Principal are repaid every 6 months until the final maturity date

Lending List Changes during 2015/16**Lending limits & maturity limits increased from 1 April 2015**

	Lending Limit as at 31 March 2016	Maximum Maturity as at 31 March 2016
Bank of Montreal	£25,000,000	364 days
Bank of Nova Scotia	£25,000,000	364 days
Canadian Imperial Bank of Commerce	£25,000,000	364 days
Royal Bank of Canada	£25,000,000	364 days
Toronto Dominion Bank	£25,000,000	364 days
HSBC Bank Plc	£25,000,000	364 days
Rabobank Group	£25,000,000	364 days
Svenska Handelsbanken	£25,000,000	364 days
Lloyds Bank Plc	£25,000,000	9 months
Close Brothers Ltd	£10,000,000	6 months
Coventry Building Society	£15,000,000	6 months
Nationwide Building Society	£15,000,000	6 months
Santander UK Plc	£15,000,000	6 months
Landesbank Hessen-Thuringen	£20,000,000	6 months

Counterparties added from 1 April 2015

	Lending Limit as at 31 March 2016	Maximum Maturity as at 31 March 2016
Barclays 100 day notice a/c	£15,000,000	100 days
Barclays current a/c	£15,000,000	100 days

Bank of Scotland	£15,000,000	9 months
Santander 95 day notice a/c	£15,000,000	6 months
Santander UK Plc	£15,000,000	6 months

Counterparties suspended from 1 April 2015

Goldman Sachs International Bank

Standard Chartered Bank

Annex 4

OXFORDSHIRE COUNTY COUNCIL INVESTMENT PORTFOLIO 31/03/2016

Fixed term deposits held at 31/03/2016

Counterparty Date	Principal Deposited (£)	Maturity
Commonwealth Bank of Australia	5,000,000.00	27-Apr-16
Dudley Metropolitan Borough Council	3,000,000.00	28-Apr-16
Police & Crime Commissioner for Northumbria	5,000,000.00	29-Apr-16
Close Brothers Ltd	3,000,000.00	29-Apr-16
Lloyds Bank plc	5,000,000.00	03-May-16
Fife Council	5,000,000.00	03-Jun-16
Lloyds Bank plc	5,000,000.00	08-Jun-16
Commonwealth Bank of Australia	5,000,000.00	16-Jun-16
Close Brothers Ltd	5,000,000.00	17-Jun-16
Glasgow City Council	5,000,000.00	04-Jul-16
Landesbank Hessen-Thuringen (Helaba)	5,000,000.00	04-Jul-16
Nationwide Building Society	5,000,000.00	05-Jul-16
DBS Bank (Development Bank of Singapore)	5,000,000.00	05-Jul-16
Nationwide Building Society	5,000,000.00	08-Jul-16
Glasgow City Council	5,000,000.00	22-Jul-16
Rabobank Group	5,000,000.00	22-Jul-16
Rabobank Group	5,000,000.00	25-Jul-16
Rabobank Group	10,000,000.00	29-Jul-16
Svenska Handelsbanken	6,000,000.00	29-Jul-16
Landesbank Hessen-Thuringen (Helaba)	5,000,000.00	05-Aug-16
Landesbank Hessen-Thuringen (Helaba)	5,000,000.00	24-Aug-16
Peterborough City Council	5,000,000.00	02-Sep-16
Toronto-Dominion Bank	5,000,000.00	08-Sep-16
Newcastle City Council	5,000,000.00	13-Sep-16
Toronto-Dominion Bank	5,000,000.00	13-Oct-16
Toronto-Dominion Bank	5,000,000.00	14-Oct-16
Bank of Montreal	5,000,000.00	19-Oct-16
Lancashire County Council	5,000,000.00	28-Nov-16
Toronto-Dominion Bank	5,000,000.00	28-Nov-16
Rabobank Group	5,000,000.00	30-Nov-16
Glasgow City Council	5,000,000.00	10-Jan-17
West Dunbartonshire Council	2,000,000.00	07-Jun-17
Warrington Borough Council	5,000,000.00	21-Jul-17
Fife Council	5,000,000.00	24-Nov-17
Lancashire County Council	5,000,000.00	18-Jan-18
Exeter City Council	10,000,000.00	01-Feb-18
Runnymede Borough Council	5,000,000.00	09-Feb-18
Fife Council	3,000,000.00	29-Mar-18
Lancashire County Council	5,000,000.00	04-May-18
Fife Council	10,000,000.00	26-Jun-18
Warrington Borough Council	5,000,000.00	20-Jul-18
Glasgow City Council	5,000,000.00	24-Jul-18
Glasgow City Council	5,000,000.00	30-Jul-18

Fife Council	2,000,000.00	07-Sep-18
Lancashire County Council	5,000,000.00	15-Oct-18
Lancashire County Council	5,000,000.00	15-Oct-18
The Highland Council	10,000,000.00	01-Feb-19

Total £244,000,000.00

Money Market Funds

Counterparty period	Balance at 31/03/16 (£)	Notice
Standard Life Sterling Liquidity Fund	2,658,498.00	Same day
Federated Sterling Liquidity Funds	12,000,000.00	Same day
Total	14,658,498.00	

Notice / Call Accounts

Counterparty period	Balance at 31/03/16 (£)	Notice
Barclays 100 Day Notice	14,800,000.00	100 days
Barclays Current	8,340.24	Same day
Santander 95 Day Notice	15,000,000.00	95 days
Total	29,808,340.24	

Short Dated Bond Funds

Counterparty period	Balance at 31/03/16 (£)	Notice
Aberdeen (formerly SWIP)	17,450,440.05	3 days
Federated Cash Plus Fund	2,040,805.47	2 days
Payden & Rygel Sterling Reserve Fund	12,269,359.27	2 days
Royal London Asset Mgmt Cash Plus Fund	4,994,966.59	2 days
Total	36,755,571.38	

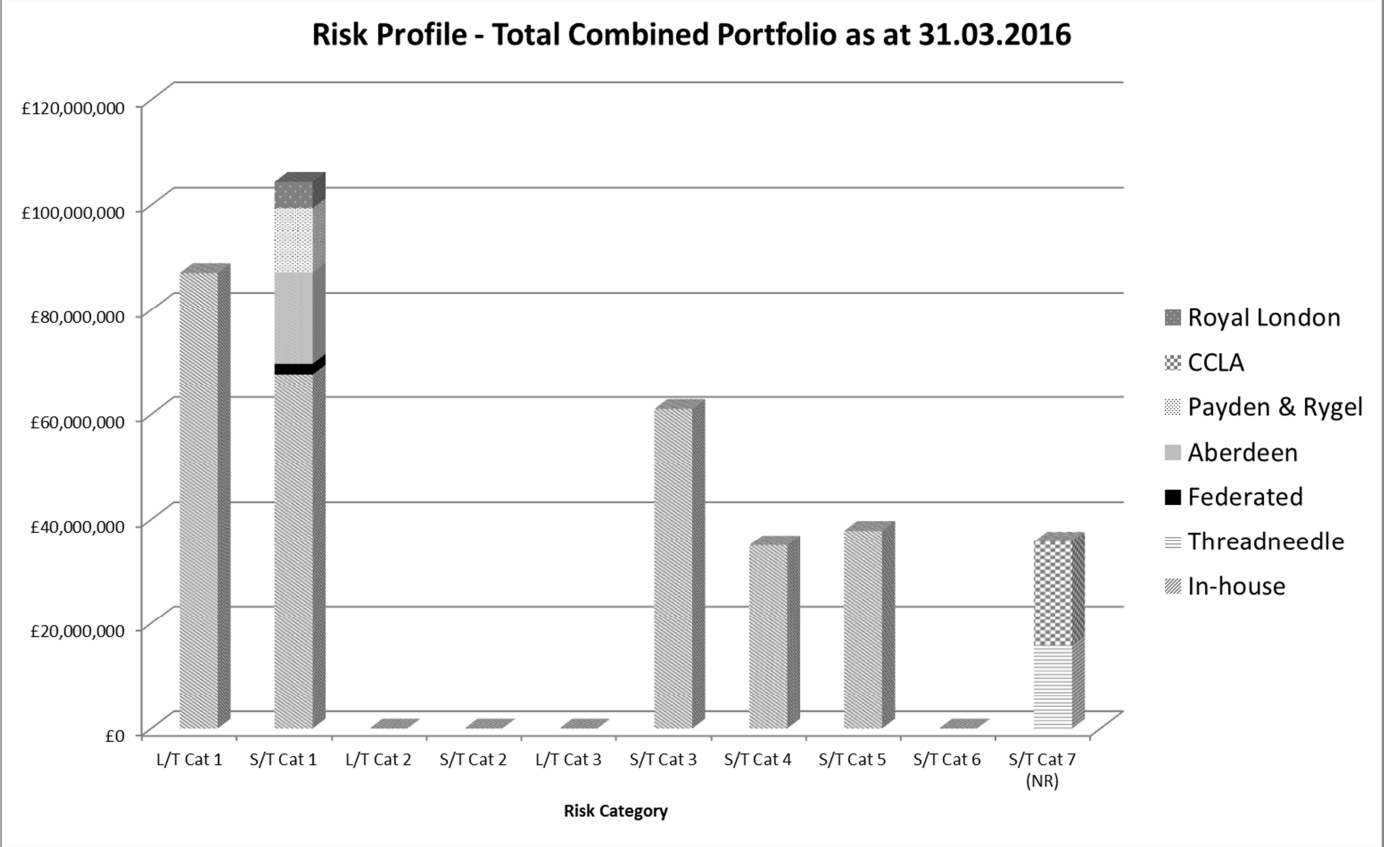
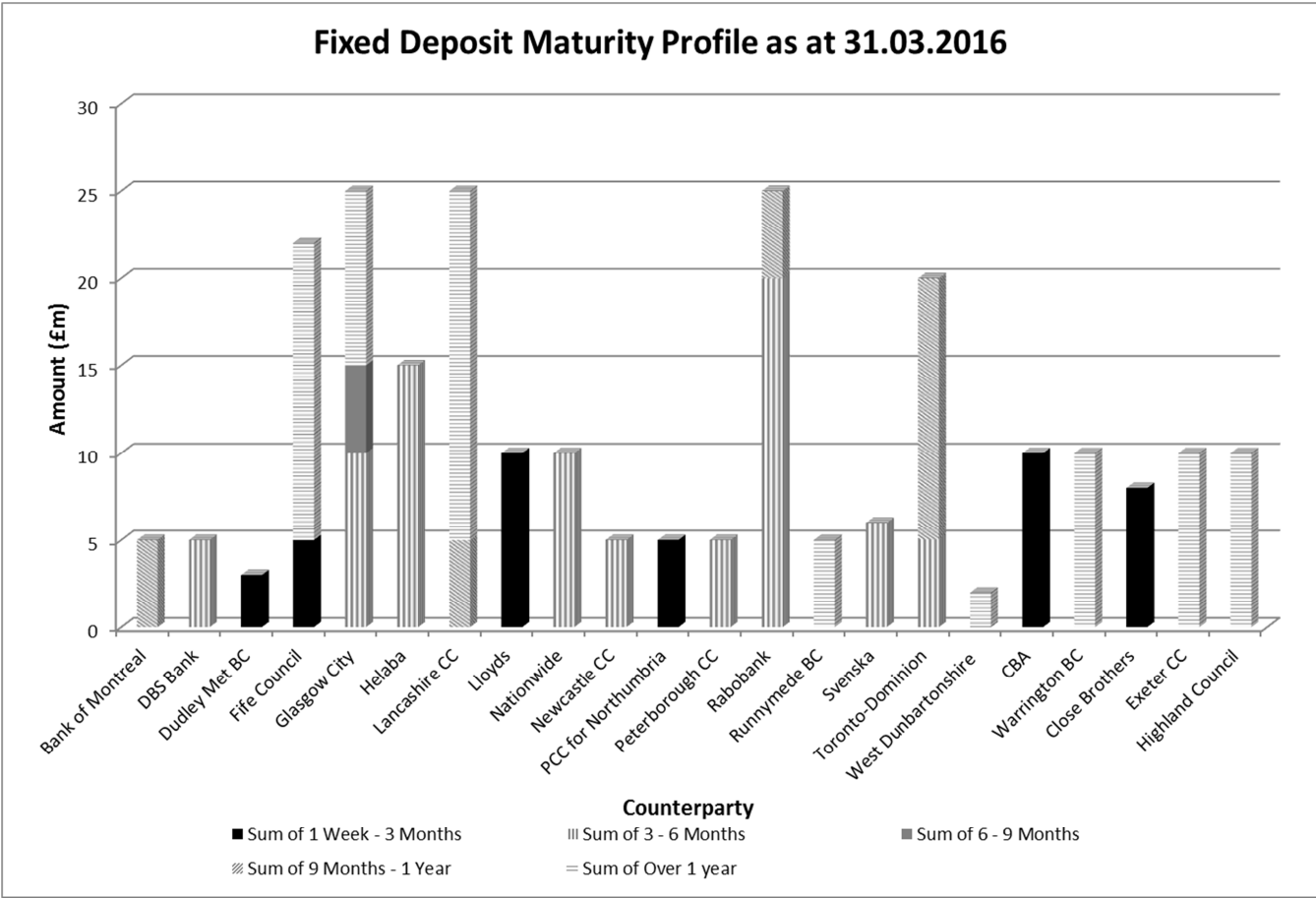
Strategic Bond Funds

