

Public Document Pack

To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 21 December 2010 at 2.00 pm

County Hall, Oxford, OX11ND



Joanna Simons
Chief Executive

December 2010

Contact Officer: **Sue Whitehead**
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Councillors

Membership

Keith R. Mitchell CBE	- <i>Leader of the Council</i>
David Robertson	- <i>Deputy Leader of the Council</i>
Arash Fatemian	- <i>Cabinet Member for Adult Services</i>
Ian Hudspeth	- <i>Cabinet Member for Growth & Infrastructure</i>
Jim Couchman	- <i>Cabinet Member for Finance & Property</i>
Kieron Mallon	- <i>Cabinet Member for Police & Policy Co-ordination</i>
Louise Chapman	- <i>Cabinet Member for Children, Young People & Families</i>
Michael Waine	- <i>Cabinet Member for Schools Improvement</i>
Rodney Rose	- <i>Cabinet Member for Transport</i>
Mrs J. Heathcoat	- <i>Cabinet Member for Safer & Stronger Communities</i>

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on 31 December 2010 unless called in by that date for review by the appropriate Scrutiny Committee. Copies of this Notice, Agenda and supporting papers are circulated to all Members of the County Council.

Date of next meeting: 25 January 2011

Declarations of Interest

This note briefly summarises the position on interests which you must declare at the meeting. Please refer to the Members' Code of Conduct in Part 9.1 of the Constitution for a fuller description.

The duty to declare ...

You must always declare any "personal interest" in a matter under consideration, i.e. where the matter affects (either positively or negatively):

- (i) any of the financial and other interests which you are required to notify for inclusion in the statutory Register of Members' Interests; or
- (ii) your own well-being or financial position or that of any member of your family or any person with whom you have a close association more than it would affect other people in the County.

Whose interests are included ...

"Member of your family" in (ii) above includes spouses and partners and other relatives' spouses and partners, and extends to the employment and investment interests of relatives and friends and their involvement in other bodies of various descriptions. For a full list of what "relative" covers, please see the Code of Conduct.

When and what to declare ...

The best time to make any declaration is under the agenda item "Declarations of Interest". Under the Code you must declare not later than at the start of the item concerned or (if different) as soon as the interest "becomes apparent".

In making a declaration you must state the nature of the interest.

Taking part if you have an interest ...

Having made a declaration you may still take part in the debate and vote on the matter unless your personal interest is also a "prejudicial" interest.

"Prejudicial" interests ...

A prejudicial interest is one which a member of the public knowing the relevant facts would think so significant as to be likely to affect your judgment of the public interest.

What to do if your interest is prejudicial ...

If you have a prejudicial interest in any matter under consideration, you may remain in the room but only for the purpose of making representations, answering questions or giving evidence relating to the matter under consideration, provided that the public are also allowed to attend the meeting for the same purpose, whether under a statutory right or otherwise.

Exceptions ...

There are a few circumstances where you may regard yourself as not having a prejudicial interest or may participate even though you may have one. These, together with other rules about participation in the case of a prejudicial interest, are set out in paragraphs 10 – 12 of the Code.

Seeking Advice ...

It is your responsibility to decide whether any of these provisions apply to you in particular circumstances, but you may wish to seek the advice of the Monitoring Officer before the meeting.

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.

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes (Pages 1 - 12)

To confirm the minutes of the meeting held on 16 November 2010 (**CA3**) and to receive for information any matters arising therefrom.

4. Questions from County Councillors

Any county councillor may, by giving notice to the Proper Officer by 9 am on the working day before the meeting, ask a question on any matter in respect of the Cabinet's delegated powers.

The number of questions which may be asked by any councillor at any one meeting is limited to two (or one question with notice and a supplementary question at the meeting) and the time for questions will be limited to 30 minutes in total. As with questions at Council, any questions which remain unanswered at the end of this item will receive a written response.

Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Cabinet Member or such other councillor or officer as is determined by the Cabinet Member, and shall not be the subject of further debate at this meeting. Questions received after the despatch of the agenda, but before the deadline, will be shown on the Schedule of Addenda circulated at the meeting, together with any written response which is available at that time.

5. Petitions and Public Address

6. Financial Monitoring - December 2010 (Pages 13 - 130)

Cabinet Member: Finance & Property

Forward Plan Ref: 2010/137

Contact: Kathy Wilcox, Principal Financial Manager Tel: (01865) 323981

Report by Assistant Chief Executive & Chief Finance Officer (**CA 6**).

This is the fifth financial monitoring report for the 2010/11 financial year and covers the period up to the end of October 2010. Part 1 & 2 set out the Council's forecast position for the 2010/11 financial year and include projections for revenue, balances, reserves.

The capital programme monitoring and capital programme review update is included at Part 3.

The Cabinet is RECOMMENDED to:

- (a) ***note the report and approve the virement requests as set out in annex 2a;***
- (b) ***approve the creation of the New Dimensions reserve as set out in paragraph 42, and the transfer to reserves set out in paragraphs 41 and 42; and***

7. Service & Resource Planning Report for 2011/12 - 2015/16 (December 2010)
(Pages 131 - 354)

Cabinet Member: Finance & Property

Forward Plan Ref: 2010/046

Contact: Lorna Baxter, Assistant Head of Finance Tel: (01865) 323971

Report by Assistant Chief Executive & Chief Finance Officer (**CA7**).

This is one in a series of reports on the Service and Resource Planning process for 2011/12 to 2015/16, providing councillors with information on budget issues for 2011/12 and the medium term. It follows on from reports to Cabinet on 21 September and 16 November 2010 and to Scrutiny Committees on 20 December 2010. The report provides an update on the Service & Resource Planning process, sets out the Business Strategies for all directorates along with proposed savings for the period 2011/12 - 2014/15 and the review of charges for 2011/12. The strategies set out a direction of travel for the Directorates over the medium term in the context of reduced funding. They pull together the strands of work that comprise the Council's Business Strategy, and ensures that with such high levels of change being managed that there is a single focussed overview.

The Council is required under the Local Government Finance Act 1992 to set a budget requirement for the authority and an amount of Council Tax. This report contains information to be considered in leading to the budget requirement and Council Tax being agreed in February 2011.

The Cabinet is RECOMMENDED to:

- (a) ***Note the report and that an addenda will be produced following the publication of the Draft Local Government Finance Settlement;***
- (b) ***Agree the revenue prioritisation principles set out in Annex 3;***
- (c) ***In relation to the review of charges:***
 - (1) ***Note those charges prescribed by legislation;***
 - (2) ***Approve those charges where there is local discretion as set out in Annex 4;***

- (3) ***Approve those charges for which an increase will commence before April 2011.***
- (d) ***Agree the use of £2.4m of the insurance reserve for alternative purposes in 2011/12;***
- (e) ***Agree the capital prioritisation principles set out in paragraph 37.***

8. Proposed Change to Internal Home Support Service (Pages 355 - 366)

Cabinet Member: Adult Services

Forward Plan Ref: 2010/195

Contact: Martin Bradshaw, Assistant Head of Service Tel: (01865) 323683

Report by Director for Social & Community Services (**CA8**).

This report describes the future of Home Support services following the implementation of the new national policy of personalisation of social care. As the policy begins to affect increasing numbers of people there has been a falling demand for the internal Home Support Service, which employs 360 staff on a budget of £8m. The service has relatively high Unit Costs, and is becoming unaffordable.