Counterparty period	Balance at 31/03/16 (£)	Notice
Threadneedle Strategic Bond Fund	15,918,118.60	4 days
Total	15,918,118.60	

Property Funds

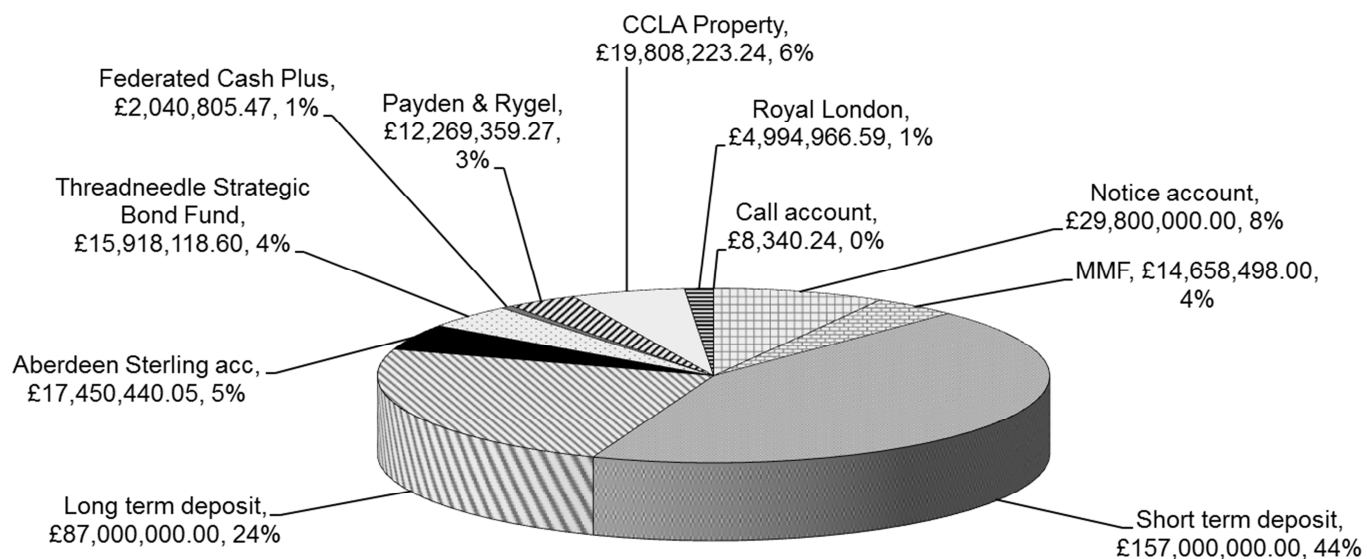
Counterparty period	Balance at 31/03/16 (£)	Notice
CCLA Local Authorities Property Fund	19,808,223.24	Monthly dealing
Total	19,808,223.24	

Risk profile of investment portfolio at 31/03/16



Risk Category	L/T rating	S/T rating
1 (Including Local Authorities)	AA+, AA	F1+
2	AA-	F1+
3	AA-	F1+
4	AA-	F1+
5	A+, A	F1
6	A	F1

Total Combined Portfolio as at 31.03.2016



Prudential Indicators Outturn 31 March 2016**Authorised and Operational Limit for External Debt**

Authorised Limit for External Debt	
	£490,000,000
Operational Limit for External Debt	
	£480,000,000
Actual External Debt at 31 March 2016	
	£418,232,618

Fixed Interest Rate Exposure

Fixed Interest Net Borrowing limit	150.00%
Actual at 31 March 2016	162.57%

Variable Interest Rate Exposure

Variable Interest Net Borrowing limit	25.00%
Actual at 31 March 2016	-62.57%

Sums Invested over 364 days

Total sums invested for more than 364 days maximum limit	
	£150,000,000
Actual sums invested for more than 364 days at 31 March 2016	£ 87,000,000

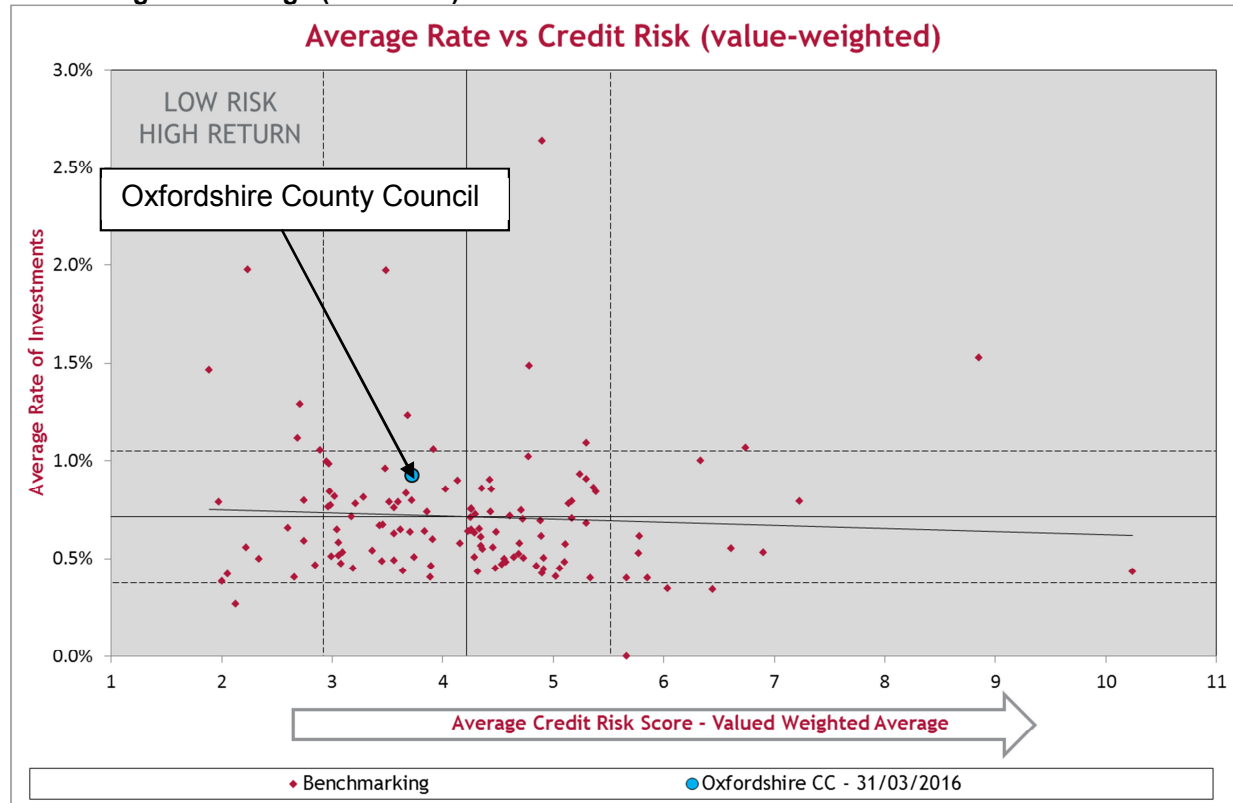
Maturity Structure of Borrowing at 31/03/16

	Limit %	Actual %
From 01/04/15		
Under 12 months	0 - 20	0.00
12 – 24 months	0 - 25	7.12
24 months – 5 years	0 - 35	16.27
5 years – 10 years	5 - 40	15.25
10 years +	50 - 95	61.36

The Prudential Indicators for maturity structure are set with reference to the start of the financial year. The actual % shown above relates to the maturity period remaining at 01/04/15 on loans still outstanding at 31/03/16.

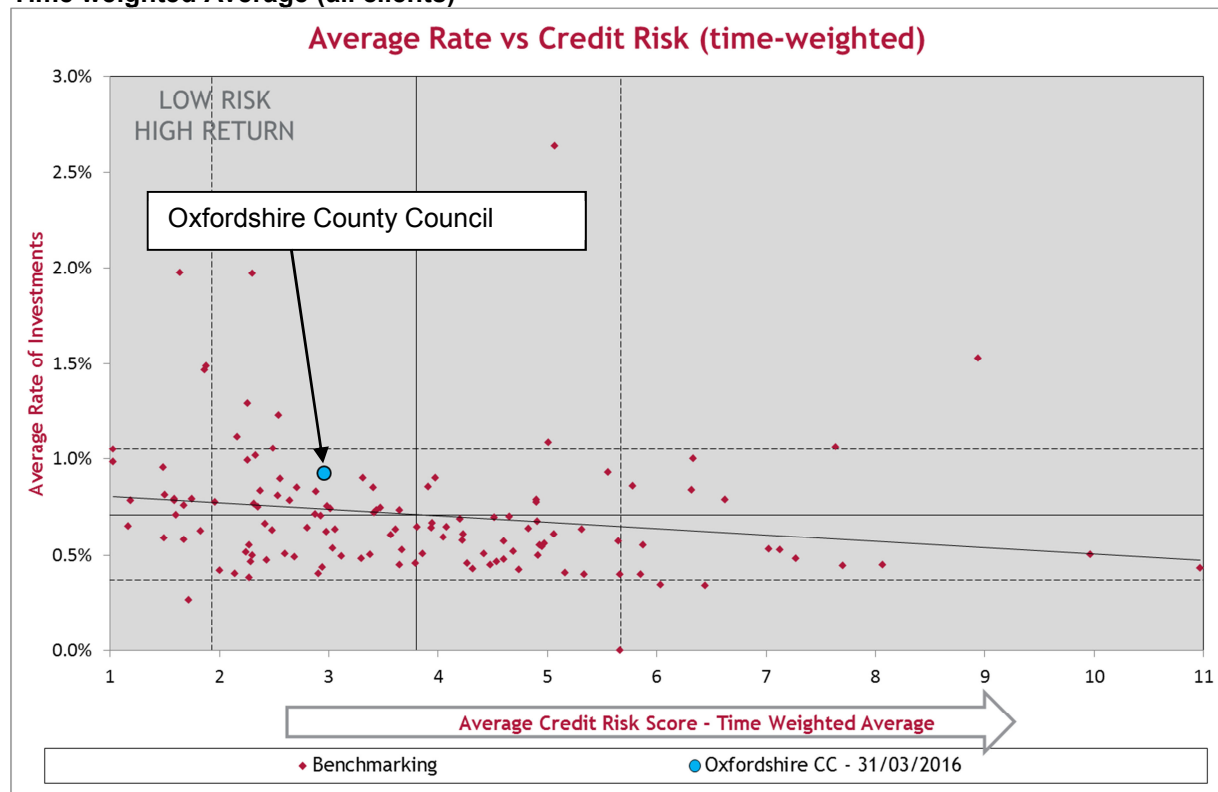
**Actual Maturity Structure of Borrowing at 01/04/16
(LOBO's included at next option date)**

	Limit %	Actual %
From 01/04/16		
Under 12 months	0 - 20	7.12
12 – 24 months	0 - 25	7.12
24 months – 5 years	0 - 35	13.22
5 years to 10 years	5 - 40	11.69
10 years +	50 - 95	60.85



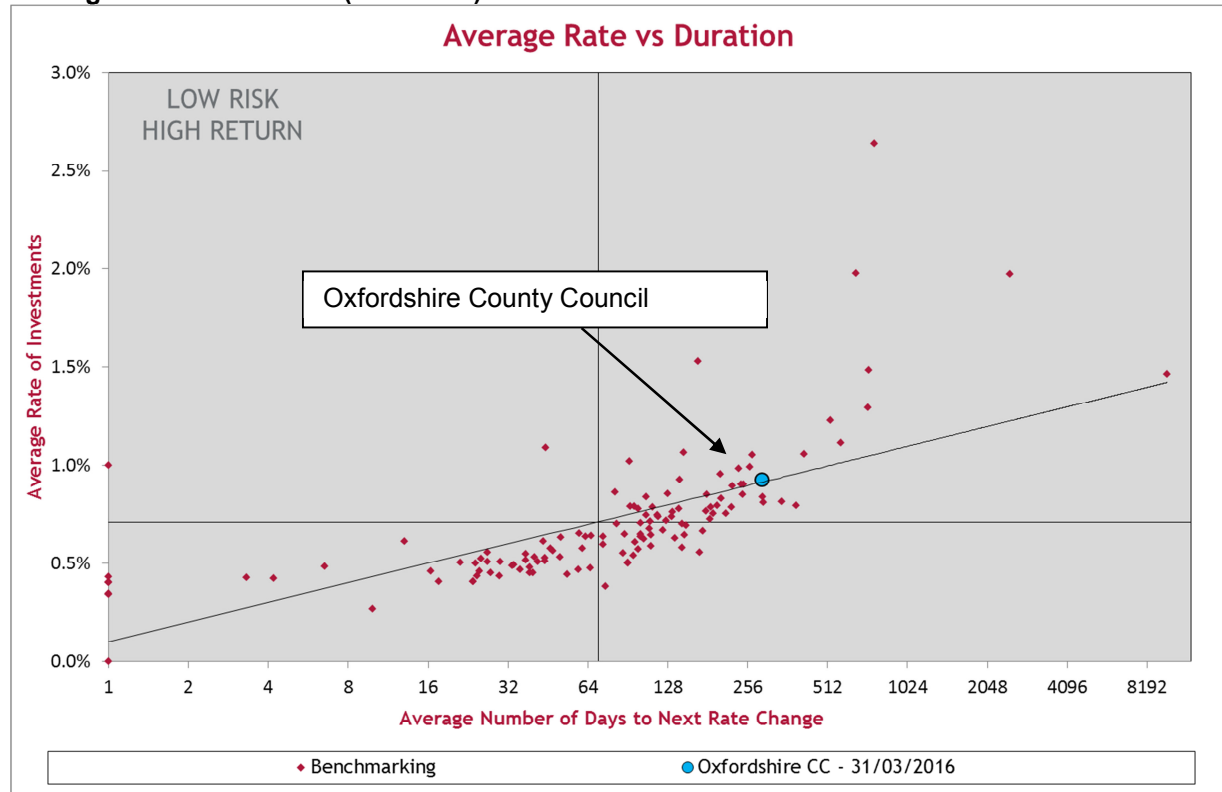
Oxfordshire County Council achieved a higher interest rate compared to the average achieved by all Arlingclose clients, whilst maintaining lower than average value weighted credit risk as at 31/03/2016.

Time weighted Average (all clients)



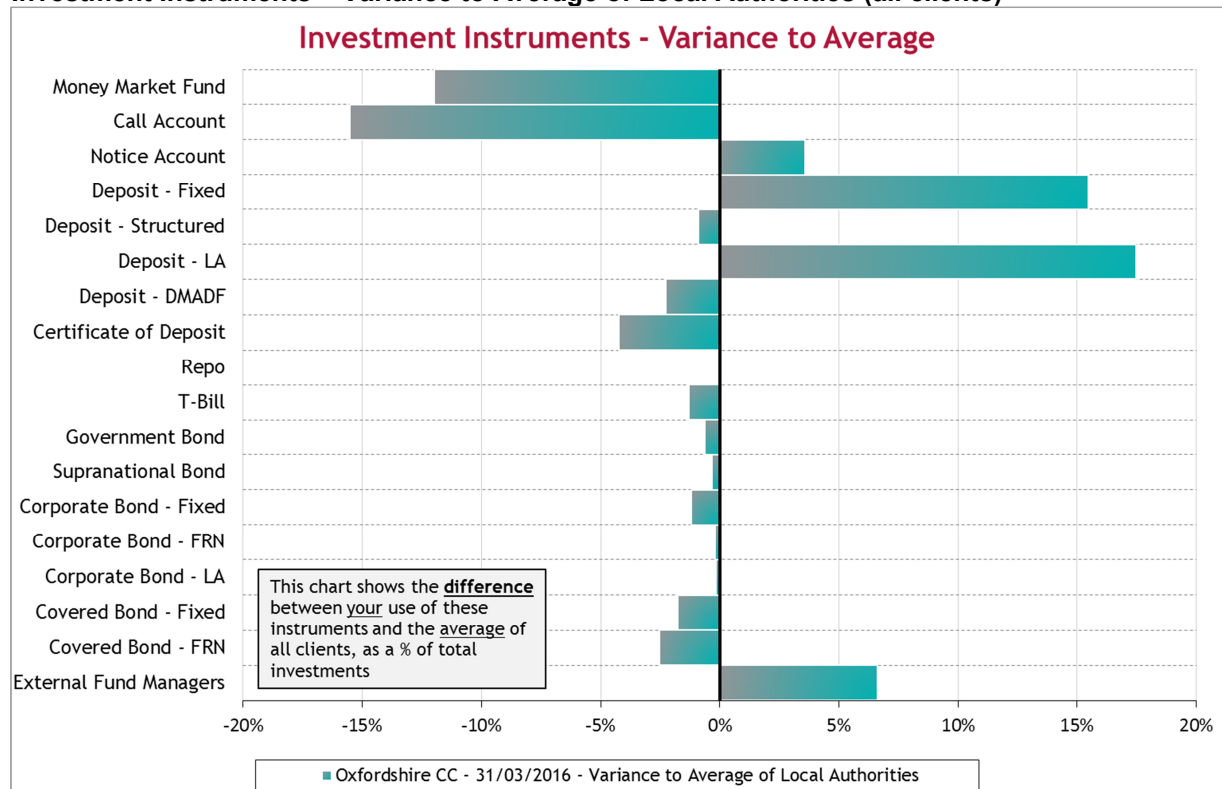
Oxfordshire County Council achieved a higher interest rate compared to the average achieved by all Arlingclose clients, whilst maintaining lower than average time weighted credit risk as at 31/03/2016.

Average Rate vs Duration (all clients)



This graph shows that at 31/03/2016 Oxfordshire County Council achieved a higher than average return by placing deposits for longer than average duration.

Investment Instruments – Variance to Average of Local Authorities (all clients)



This graph shows that, at 31/3/2016, Oxfordshire County Council had notably higher than average allocations to external funds, fixed and local authority deposits when compared with other local authorities. Oxfordshire County Council also had notably lower exposure to money market funds, call accounts and certificates of deposit.

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Division(s):N/A

COUNCIL – 13 SEPTEMBER 2016

Revised Medium Term Financial Plan 2017/18 – 2019/20 and Efficiency Plan 2016/17 to 2019/20

Report by the Chief Finance Officer

Introduction

1. The Medium Term Financial Plan (MTFP) agreed by Council in February 2016 included a requirement for further savings for which proposals had not been identified of £10.4m in 2017/18 and £6.2m in 2018/19¹. A surplus position of £1.3m was included for 2019/20. Over the medium term to 2019/20 a total of £15.3m additional savings are required.
2. Given the need to make significant additional savings only became apparent following the publication of the Draft Local Government Finance Settlement late in December 2015 due to a change in the distribution of Revenue Support Grant, it would not have been prudent to propose further significant savings without proper financial planning and consultation. Therefore, recommendations for meeting the £15.3m further savings were proposed to be brought forward as part of a revised MTFP for 2017/18 – 2019/20 to Cabinet and then Council for approval before the autumn of 2016.
3. This report does not address the implications of the National Budget in March 2016 or any pressures arising in the Directorates that may impact over the medium term. It also does not take into consideration any potential impact on the authority of the UK leaving the European Union. These will be addressed as part of the 2017/18 Service & Resource Planning process which commences with a context setting report to Cabinet in September 2016.

Efficiency Plan and four-year settlement

4. As part of the Provisional Local Government Finance Settlement announced in December 2015, the Secretary of State for Local Government set out an offer to all councils of a four-year funding settlement from 2016/17 to 2019/20. The offer covers Revenue Support Grant, Transitional Grant and, for those authorities who are in receipt of it, the Rural Services Grant. The county council does not receive any funding from the Rural Services Grant.

¹ Changes agreed by Council from the published documents are set out in the printed decisions at: <http://mycouncil.oxfordshire.gov.uk/ieListDocuments.aspx?CId=116&MId=4402>

5. In addition, tariffs and top ups in 2017/18 – 2019/20 will not be altered for reasons related to the relative needs of local authorities. However, in the final year may be subject to change with the implementation of 100% business rates retention.
6. In setting the 2016/17 budget and Medium Term Financial Plan to 2019/20, these published figures have been included as forecasts of income over the four year period.
7. The offer of a four year settlement requires councils to publish an Efficiency Plan and notify the Department for Communities and Local Government of its availability by 14 October 2016. There is no guidance on what the plan should contain, however it needs to show how the greater certainty of a four-year settlement can bring about opportunities for further savings; and be open and transparent about the benefits this will bring to both the council and the community. For counties with fire responsibilities, there is no need to produce a separate plan.
8. Whilst the offer does provide some certainty, there are some caveats. The Government will need to take into account future events such as the transfer of functions to local government, transfers of responsibility for functions between authorities, mergers between authorities and any other unforeseen events.
9. The announcement as part of the budget in March 2016 that government departments would be required to find an additional £3.5bn of savings by 2020 will not affect the four year funding settlement. The secretary of state confirmed in May 2016 that the four-year settlements for local councils were still valid.
10. Annex 1 sets out the Efficiency Plan.