Due to the need for efficiency savings, and the introduction of personal budgets for self directed support, the Home Support Service is unlikely to be financially viable beyond 2011/12. There is a significant risk of the Council being forced to double-fund the service and personal budgets. The report proposes, subject to consultation with Service User groups and staff that the Service should cease to operate by April 2012

Service Users and staff have been advised of the potential implications of self directed support and budget reductions. If the service ceases to operate, Service Users will be offered a range of alternative support options. Staff will be redeployed, transferred to other providers, given guidance on alternative employment, or made redundant if no other option is appropriate. Funding has been identified for the potential redundancy costs. Some of the services currently provided will be recommissioned through external contracts. Options with regard to Transfer of Undertakings regulations (TUPE) are being considered but are only likely to apply to a limited number of the staff.

Following a period of consultation, a further report will be made to Cabinet in April 2011, and if the proposal is confirmed, the service would be phased out by April 2012. Service Users would be transferred to alternative providers using their personal budgets, to include Personal Assistants or external domiciliary care from new contracts which start in July 2011. If alternative support can be obtained at the national average cost for domiciliary care, revenue savings of some £2.5m per year are anticipated.

The Cabinet is RECOMMENDED to

- (a) ***agree in principle that the internal Home Support Service will cease to operate by April 2012 at the latest, subject to the outcome of consultation with Service User groups and staff; and***

- (b) ***request a further report in April 2011 on the outcome of the consultation programme with Service User groups and staff.***

9. Eco Bicester Vision (Pages 367 - 412)

Cabinet Member: Growth & Infrastructure

Forward Plan Ref: 2010/171

Contact: Daniel Round, Principal Transport Planner Tel (01865) 815623, Chris Cousins, Sustainable Development Tel (01865) 815459

Report by Head of Sustainable Development (**CA9**).

The Eco Bicester One Shared Vision, prepared by the Eco Bicester Project team with input from partners on behalf of the Strategic Delivery Board (SDB), sets out the aims, aspirations and ambitions for the town over the next 20 to 30 years. It sits alongside other planning policies and strategies for Bicester and will be used to guide the SDB in the delivery of proposals for Eco Bicester.

Following a public consultation, the Vision has now been revised by the Project team. The purpose of this report is to obtain approval of the Cabinet of the revised Vision, so that it can:

- provide a shared vision for the whole of Bicester supported by partners
- guide the local delivery of the eco-town of national, if not international, significance with the private sector
- articulate key infrastructure needs to support the eco town
- inform engagement between the local authority partners, Government departments and agencies on where they can help deliver the project.

The Cabinet is RECOMMENDED to approve the vision document contained in Annex 1 as informal county council policy, noting that the district council has also approved it as informal planning guidance for development control purposes.

10. Botley Primary School & Elms Road Nursery/Children's Centre - Statutory Notice (Pages 413 - 424)

Cabinet Member: Schools Improvement

Forward Plan Ref: 2010/102

Contact: Barbara Chillman, Principal Officer – School Organisation and Planning Tel: (01865) 816459

Report by Director for Children, Young People & Families (**CA 10**).

This report considers a proposal to merge Botley Primary School with Elms Road Nursery School & Children's Centre into a single school and children's centre under one headteacher and a single governing body, and with a new name.

The legal mechanism to achieve this is to formally close Elms Road Nursery School, and extend the age range of Botley Primary School to include 3 year olds. The name of

the merged school would then be chosen by a unanimous vote of the full governing body.

Informal consultation was conducted in May-July 2010. A decision is now sought as to whether to proceed to issuing statutory notices to extend the age range at Botley Primary School and close Elms Road Nursery School, in accordance with The Education and Inspections Act 2006 (EIA 2006) and The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended by The School Organisation and Governance (Amendments)(England) Regulations 2007 which came into force on 21 January 2008).

The Cabinet is RECOMMENDED to either:

- (a) approve the publication of linked statutory notices for closure of Elms Road Nursery School and for the extension of age range at Botley Primary School to 3-11; and***
- (b) reject the publication of linked statutory notices for closure of Elms Road Nursery School and for the extension of age range at Botley Primary School to 3-11.***

11. Performance Management 2nd Quarter Progress Report Against Priorities and Targets (Pages 425 - 430)

Cabinet Member: Deputy Leader

Forward Plan Ref: 2010/138

Contact: Alexandra Bailey, Corporate Performance and Review Manager Tel: (01865) 816384

Report by County Council Management Team (**CA 11**).