Proposed approach to meeting the further savings

11. It is proposed that the £15.3m savings required over the medium term will be achieved through a new transformation programme details of which are set out in the paragraphs below. Should there be a need to allow a longer period before the programme can be delivered in full, then some of the savings could be deferred by one year from 2017/18 to 2018/19.

Transformation Programme

12. The Council has undertaken significant transformation and change since austerity measures were introduced in 2010. These include the creation of a shared services centre for back office functions and then a partnership with Hampshire County Council to deliver these services, saving over £30m since 2010. We are in the lowest quarter of spenders among county councils on back office functions. We have made significant staffing savings across the Council with a 40% reduction in senior managers and halving of middle managers, a pay freeze followed by below-inflation rises for staff over recent years. We now employ 42% fewer people than we did in 2010²; the number has fallen from 7500 at March 2010 to 4300 at March 2016. Further transformation has taken place by encouraging volunteers to

² Excluding schools

supplement services such as community transport and libraries, with 22 libraries now converted to a community/volunteer model and, by applying lean principles across our services we have generated savings and become more efficient. We have an innovative contract in partnership with Skanska for highways maintenance and construction. Other partnership arrangements include our joint working with health to provide the best outcomes for people through one of the biggest pooled budgets in the country³. Furthermore, since 2005 we have removed more than 100 properties from the council's property portfolio and generated more than £62m.

13. Local government is changing on a sector wide basis, a fact recognised by the Local Government Association, Central Government and a wide range of commentators. Whilst all organisations are at different stages of transformation, there are four dominant themes that underpin the majority of current transformation activity in councils across the UK:

- A strong focus on moving away from service specific change, to a model of whole organisation transformation that places the needs of residents, communities and business at the heart of a vibrant organisation, focused on the wellbeing of all;
- The use of digital access and process automation to reduce cost, improve access and ensure that professional staff are able to have the information they need to make the greatest impact;
- The use of lean systems thinking to support the creation of organisation wide processes and culture that is cost effective, entrepreneurial and able to generate income and a financial return; and
- A more flexible approach to partnerships, focused on mutual benefit and the delivery of better outcomes for residents and communities.

14. Significant progress is being made in shaping and identifying a council wide transformation programme. It will impact all areas of the Council and officers are working to ensure that the work stream focused on culture, values and behaviours supports a culture focused on the holistic needs and aspirations of residents and business, bringing the resources and influence of the Council to bear in a manner that ensures we deliver the best possible outcomes in the most cost effective manner. By adopting this approach we will not only continue to improve the services we deliver, but we will become a more positive and outward facing organisation, one that delivers for all and is able to approach delivery with a more commercial mind-set and increase its revenue.

15. Early work by officers throughout the organisation has highlighted that the Council is well placed to deliver continued financial efficiency. With a greater focus on a 'one council' approach, it will be able to continue to improve services and outcomes for residents and businesses across Oxfordshire, but more effectively because the focus will be on their needs, rather than on internal structures.

16. The one council approach to transformation and delivery will include, but will not be limited to:

³ Excluding Better Care Fund amounts

- Community empowerment and localisation
- Digital delivery and improved customer access
- Performance and efficiency, including contracts
- Placed based asset and opportunity planning
- Income generation
- Culture, values and behaviours
- Workplace and productivity tools
- Growth and opportunity

17. By April 2019, the developing transformation programme will have delivered indicative savings of over £15m and progress is being made on identifying the key areas and work streams that will ensure we achieve this and can accurately monitor and report delivery.

18. The programme will be overseen by a Transformation Board, that includes senior officers from across the Council and the Deputy Leader of the Council, Councillor Rodney Rose to reflect his Cabinet Responsibility for internal efficiency and the cross council nature of this programme. This board will meet for the first time in early July, but early findings of the programme are:

- Programme management - whilst there is much good work with existing programmes of change and transformation across the council, a lack of cohesion could lead to competing priorities and duplication of effort. This is being addressed by the creation of a single, council wide transformation programme; utilizing the strengths of staff from across the council and underpinned by a 'one council' approach.
- Strategic Property Review – Work is underway to ensure that a sustainable, commercially focused approach to our estate is developed, again underpinned by an ethos that recognizes that all assets are held by the Council for the benefit of residents and the wider business community of Oxfordshire, rather than individual departments or services. Over the next two months, as part of reshaping our approach to property and assets, 'place based' asset reviews of communities across the county will be brought forward, outlining current asset ownership, potential benefits and wider infrastructure issues so that outcomes and the financial returns from our assets can be maximized.
- Customer access - Work has begun on developing a council-wide approach to customer access, irrespective of the service required. We will move to a model of access where data and information we already hold can be used to increase the speed of resolution for the resident, business or professional who is contacting us. Our aim will be to resolve the enquiry at the point of first contact wherever possible and to ensure that where an individual requires contact with a professional, such as a social worker, we enable this without delay.

- Digital delivery - By the end of the summer, we will bring forward a revised digital strategy focused on ease of access for the resident, business and community as well ensuring we provide the support, encouragement and facilities to encourage digital take up across the county. Through the use of cloud based services, we will improve the capacity, resilience and integrity of our data systems and provide staff with the facilities they need to transform where and how services are delivered. Our approach will be to ensure that the same tools and systems are used by our staff to assist residents and businesses in accessing our services as residents and business use to self-serve. We will also ensure that all our systems and data storage approaches reflect national best practice so that we can enable deeper integration with our partners where this is necessary and our customers consent. As part of this, we will review and streamline our financial and business process, ensuring they enable the needs of our business whilst continuing to enable value for money services and robust financial planning.
- Customer journey - Significant improvement has been achieved within services across the council. However, we now need to move to designing processes that deliver the most efficient outcomes for residents and business in a more joined up way, recognizing that many activities delivered from, for example, within our libraries directly contribute towards positive outcomes across the county. We will do this by using lean systems based approaches to map our outcomes against customer journey and business engagement in the most holistic way possible, ensuring we target our resources where they make the most impact and in the most effective way.

19. Running alongside the Transformation Programme is the independently commissioned review being undertaken by Grant Thornton to consider equally all options for local government reorganisation in Oxfordshire. A report on the initial findings of this work is set out elsewhere on this agenda.

Financing the Transformation Programme

20. As part of the budget for 2016/17 a Transition Fund of £4m was created to enable the further savings to be delivered. Council agreed to establish a cross party group of county councillors to consider the maximum benefit of the use of the fund.
21. Of this fund, £1m was agreed to be set aside for 'creating a one-off pump priming fund for one year to take to districts and parishes, inviting them to commit money to support Children's Centres which they would help save'. A cross party working group has been established and at the first meeting decided to have the initial focus on the funding to support Children's Centres Community Initiatives with a view to having proposed guidance and bid criteria recommendations to Cabinet in the Autumn. This would enable the scheme to be launched in October giving enough time for communities to bid for transition funding prior to services ceasing.
22. £1m was set aside for 'income generation pump priming'. The agreed approach for utilising the £1m funding is that it should be strategically led, focusing on pump priming and sustainability for communities and income generation/ invests to save based on business case models.

23. The remaining £2m will be used to support and enable the transformation programme.

Flexible use of Capital Receipts Strategy

24. There is also the opportunity to increase the funding available for transformation through the flexible use of capital receipts. New guidance was issued by the Department for Communities and Local Government in March 2016 that enables local authorities to use new capital receipts from the disposal of property, plant and equipment received in the period April 2016 to March 2019. Receipts already received but not used are not eligible.
25. This flexibility can be applied to projects where incurring up-front costs will generate on-going savings and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.
26. The guidance states that for each financial year, a local authority should prepare a Flexible Use of Capital Receipts Strategy and this may form part of the MTFP or the Efficiency Plan. As part of the strategy, the Council needs to disclose the individual projects that will be funded or part funded through capital receipts flexibility. The strategy is required to be approved by Council.
27. The Flexible use of Capital Receipts Strategy for 2016/17 is set out in the Efficiency Plan at Annex 1. It proposes use of £0.5m of capital receipts for the placed based community hubs project.

Equality and Inclusion Implications

28. The Public Sector Equality Duty, under section 149 of the Equality Act 2010, places a responsibility on local authorities to exercise 'due regard to the need to eliminate unlawful discrimination... advance equality of opportunity... and foster good relations.'
29. There are no equality and inclusion implications arising directly from this report. A high level assessment of the broad impact of the transformation savings will be included as part of the published information during the Service & Resource Planning process for 2017/18.

Financial and Legal Implications

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

RECOMMENDATION

31. **Council is RECOMMENDED to approve:**

- (a) The revised Medium Term Financial Plan for 2017/18 to 2019/20; and
- (b) The four year Efficiency Plan for 2016/17 to 2019/20 including the Flexible Use of Capital Receipts strategy for 2016/17 for onward submission to the Department for Communities and Local Government.

LORNA BAXTER

Chief Finance Officer

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July 2016

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Oxfordshire County Council

Efficiency Plan for 2016/17 to 2019/20

Incorporating

Flexible Use of Capital Receipts Strategy for 2016/17

Efficiency Plan Narrative Statement

Introduction

This Efficiency Plan narrative sets out what the Council intends to do to address the challenge of financial stability over the medium term to 2019/20.

Reductions in central funding to councils combined with rising demand for care services mean that our corporate plan and medium term financial plan focus on targeting resources at vulnerable people while becoming more efficient. As a result, the Council has had to make some tough decisions. While we will continue to meet our statutory responsibilities, increasingly we will not be able to provide universal services beyond that core. Instead we will target services at those who really depend on them – particularly children at risk of abuse and neglect, and adults who cannot look after themselves.

The commitment to four year funding through this Efficiency Plan enables the Council to plan its service delivery with greater certainty of funding over the medium term thereby ensuring the best possible outcomes for the residents of Oxfordshire.

Financial Context

In 2016/17 we plan to spend £557m¹, 56% of this being raised from council tax. The Council has already saved £247m between 2010/11 and 2015/16 and already had plans to save a further £45m between 2016/17 and 2017/18, taking the total to £292m. In many cases those savings have been required to meet rising demand for our provision to the most vulnerable, as well as addressing our falling funding.

Further savings of £69 million in the four years between 2016/17 and 2019/20 were agreed by Council in February 2016. These savings are long-term; even when the government meets its target on deficit reduction, we do not expect significant increases in council funding from central government, and indeed believe that Oxfordshire may effectively be 'fiscally independent' by the end of the plan period.

Therefore in addition to managing our cost base as efficiently as possible, and reducing some of the services we provide, we need to support growth in our local economy to maximise the council's income from local taxpayers, devolved business rates, and central government growth incentives.

Corporate Plan Priorities

Oxfordshire County Council's ambition is for 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. This is delivered through three priorities:

¹ Excluding schools

A strong and thriving economy

We will support a strong and thriving economy, working with the local enterprise partnership, local universities, businesses and the five district councils in Oxfordshire

Protection for vulnerable people

We will safeguard vulnerable children and adults and meet their eligible care needs

Efficient public services

The Council needs a more efficient business operating model, which will involve consolidation across the council, leaner processes, modernisation and rationalisation of our functions, and other innovation to drive a cross-cutting approach to ensure services are as efficient and effective as possible. We must also work effectively with our local partners to deliver the best possible outcomes for our communities and ensure that residents receive joined up and value for money services.

Our approach to delivery of efficiencies and savings

We have adopted a one council approach to transformation based on a number of key themes. With a greater focus on a 'one council' approach, we will be able to continue to improve services and outcomes for residents and businesses across Oxfordshire, but more effectively because the focus will be on their needs, rather than on internal structures. We will become a more positive and outward facing organisation, one that delivers for all and is able to approach delivery with a more commercial mind-set and increase its revenue. The key themes are:

- Moving away from changes to specific services to a model of whole organisation transformation with a strong focus on the needs and aspiration of residents and businesses.
- The use of digital access and process automation to reduce cost and improve access
- Creating "lean" systems within the council focused on eliminating duplication and waste, and using these improved processes to generate income.
- A more flexible approach to partnerships with other organisations and a rigorous review of existing contracts

The Council has commissioned Grant Thornton to conduct an independent study of the options for local government structures, including a range of unitary options as well as the status quo. The full report will be available at the end of July 2016 and will provide evidence for councillors to consider based on how well different options can deliver services for and be responsive to local communities, operate at lower cost and strategically lead Oxfordshire to grow and thrive. Subject to councillor's agreement and a public consultation process, it is expected that a proposal for unitary government will be submitted to national government in the autumn. In work to date officers have been exploring how different unitary options could deliver better outcomes for residents, and also how the Council, under the existing two tier structural arrangements, can use this thinking to inform it's approach to transformation.

The savings that were ultimately agreed by Council in February 2016 were done so following a significant period of consultation, engagement, challenge and ultimately ownership. Full Council voted in support of the budget almost unanimously². As it was clear following the national budget in July 2015, that there was a need to make further significant savings, a consultation on the proposals was launched in October 2015. This was supported by a series of public meetings, Talking Oxfordshire and a stakeholder event to focus on rural issues. There were a number of opportunities for councillors to engage and challenge the proposed savings through a series of Challenge Sessions and all member presentations on the budget and savings options during the autumn, and again in December ahead of a full day consideration of the savings options at Performance Scrutiny Committee. Regular updates were also provided to the Political Group Leaders meetings. These opportunities provided an increased level of challenge on the savings proposals providing a reasonable assurance of their robustness. Scrutiny of the budget savings was also considered from an equalities perspective.

Reserves & contingencies

To provide capacity to manage financial risks, the Council holds a contingency budget; an appropriate risk assessed level of balances and earmarked reserves that are suitable and adequate.

As well as holding a contingency budget (£3.3m in 2016/17) to enable those more volatile budgets to be managed, general balances are also held to ensure that a major incident or emergency can be managed without impacting on other services. Each year a review is undertaken to establish the appropriate level of balances to be held based on an assessment of strategic, operational and financial risks facing the authority including the ability to deliver planned savings. The recommended level of balances for 2016/17 based on the risk assessment is £17.6m.

Earmarked reserves are also held for specific planned purposes. They fall into several categories; those retained for departmental or service use; reserves for unspent grants; insurance and capital reserves and schools balances. In assessing the appropriate level of reserves, a review is undertaken annually to determine if they are both appropriate and adequate. Earmarked reserves (excluding schools) were £85.4m at 31 March 2016. These are expected to reduce over the next few years as they are utilised in a planned way, to £76.5m at 31 March 2017 and £28.2m by 31 March 2020.

Governance arrangements

The Delivery Board, chaired by the Cabinet Member for Finance, which was established towards the end of 2015, has responsibility for driving the delivery of savings in the MTFP and tracks progress on a monthly basis. The board comprises both Cabinet and County Council Management Team members. The board focuses on savings which are rated red and amber in any year of the MTFP. Directors are required to provide explanations and plans either to get savings back on target or alternative ways to make savings where they relate to the current financial year.

² 60 votes from a total of 62

Political Group Leaders are kept informed of progress of the board on a regular basis as are Cabinet members.

Accountability for performance monitoring and measurement of outcomes also lies with Performance Scrutiny Committee and Cabinet, both of which receive regular information on delivery of savings and the in-year financial monitoring reports.

Risks to delivery

The main risks to delivery of this Efficiency Plan fall into three categories; increases in demand led services; ability to deliver savings and uncertainty over future income from council tax and business rates and these are detailed below. However, the capacity to manage financial risk and the strong governance arrangements in place mean the Council is well placed to manage these uncertainties.

We have seen a significant increase in demand in both children's and adults' social care over the last few years. Client numbers for these statutory services are notoriously difficult to control. If demand rises further or if prices increase (for example the impact of the National Living Wage) there may not be sufficient resources in the MTFP to manage the rising cost. There has also been a significant increase in demand in services for children with special educational needs and disabilities. The cost of most services is met from the Dedicated Schools Grant, but the costs of special educational needs home to school transport fall to the council to fund. Whilst additional funding has been built into the budget for 2016/17, there is a risk that costs could continue to rise.

The Council has a good track record of successfully delivering significant savings. £204m of savings were delivered by 2014/15, with 94% of the £43m planned savings in 2015/16 delivered too. However, with £114m of further savings to be achieved over the next four years to 2019/20, delivering these will become more challenging. Furthermore, since April 2010 the number of staff employed by the council (excluding schools) has reduced by 42%. Delivering the savings required will be difficult in terms of capacity particularly as the plans are more complex and ambitious.

Whilst funding available to the Council from Revenue Support Grant, Transitional Grant and Business Rate top up may be fixed over the next four years, income from Council Tax and local business rates may fluctuate. The impact of an economic downturn and/or changes in government policy could have an impact on the projections for these income streams.

Summary Medium Term Financial Plan 2016/17 – 2019/20

		2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Budget					
Base Budget		424,581	417,461	414,555	422,161
Virements		-106	0	0	0
Inflation	Note 1	1,746	3,400	5,650	5,700
Function and Grant Changes	Note 2	-1,370	4,029	6,156	1,202
Agreed budget changes:					
Allowed Variations	Note 3	-341	13,313	-964	-8
Pressures and Investments	Note 4	25,835	11,465	12,548	12,966
Efficiencies and Savings	Note 5	-32,884	-24,739	-9,615	-11,534
Savings to be met from Transformation Programme	Note 6		-10,374	-6,169	1,250
Net Operating Budget		417,461	414,555	422,161	431,737
Financing:					
Revenue Support Grant		-39,331	-18,665	-5,868	0
Business Rates Top-Up		-37,394	-38,129	-39,254	-34,270
Business Rates from District Councils		-29,886	-30,475	-31,374	-32,378
Business Rates Collection Fund Deficit		2,062	0	0	0
Council Tax Surpluses		-7,015	-4,000	-4,000	-4,000
Council Tax Requirement		305,897	323,286	341,665	361,089
Council Tax Calculation					
Council Tax Base		238,676	242,566	246,520	250,539
Council Tax (Band D equivalent)		£1,281.64	£1,332.78	£1,385.95	£1,441.25
Increase in Council Tax (Precept)		6.1%	5.7%	5.7%	5.7%
Increase in Council Tax (Band D)		3.99%	3.99%	3.99%	3.99%

Explanatory Notes to the Medium Term Financial Plan

The following notes provide details about elements which build up the budget each year of the Medium Term Financial Plan.

Note 1: Inflation

For 2016/17 and beyond, inflation has been allowed for at:

Pay inflation	1.00%
Contract inflation – in line with individual contracts up to a maximum	3.00%
General prices inflation	0.00%
Income inflation	2.00%

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 or responsibilities. These include a reduction in the Education Services Grant each year across the medium term, the transfer of the Care Act into RSG from a specific grant in 2016/17 and the Transitional Funding agreed as part of the Final Local Government Finance Settlement over the two years 2016/17 and 2017/18.

Note 3: Allowed Variations

Changes to non-directorate budgets or corporate measures. This includes capital financing, income from cash deposits, use of or contribution to reserves, contingency funding and past service deficit contributions to the pension fund.

Note 4: Pressures and Investments

Additional funding agreed in previous years MTFPs (including the on-going effects of previously agreed funding) and funding included in the MTFP agreed by Council in February 2016. Additional funding is provided where there is an invest to save proposal, a pressure arising from increased demand or changes in legislation.

Note 5: Efficiencies and Savings

Efficiencies and savings agreed in previous years MTFPs (including the on-going effects of previously agreed savings) and savings included in the MTFP agreed by Council in February 2016. Savings are required to meet the reduction in government funding and the pressures and investments referred to in Note 4, within the constraints of the maximum Council Tax increases allowed before requiring a referendum. Details are set out in Appendix 1 to the Efficiency Plan.

Note 6: Savings to be met from Transformation Programme

As set out in the main report, the Council is embarking on a new transformation programme which is expected to deliver savings over the medium term.

Flexible Use of Capital Receipts Strategy

The Council did not produce a strategy in advance of 2016/17. But in accordance with the guidance, a strategy can be prepared during the year if it is considered appropriate. As the Council is now embarking on a Transformation Programme, it is considered appropriate to develop a strategy for use in 2016/17.

The guidance sets out examples of qualifying expenditure which includes 'funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation and it is for this purpose that the Council is proposing to use £0.5m of capital receipts in 2016/17 to fund the place based community hubs project.

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

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

The indicator is based on the July 2016 capital programme which will be considered by Cabinet in July 2016 as part of the 2016/17 Financial Monitoring & Business Strategy Delivery Report.

	2014/15 Actual £m	2015/16 Actual £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m
Capital Expenditure	95.409	126.323	150.352	135.058	121.506

	Actual 2014/15 £m	Estimates			
		2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
Prudential Borrowing	0.373	0.024	24.256	29.229	33.367
Grants and Contributions	88.428	118.027	120.644	98.565	66.822
Capital Receipts	0.000	0.000	5.002	7.064	11.720
Revenue	6.607	8.272	0.450	0.200	0.071
Reserves	0.000	0.000	0.000	0.000	9.526
	95.409	126.323	150.352	135.058	121.506

Summary of Efficiencies & Savings

Efficiencies and savings agreed in February 2016 and previous years.

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Children, Education & Families	-5,717	-6,853	0	-400	-12,970
Social & Community Services	-12,263	-9,332	-9,053	-9,942	-40,590
Public Health	-1,250	-1,250	0	0	-2,500
Environment & Economy	-12,518	-7,086	-412	-1,192	-21,208
Corporate Services	-1,136	-218	-150	0	-1,504
TOTAL EFFICIENCIES & SAVINGS	-32,884	-24,739	-9,615	-11,534	-78,772

Children, Education & Families - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Children, Education & Families (CEF) Cross Directorate					
CEF1-1 , CEF2-1 and CEF3-1	17CEF1	Reductions could be made to management and administrative staffing. Detailed savings will be identified as part of the new directorate organisational arrangements.				-400	-400
CEF1-21 and CEF2-5	15CEF11	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
		Total Children, Education & Families (CEF) Cross Directorate	-1,200	0	0	-400	-1,600
		Education & Learning					
		Management & Central Costs					
CEF1-1	15CEF10	Reduce administration support in line with reductions in directorate services, seek efficiency improvements.	-500				-500
		Subtotal Management & Central Costs	-500	0	0	0	-500
		Additional & Special Educational Needs (SEN)					
CEF1-21	17CEF21	Contribution from Special Educational Needs & Disabilities (SEND) Reform grant which was expected to cease in 2016/17.	-375				-375
CEF1-21	17CEF7	The council could seek to challenge and drive down the cost of placements and educational provision for post-16 students with high-level needs. This would include reducing the costs of out-of-county residential colleges, and high-cost placements in further education colleges and post-16 training providers.		-100			-100
CEF1-22	17CEF8	The council would reduce its management costs by transferring centrally employed staff to direct employment by schools. It is not anticipated this would involve any redundancies given the gradual changes. □		-50			-50
CEF1-24	17CEF6	Review service delivery for the service that supports families, early years settings, children's centres and childminders in relation to children with special educational needs. With the aim to provide an effective service with less money.		-100			-100
		Subtotal Additional & Special Educational Needs (SEN)	-375	-250	0	0	-625

Children, Education & Families - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Education					
CEF1-41	17CEF3	The council could establish a new traded arm within the council. There would be a reduction in staff numbers (estimated at 17 FTE) but an opportunity to refocus priorities and generate a trading surplus. Maximising income would allow the financing of work beyond schools requiring improvement. This would be financed by use of an agreed proportion of income to be returned to the council from the ring-fenced trading arm or other potential future trading vehicle. It is acknowledged that more market research is required on this option.	-422	-984			-1,406
		Subtotal Education	-422	-984	0	0	-1,406
		School Organisation & Planning					
CEF1-51	17CEF9	The council has a team for place planning for schools and other settings. It aims to ensure a sufficient supply of early years places. The grant used to create new provision could be decreased by £45,000.	-45				-45
CEF1-52	17CEF5	The council provides a free-of-charge service to assist schools that are converting to become academies. Schools do receive a Government grant to assist them to convert. Could be accumulated by charging instead of providing a free service.	-100				-100
CEF1-52	17CEF10	A budget which is used to assist schools with very minor internal modifications to buildings could be discontinued. Alternatively, staffing could be reduced – with one potential method being not replacing on a like-for-like basis a member of staff when they retire.	-24	-10			-34
CEF1-52	17CEF11	Cease printing admissions brochures for parents. Information would remain on the public website. Only 10 per cent of applications are currently made on paper. Schools would be encouraged to support parents in making online applications.	-25				-25
CEF1-53	15EE14 16EE10	Supported Transport Project savings including home to school transports including Special Educational Needs (SEN).	-1,432	-671			-2,103
		Subtotal School Organisation & Planning	-1,626	-681	0	0	-2,307
		Total Education & Learning	-2,923	-1,915	0	0	-4,838
		Children's Social Care					
CEF2-3 and CEF2-7	15CEF2 16CEF4 17CEF15	Implementation of an integrated Children's Social Care and Early Intervention Service.	-800	-4,200			-5,000
		Total Children's Social Care	-800	-4,200	0	0	-5,000

Children, Education & Families - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Children's Social Care Countywide Services					
CEF3-2	15CEF9	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
CEF3-4	17CEF13	Contracts for a range of day and overnight short-break care services commissioned for disabled children with parents, young people and other partners are due to finish in March 2017. The council would review these services during 2016, in consultation with families and other key partners. The council wishes to make sure the funding available is used to achieve the best possible outcomes. The review would include the residential short break services, which are jointly funded by the Council and the Clinical Commissioning Group with a contribution from Barnardos.		-250			-250
CEF3-5	17CEF4	Reduction in contribution to the multi-agency Youth Offending Service (YOS). The council could achieve this saving by targeting resources that align with the Youth Offending Service's statutory functions and the demand on children's social care services.	-100				-100
		Total Children's Social Care Countywide Services	-520	-488	0	0	-1,008
		Schools					
CEF4-3	17CEF2	With increasing numbers of schools becoming academies, it is felt this proportion of the budget will no longer be required.	-24				-24
		Total Schools	-24	0	0	0	-24
		Joint Commissioning					
CEF5-3	15CEF12 17CEF14 17CEF20	Reduce support services from Joint Commissioning team in line with other service reductions. Reduce non-statutory public engagement activities.	-250	-250			-500
		Total Joint Commissioning	-250	-250	0	0	-500
		TOTAL CHILDREN, EDUCATION & FAMILIES	-5,717	-6,853	0	-400	-12,970

Adult Social Care - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Detail	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Older People					
SCS1-1A	17SCS1	In line with national and local trends, the council is predicting a continuing increase in demand for social care and is budgeting accordingly. Due to other work to proposals and the ongoing work on prevention and meeting needs more effectively, this increase in demand may not be as high as currently predicted. If this is the case, the council could make savings against current predictions.			-1,700	-1,700	-3,400
SCS1-1A	17SCS2	The Council will undertake a number of actions to utilise council-owned land to increase the availability of extra care housing and specialist residential care (e.g. for dementia). The use of Council owned land will increase the supply of extra care housing, thus reducing costly placements in care homes. The development of specialist residential care on Council owned land should reduce development costs and the care fees paid by the Council		-165	-400	-935	-1,500
SCS1-1A	17SCS3	The Council will review and renegotiate the contracts to provide residential care placements, including the council's contract with the Oxfordshire Care Partnership, to reduce the rates for existing placements and lower the rates for future placements. This would include forming strategic partnerships with providers and developers, and introducing a dynamic purchasing system whereby all care homes on an overall contract are guaranteed council business but not the level of placements that will be made. Placements would be made on a case by case basis determined by a persons need, and the availability and cost of a placement to meet this need.		-870	-400		-1,270
SCS1-1A	17SCS4	Providing a prescription and information about options to source equipment that helps to meet people's eligible care and support needs rather than just providing the equipment itself. Research suggests that up to 50% of people given a prescription for equipment do not use it and choose to meet their needs in other ways.		-500			-500
SCS1-1A	17SCS5	As it is not a statutory responsibility, council funding for the Falls Service contract with Oxford Health could be stopped. It is jointly funded by the council and the Oxford Clinical Commissioning Group. Assessments will be offered to anyone with eligible needs for care and support providing tailored information and advice to help people identify other sources of support, including working closely with NHS partners to link to other services.	-273				-273
SCS1-1A	17SCS6	Reduce the amount of money allocated to how we assess and support prisoners requiring social care. This was a new responsibility from April 2015 and demand has not been as high as originally anticipated, so the budget can be reduced.	-207				-207

Adult Social Care - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Detail	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS1-1A	17SCS7	Reduce duplication and overheads by redesigning emergency response and crisis services by combining the Crisis Response Service, the Emergency Carers Support Service and Telecare monitoring and response services. This will lead to more cost effective and responsive services.	-200				-200
SCS1-1A	17SCS8	A reduction in the contract with Carers Oxfordshire will be made by reducing expenditure on marketing, information, advice and support, training, and the carers partnership board. This will focus resources on continuing to meet statutory responsibilities. The remaining funds would be focused on areas of greatest need such as face to face support and volunteer befriending.	-60	-100			-160
SCS1-1A	17SCS9	Consolidating existing contracts information and advice services whilst maintaining statutory requirements under the Care Act, focusing on specialist advice e.g. accessing benefits, managing debt and finding your own care and support.			-120		-120
SCS1-1A	17SCS10	Review the way respite is provided to focus more on alternatives to bed based respite i.e. increased care at home could provide more effective ways of ensuring carers get the breaks they need.		-100			-100
SCS1-1A	17SCS11	Ensure that large extra care housing schemes have two staff at night time rather than just one, allowing them to provide planned night care as well as reactive response for those people that require it. This would enable people with higher level needs to be placed in extra care housing rather than more expensive residential placements.			-93		-93
SCS1-1A	17SCS12	A reduction in care home admissions and better targeting of services to those who need them most could result from reviewing the placement strategy in extra care housing.	-50	-43			-93
SCS1-1A	17SCS15	We would work closely with NHS partners to review funding for the aphasia communication support service, for people with specific communication difficulties most commonly caused by a stroke or severe head injury. The review would focus on removing duplication and streamlining services.	-17				-17
SCS1-1A	17SCS16	A review of the funding allocated to meeting individuals' care and support needs. This would be through reviewing the costs of meeting care needs used in the Resource Allocation System and introducing panels to review assessment and support planning decisions for mental health, physical disability and older people including continuing healthcare clients. Panels operating in learning disabilities have shown that eligible social care and support needs can be met effectively at lower cost.	-1,600	-750	-750		-3,100

Adult Social Care - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Detail	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS1-1A	17SCS18	Removing the funding for planned support schemes (peripatetic warden schemes). People in these schemes do not generally have eligible care needs and the wardens do not provide statutory eligible care.	-500				-500
SCS1-1A	17SCS21	Full review of all day services for older people		-1,000			-1,000
SCS1-1A	17SCS23	Replacing intermediate care beds with home based intermediate care in the community. A study of people using intermediate care beds compared to those receiving support at home showed that short-term rehabilitative care in a home setting leads to a greater proportion of people needing no on-going care and regaining their independence.			-1,000		-1,000
SCS1-1A	17SCS24	Reviewing and redesigning hospital discharge services to combine a number of existing services into a more streamlined pathway to get people out of hospital as soon as they are ready for discharge.	-440				-440
SCS1-1A	17SCS25	Savings could be achieved by a reduction in funding for the Dementia Support Service once the current contracts expire in 2019/20.				-400	-400
SCS1-1A	17SCS26	A review into other options for delivering money management services for social care clients. Other councils use different approaches which we could learn from. Income generating opportunities such as charging for the service or delivering the service for other councils could be explored. There may be options to merge staff within locality teams and reduce management staff.					0
SCS1-1A	17SCS27	A review and redesign of the reablement service to deliver more effective, lower cost community-based support to help people regain and maintain independence.	-300				-300
SCS1-1A	17SCS28	Introducing charging for carers' services. This would put carers onto the same basis as the people they support, whereby an assessment and support plan would be developed and the cost of meeting their support needs calculated, as well as an assessment of their ability to contribute to the cost of the support they need. This proposal could lead to a rise in income for the council and there could be an opportunity to target available resources more effectively towards more vulnerable carers who need additional help by reviewing what types of support are most supportive and effective for carers.	-200				-200
SCS1-1A	17SCS29	Reducing funding to carers with eligible needs for support could save £200,000. This would create a stronger link between need and funding in line with the Care Act and create an opportunity to improve the targeting of available resources towards more vulnerable carers.	-200				-200
SCS1-1A	14SCS7	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

Adult Social Care - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Detail	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS1-1A	15SCS2	Working closely with providers to generate efficiencies in contracted services	-400	-400			-800
SCS1-1A	15SCS3 17SCS32	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	-1,000				-1,000
SCS1-1A	15SCS6 16SCS17	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.	-40				-40
SCS1-1A	15SCS8 14SCS8 16SCS18 14SCS6 16SCS19	£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')	-1,600	-1,600			-3,200
		Subtotal Older People	-7,337	-5,528	-4,463	-3,035	-20,363
		Learning Disabilities					
SCS1-2C	17SCS17	Developing a payment by results contract financed through a Social Impact Bond for learning disability services to deliver reduced costs in individual care packages over time.			-1,000		-1,000
SCS1-2C	14SCS16	More efficient delivery of care leading to reduced cost of Learning Disabilities Resource Allocation System.	-1,000				-1,000
SCS1-2C	15SCS9	Close working with learning disability service users to find new ways of working whilst ensuring assessed needs continue to be met.	-400	-1,800			-2,200
SCS1-2C	16SCS2 17SCS31	Learning Disabilities - manage pressures by 2017/18 within the resources available in the medium term plan.	-500	-1,000	-2,000	-2,500	-6,000
		Subtotal Learning Disabilities	-1,900	-2,800	-3,000	-2,500	-10,200
		All Client Groups					
Cross Services	17SCS42	Increased income from the Better Care Fund (amount per Provisional Local Government Finance Settlement)			-1,060	-3,817	-4,877
SCS1-4E	17SCS14	Reducing the number of buildings the council's print unit uses from two to one would lead to savings. The council print unit provides employment opportunities to vulnerable people, including people with learning disabilities, to support their independence.	-30				-30

Adult Social Care - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Detail	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS1-4I	15SCS11 17SCS22	Phased reduction in line with central government reductions in Supporting People funding for Housing Related Support. Funding homelessness services through Housing Related support is not a statutory requirement and would be further reduced. The council has continued to subsidise housing support and maintained investment in housing related activity for the past 5 years (even though it is not a county council responsibility) following the government decision to significantly reduce central funding.	-500	-500	-500	-500	-2,000
		Subtotal All Client Groups	-530	-500	-1,560	-4,317	-6,907
		Physical Disabilities					
SCS1-5A	17SCS13	As it is not a statutory responsibility, funding for the HIV day services contract could be stopped.	-50				-50
SCS1-5A	14SCS12	More efficient delivery of care leading to reduced cost of Physical Disabilities Resource Allocation System	-200				-200
		Subtotal Physical Disabilities	-250	0	0	0	-250
		Joint Commissioning					
SCS2-3B	17SCS20	Reducing funding for Healthwatch Oxfordshire by 30%.	-100				-100
SCS2-5	17SCS19	Stopping grants to people through the Oxfordshire Support Fund. People eligible for care and support could still receive support from the council, which could signpost other sources of support such as charities and the voluntary sector.	-381				-381
		Subtotal Joint Commissioning	-481	0	0	0	-481
		TOTAL ADULT SOCIAL CARE	-10,498	-8,828	-9,023	-9,852	-38,201
		Fire & Rescue Service and Community Safety					
SCS3-1	17FRS1	Further financial efficiencies from the combined Control Room with Buckinghamshire & Milton Keynes and Royal Berkshire Fire and Rescue Services, above those originally anticipated.	-75				-75
SCS3-1	17FRS3	The Fire and Rescue Service could remove the second on-call fire appliance from Chipping Norton Fire Station. The on-going availability levels of crewing for the second appliance at Chipping Norton and the reducing number of calls for this appliance has brought into question the continued need for it at the station. Rather than reduce the operational fleet, the vehicle would be held as part of the strategic reserve and eventually be reallocated to Carterton at a later date once the new fire station is built.		-48			-48

Adult Social Care - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Detail	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS3-1	17FRS4	Continuing collaboration with the other two Thames Valley Fire and Rescue Services (Buckinghamshire & Milton Keynes and Royal Berkshire) means it is possible to reduce the number of senior managers across the region. A jointly funded post would carry out work across the Thames Valley to seek further efficiencies while maintaining focus on firefighter and public safety.	-25				-25
SCS3-1	17FRS5	Reduce the number of operational fire station managers across the county by four (from 24 to 20). The incident command rota can be amended without affecting the minimum number of officers available for operational response duty at any one time. In addition, by working more collaboratively across the Thames Valley, the day-to-day management workload can also be shared without significant increases in workload.	-260				-260
SCS3-1	17FRS6	Reduce the number of operational Group Manager posts in the Fire and Rescue Service.				-90	-90
SCS3-1	17FRS7	The on-call firefighter salary budget has been consistently well-managed over time – and in conjunction with the reduction in incidents brought about by the wide range of prevention initiatives delivered by the service across the county. This has resulted in an underspend for the last two years.	-50				-50
SCS3-1	17FRS8	Seek alternative funding for or remove county council funding for the Oxfordshire Fire and Rescue Service cadet schemes could be stopped in 2018 as this is not a statutory service. To ensure the cadet schemes continue, the council could seek to link with the council's Children, Education and Families Directorate to see if there is a different way to deliver the scheme (to further support our looked after children), or potentially seek sponsorship through a private company.			-30		-30
SCS3-1	15SCS27	Agile Working - Full review of administration and support function following the introduction of agile working arrangements		-60			-60
SCS3-1	15SCS28	Development of Commercial Training Unit (Income Generation)	-25	-25			-50
SCS3-1	15SCS29	Collaboration Efficiencies - Revenue reductions associated with implementation of Thames Valley Fire Control Service (TVFCS)	-25	-25			-50
SCS3-1	15SCS30	Collaboration Efficiencies - reconfiguration of Oxfordshire Fire & Rescue's Technical Communications Team following the implementation of TVFCS	-25				-25
SCS3-1	15SCS31	Collaboration Efficiencies - Benefits realisation of collaborative approach to training delivery, leading to the reduction in staffing costs.	-50				-50
SCS3-1	15SCS32	Collaboration Efficiencies - Benefits realisation of collaborative approach to training support, leading to reconfiguration of training administration resources		-50			-50
SCS3-1	15SCS33	Senior Management Restructure and Collaboration - amend operational rota	-30				-30

Adult Social Care - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Detail	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS3-1	15SCS36	Large/Major Incident Command Review - review OFRS resources in conjunction with the other Thames Valley fire & rescue services.		-30			-30
SCS3-1	15SCS39	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
SCS3-1	15SCS42	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
SCS3-1	15SCS43	Reduction in Full-time Firefighter Support - for new Carterton emergency cover arrangements (see 15SCS21)		-216			-216
SCS3-1	14SCS31	Fire Pension Scheme - changes implemented from April 2016, therefore budget not needed in 2015/16 (one-off)	200				200
SCS3-1	16SCS13	LEAN review of processes across F&RS & Trading Standards	-75				-75
SCS3-1	15SCS19	Delay implementing operational changes to Bicester by two years to 18/19, currently scheduled for 16/17.	-650				-650
SCS3-2	15SCS26	Emergency Planning - Restructure and alignment with Oxfordshire Fire & Rescue in relation to business continuity management.	-20				-20
SCS3-4	17FRS2 17FRS9	Greater integration with Oxfordshire Fire and Rescue and other local authorities and the development of a volunteer co-ordinator post could lead to some functions being supported by volunteers. In the medium term, the council could remove four further enforcement posts, reduce consumer advice and education posts. Greater integration with Oxfordshire Fire and Rescue and other local authorities and the development of a volunteer co-ordinator post could lead to some functions being supported by volunteers. The service could also seek to work closer with Thames Valley Police (including joint funding) especially around cyber-crime and human exploitation.	-270			0	-270
SCS3-4	16SCS10	Review Commercial Trading and increase income	-25				-25
		TOTAL FIRE & RESCUE AND COMMUNITY SAFETY	-1,765	-504	-30	-90	-2,389
		TOTAL SOCIAL & COMMUNITY SERVICES	-12,263	-9,332	-9,053	-9,942	-40,590

Public Health - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Cross Directorate	15PH1	More efficient contract negotiations	-1,250	-1,250			-2,500
		TOTAL PUBLIC HEALTH	-1,250	-1,250	0	0	-2,500

Environment & Economy -Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Strategy & Infrastructure					
EE1-1 to EE1-5	15EE5	Unidentified Savings within Strategy - Delivery being planned	-150				-150
EE1-1 to EE1-5	15EE6	Move to a self funding position for travel planning	-75				-75
EE1-1 to EE1-5	15EE7	Move to a self funding position for Invest in Oxfordshire	-125				-125
EE1-1 to EE1-5	16EE20	Realise opportunities from Growth (including Section 788, capitalisation of staff, pre-application charging and ST model income)	-20	-20			-40
EE1-1 to EE1-5	16EE21	Removal and reduction of services (incl. Trust for Oxfordshire's Environment grant, Travel plan funding and reduction in agency spend)	-12				-12
EE1-1 to EE1-5	17EE13	Joint Working for Planning Regulation services (e.g. minerals and waste, county planning applications, legal agreement negotiations) with other neighbouring county councils. Savings to be achieved through sharing management teams and professional expertise so some reduced service levels in areas such as minerals & waste, and development control.	-25	-125	-25	-44	-219
EE1-1 to EE1-5	17EE14	Co-locate Economy & Skills teams with OxLEP and jointly manage these services with OxLEP through a Service Level Agreement (SLA). The SLA could mitigate risk of perceived reduction in direct control over service and would include a tapering of funding from OCC.	-50	-50	-50	-45	-195
EE1-1 to EE1-5	17EE16	Re-structure management of locality teams and reduce non-staffing budgets used to develop schemes and test development proposals.		-150			-150
EE1-1 to EE1-5	17EE20	Reduce staffing levels. Mitigated through close working relationships & maximising revenue elements of project funding bids.	-50				-50
EE1-1 to EE1-5	17EE21	Further joint working potential with Thames Valley Environmental Resource Centre on environmental information and advice plus minor administration savings through locality joint working. Risk of reduced commitment by other authorities to be mitigated through continued delivery of quality service & assurance of value for additional cost, etc.		-40			-40
EE1-1 to EE1-5	17EE3	Greater levels of residential and commercial development in the county will generate increased fee income for the approval, inspection and adoption of new roads and alterations to the public highway.	-100	-50			-150
EE1-1 to EE1-5	17EE39	Transfer Business & Skills staff to the Local Enterprise Partnership.	-400				-400
EE1-1 to EE1-5	17EE4	Explore further opportunities for generating funding from OCC transport model system.	-25	-25	-25		-75
EE1-1 to EE1-5	17EE43	Reduce the fixed contract fee on the Property Contract.		-100			-100
EE1-1 to EE1-5	17EE44	One-off use of road adaptations/road agreements funding	-1,000	500	500		0
EE1-1 to EE1-5	17EE6	Develop a partnership approach with public and private sector partners - reduced funding and specialist advice for service, with expectation that successful budget bids will provide their own funding.	-25	-25			-50
		Subtotal Strategy & Infrastructure	-2,057	-85	400	-89	-1,831
		TOTAL STRATEGY & INFRASTRUCTURE	-2,057	-85	400	-89	-1,831

Environment & Economy -Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Commercial Services					
		Commercial Services Management					
EE2	17EE9	Savings would be achieved within highways by working more effectively with the councils supply chain and external partners. This would be achieved by the use of LEAN process reengineering but would remove some of the flexibility currently available to address local issues. The service would be less able to react to arising issues above and beyond normal service delivery.				-540	-540
EE2-1	15EE13	Unidentified Saving- within Commercial Services delivery being planned		-535			-535
EE2-1	16EE1	Insufficient Parking Account funding to draw down budgeted contribution to revenue		150			150
		Subtotal Commercial Services Management	0	-385	0	-540	-925
		Property & Procurement					
EE2-2	17EE12	Renegotiation of elements in property contract to deliver further savings.	-50	-190			-240
EE2-2	17EE17	Opportunities to generate income including fitting solar panels to roof tops, investing in property sites etc. Greater utilisation of existing property by reducing the footprint needed by the county council and reviewing how best to utilise any surplus space.		-50	-50	-50	-150
EE2-22	17EE42	Reduction in Leased Accommodation	-230	230	-230		-230
EE2-22	14EE32 14EE15 15EE10	Asset Rationalisation Savings	-250	-640			-890
EE2-22	14EE5	Estimated facilities management contract savings	-20				-20
EE2-22	14EE26	Further savings from Facilities Management contract dependent on experience of phase 1 of contract	-175				-175
EE2-22	14EE34	Reintroduce maintenance 'holiday' to non-school property - suspension of non-statutory property maintenance work	-707				-707
EE2-22	15EE18	Property and Facilities staffing including - reduce facilities management structure/Property & Facilities service stream/Property and Facilities staffing	-60	-400			-460
EE2-22	15EE19	Reduce size of property portfolio therefore reducing the overall size of contract	-100	-100			-200
EE2-22	15EE20	Reduce planned Property Repairs and Maintenance		-400			-400
EE2-22	15EE12	Other staff/staffing facilities reduction	-50				-50
EE2-22	16EE9	Reduction in the funding available to support ad hoc Property Contract work	-444	336			-108
		Subtotal Property & Procurement	-2,086	-1,214	-280	-50	-3,630

Environment & Economy -Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Network & Asset Management					
EE2-31 to 2-34	17EE1	Charge costs to the capital programme of both smaller and larger patching works, reflecting the way other authorities deliver this element of the service.	-2,583	-106			-2,689
EE2-31 to 2-34	17EE2	Remove current proactive programme for cleaning the main pipes that gullies connect into. Any blockages from tree roots, pipe breaks or silting will have to be addressed once identified.	-100			-200	-300
EE2-31 to 2-34	17EE7	Reduce support for events. Requiring charitable events to fund all road closure costs. The council would seek to optimise capacity of the network as far as practicable with remaining budgets. To mitigate, the council would continue to manage events relating to VIP visits, Repatriations, Remembrance Sunday and May Day free of charge with an estimated annual cost to us of £15,000.	-25				-25
EE2-31 to 2-34	17EE8	Adjust performance requirements for new contract as well as capitalisation of some works currently in the revenue budget. Risk of reduced performance.	-820	-100			-920
EE2-31 to 2-34	17EE11	Traffic signals maintenance to be charged to the capital programme.	-250				-250
EE2-31 to 2-34	17EE18	Remove the Real Time Information service. This would remove the electronic displays at bus stops and impact on the provision of information to current traffic monitoring systems as well as the recently developed travel planning page, which is being rolled out as part of the Connecting Oxfordshire agenda. The council will seek increased contribution from bus companies to mitigate or replace ongoing funding.			-140		-140
EE2-31 to 2-34	17EE24	Reduce surveys which are currently undertaken to inform the council on the condition of the highways network and help it prioritise its highways maintenance programme.		-1,094			-1,094
EE2-31 to EE2-35	14EE10	Reduction in road patching work and pre-planned surface maintenance schemes	-310				-310
EE2-31 to EE2-35	15EE27	Reduce Road Survey Budget/other network maintenance/Network management general restructure/joint workings/Further other network maintenance	-102	-281			-383
EE2-31 to EE2-35	15EE28	Street Lighting - Energy Saving plus reduction in inspection frequencies and cleaning regimes	-390	-30			-420
EE2-31 to EE2-35	15EE16	Withdraw contributions to Bus Stop infrastructure information		-57			-57
EE2-31 to EE2-35	16EE8	Changes in Real Time Passenger Information technology leading to efficiencies		-280			-280
EE2-31 to EE2-35	15EE30	Income generated through sponsorship and providing other services	-100	-400			-500
EE2-31 to EE2-35	16EE11	Increase in parking charges	-100	-100			-200

Environment & Economy -Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
EE2-35	17EE22	Reduce funding to managing the county's network of public rights of way although the council would seek to prioritise funds in this area to support the volunteer network as far as practicable. The service currently delivers high value for its budget through innovative engagement with volunteers reflected in operation budgets being a fifth of that in other areas, while customer satisfaction remains one of the highest in the country. A reduction in service may reduce the number of willing volunteers resulting in a significant deterioration of the network and public satisfaction.				-40	-40
		Subtotal Network & Asset Management	-4,780	-2,448	-140	-240	-7,608
		Delivery					
EE2-4	17EE5	Reduce threshold for callout so that we respond to fewer highway defects reports out of hours, and therefore reduce demand for those teams.	-55				-55
EE2-4	17EE10	Reduce services to safety areas only;targeting visibility displays. Opportunity for parish and district councils to take on more of these responsibilities and self-fund.	-70			-222	-292
EE2-4	17EE15	Reduce the number of roads gritted in the county to achieve the proposed budget reduction. A route optimisation exercise will be required to re-profile the revised network and number of routes.	-180				-180
EE2-4	17EE19	Remove unnecessary barriers (identified through a risk assessment) and therefore reduce ongoing maintenance.				-51	-51
EE2-4	17EE26	Prioritising essential Gully emptying work, meaning a reduction in frequency from once every three years to once every four years.	-220				-220
EE2-4	15EE34	Significant defect correction lines/signs		-175			-175
EE2-4	15EE36	Other Highways Savings	-88				-88
EE2-4	16EE7	Reduction and efficiencies in Roads Maintenance (incl. removal of Locality Area Stewardship based funding, efficiencies in winter maintenance and one-off capitalisation of patching)	1,675				1,675
		Subtotal Delivery	1,062	-175	0	-273	614
		Highways, Transport & Waste					
EE2-51A	17EE27	On the 21 July 2015 Cabinet agreed to withdraw the non-statutory Green Waste Credit payments to the District Councils from 1 April 2016. This saving replaces and merges with the saving 15EE24 - HWRC Strategy as that saving is unlikely to be realised.	-500	350			-150
EE2-51A	17EE37	The Energy Recovery Facility at Ardley Waste generates electricity for the National grid and this will generate £0.1m of income for the Council.	-100				-100
EE2-51A	15EE23	Commercial Waste & Electrical energy from waste - Third Party Income		-1,300			-1,300
EE2-51A	14EE3	Oxfordshire Waste Partnership -phased withdrawal of non-statutory waste incentives	-213				-213
EE2-51B	17EE23	We are currently consulting on the future of subsidised bus routes. This remaining funding would result in the routes being totally removed, unless they are linked to home to school transport. This option has been included in the current consultation.	-1,220				-1,220
EE2-51B	15EE14 16EE10	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)	-2,100	-1,700			-3,800

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Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
EE2-51B	15EE14 16EE10	Support Transport Savings shown in CEF as the savings relate to Home to School Transport.	1,432	671			2,103
EE2-51B	15EE15	Highways contract process efficiency		-118			-118
EE2-53	17EE25	Reduce service down to statutory only, i.e. maintain a safe highway, incl. through safety inspections. Area Stewards would no longer be available to discuss and resolve issues on day to day basis – would mean increased use of Fix My Street and empowering parish councils to identify and/or undertake potential work.		-320		-300	-620
EE2-53	17EE45	Bring forward savings in Area Stewards (EE25) to 2018/19 from 2019/20.			-300	300	0
		Subtotal Highways, Transport & Waste	-2,701	-2,417	-300	0	-5,418
		TOTAL COMMERCIAL SERVICES	-8,505	-6,639	-720	-1,103	-16,967
		Oxfordshire Customer Services					
		Management Team					
EE3-1	16EE15	LEAN and reshape the service out of scope from the Hampshire partnership (incl. reshape Senior Management structure and reduce agency spend)	-105				-105
		Subtotal Management Team	-105	0	0	0	-105
		ICT					
EE3-3	14EE22	Removing/ rationalising ICT applications which reduces maintenance costs	-150				-150
EE3-3	14EE28	Removal and recycling of ICT Hardware	-50				-50
EE3-3	15EE39	ICT Rationalisation - including implementation of new telephony technology	-400				-400
		Subtotal ICT	-600	0	0	0	-600
		Business Development					
EE3-4	15CEO13c	Remove 4fte (vacant posts) and reduce Communications spend (Business Development share)	-33	-34			-67
		Subtotal Business Development	-33	-34	0	0	-67
		Customer Services Centre					
EE3-5	16EE17	Self Service	-157				-157
		Subtotal Customer Services Centre	-157	0	0	0	-157
		Cultural Services					
EE3-6	17LCS1	Retention of all 43 libraries (22 core and 21 community libraries) but provide service redesign and changes internally to provide savings, including: (A) Reduction of book fund. (B) Closure of all mobile libraries; 4 general service library vehicles and 2 children's service vehicles. (C) Library Service management and staffing reorganisation in conjunction with the Council's Customer Service Centre and ICT function over the next two years. (D) Retendering of the Library Management Information system.	-300	-400	-300		-1,000
EE3-6	17LCS2	The council could cease funding cultural activities from 2018/19 relating to: (A) Pegasus Theatre (B) Oxfordshire Youth Arts Project (OYAP) (C) Oxford Visual Arts Design Agency (OVADA)			-92		-92

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Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
EE3-6	17LCS3	Reduce Book Fund on a one- off basis in 2016/17	-340	340			0
EE3-6	17LCS4	Bring forward the savings in Libraries (LCS1)	-222	-200	300		-122
EE3-6	17LCS6	Disposal of Library vehicles (one-off)	-12	12			0
EE3-6	15CEO9	Withdrawal of grant to the Mill Arts Centre		-80			-80
EE3-6	15CEO10	Increased efficiencies to be achieved by Library Service through further review of management support, book procurement & supplies and services	-187				-187
		Subtotal Cultural Services	-1,061	-328	-92	0	-1,481
		TOTAL OXFORDSHIRE CUSTOMER SERVICES	-1,956	-362	-92	0	-2,410
		TOTAL ENVIRONMENT & ECONOMY	-12,518	-7,086	-412	-1,192	-21,208

Corporate Services - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Corporate Services Business Support					
CEO1/Cross Directorate	17CS1	Senior management review of future management structures is under way. Once completed there will be a need to review the way that corporate services are provided to ensure that the approach is efficient and fit for purpose across the organisation. This will include all areas of the centre of the council - policy, data analysis, Freedom of Information requests, communications, finance, legal, HR and democratic services. These savings will be from 2017/18 and are subject to the outcome of the senior management review and the future structure of the council.	-300	-200	-100		-600
CEO1	17CS10	Earlier implementation of Senior Management Review savings.	-200	200			0
CEO1	14CEO7a	Reduce staffing and office costs from Chief Executive's Office	-100				-100
CEO1	17CS11	Previously agreed saving can not be achieved.	100				100
CEO1	15CEO14	Take out military and local grants (Locality Grant to Choose Abingdon and Refugee Resource Grant)	-15				-15
CEO1	17CS8	Reduce chairman's budget, as it was previously underspent. The chairman is the ceremonial head of the council and is always a serving county councillor. Duties include being the politically impartial civic leader for Oxfordshire County Council, acting as an ambassador for the county council and Oxfordshire, presiding over meetings of the full council, hosting civic events and accepting invitations on behalf of the county council to attend events.	-9				-9
		Total Corporate Services Business Support	-524	0	-100	0	-624
		Human Resources					
CEO2	15CEO3	Reduce Human Resources establishment by 2 full time equivalents	-42				-42
CEO2	16CEO5	One-off Learning & Development reduction	250				250
CEO2	17CS2	Reduced learning and development budgets for staff training.	-124	-150			-274
CEO2	17CS4	Reducing money spent on consultations, surveys and campaigns as well as removing one post in the communications team.	-145				-145
CEO2	17CS5	The council could seek to reduce the hours of some senior HR staff following the transfer of services to Hampshire IBC.	-82				-82
CEO2	17CS6	The budget for the Unison union could be reduced by approximately 20%, £30,000. The size of staff is reducing so the number of people the union represents is also reducing.	-30				-30
CEO2	17CS9	Reduce L&D budget on a one-off basis in 2016/17	-230	230			0
		Total Human Resources	-403	80	0	0	-323
		Corporate Finance & Internal Audit					
CEO3	17CS3	Over the medium term, as new ICT systems in Finance and Internal Audit become embedded the need for financial support currently provided by finance should reduce.	-100	-100	-50		-250

Corporate Services - Budget Changes 2016/17 - 2019/20

Budget Book Reference	Reference Number	Proposal	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
		Total Corporate Finance & Internal Audit	-100	-100	-50	0	-250
		<u>Law & Governance</u>					
CEO4-6	15CEF3	Make Music Service self financing by increasing income and reducing free tuition.	-70	-182			-252
		Total Law & Governance	-70	-182	0	0	-252
		<u>Policy</u>					
CEO5	15CEO13b	Remove 4fte (vacant posts) and reduce Communications spend	-17	-16			-33
CEO5	17CS7	Meetings are held in various localities in Oxfordshire for county councillors to discuss local issues with staff. The proposal is to reduce administration costs linked to these meetings.	-22				-22
		Total Policy	-39	-16	0	0	-55
		TOTAL CORPORATE SERVICES	-1,136	-218	-150	0	-1,504