This paper contains a report on Oxfordshire County Council's Corporate Performance for the second quarter of 2010/11 (Q2). It consists of a one page summary of performance against the Corporate Balanced Scorecard (attached at Appendix 1) and provides an up date on key work areas.

The Cabinet is RECOMMENDED to note this report

12. Proposed Change to Support for Members (Pages 431 - 434)

Cabinet Member: Deputy Leader

Forward Plan Ref: 2010/202

Contact: Peter Clark, Head of Law & Governance Tel: (01865) 323907

Report by Head of Law & Governance (**CA 12**).

This report seeks the Cabinet's views on the future support arrangements for the council's political groups in the context of the financial challenges facing the Council. The report outlines the responses made to a recent consultation. It also proposes

several options for Cabinet to consider, to enable a recommendation to be made to full Council in January 2011.

Cabinet is RECOMMENDED to consider the options in this report and to make a recommendation to full Council as regards the future support to political groups.

13. ICT Overspend 2009/10 (Pages 435 - 466)

Cabinet Member: Deputy Leader

Forward Plan Ref: 2010/203

Contact: Graham Shaw, Acting Head of ICT Tel: (01865) 816593

Report by Acting Head of ICT and Dr Geoff Jones, Chairman of AWG, on behalf of the Audit Working Group (**CA13**).

The Audit Committee at its meeting on 17 November 2010 required the report of the Audit Working Group to be referred to Cabinet together with an update by the Acting Head of ICT of how the matters raised in the report have been addressed so that the findings and response can be taken into account as part of the budget process.

The Cabinet is RECOMMENDED to consider the conclusions of the report from Dr Jones and the actions described in the update report from the Acting Head of ICT Services.

14. Forward Plan and Future Business (Pages 467 - 468)

Cabinet Member: All

Contact Officer: Sue Whitehead, Committee Services Manager (01865 810262)

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include “updating of the Forward Plan and proposals for business to be conducted at the following meeting”. Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA14**. This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

The Schedule is for noting, but Cabinet Members may also wish to take this opportunity to identify any further changes they would wish to be incorporated in the next Forward Plan update.

The Cabinet is RECOMMENDED to note the items currently identified for forthcoming meetings.

CABINET

MINUTES of the meeting held on Tuesday, 16 November 2010 commencing at 2.00 pm and finishing at 3.40 pm

Present:

Voting Members: Councillor Keith R. Mitchell CBE – in the Chair
Councillor David Robertson (Deputy Chairman)
Councillor Arash Fatemian
Councillor Ian Hudspeth
Councillor Jim Couchman
Councillor Kieron Mallon
Councillor Louise Chapman
Councillor Michael Waine
Councillor Rodney Rose
Councillor Mrs J. Heathcoat

Other Members in Attendance: Councillor Alan Armitage, Shadow Cabinet Member for Finance & Property (Agenda Item 6)
Cllr. Jenny Hannaby, Shadow Cabinet Member for Adult Services (Agenda Item 9)
Cllr Purse, Shadow Cabinet Member for Growth & Infrastructure (Agenda Item 10)
Cllr Purse, Shadow Cabinet Member for Growth & Infrastructure (Agenda Item 11)
Cllr. Jean Fooks, Opposition Deputy Leader (Agenda Item 12)

Officers:

Whole of meeting Chief Executive; S. Whitehead (Chief Executive's Office)

Part of meeting:	Officer
Agenda Item	
6	K. Wilcox (Corporate Finance)
7.	T. Chapple (Corporate Finance)
8.	Assistant Chief Executive & Chief Finance Officer
9.	P. Purnell (Adult Social Care)
10.	D. Helling (Transport)
11.	D. Groves (Transport Strategy & Development Control)
12.	S. Munn, S. James (Human Resources)

The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda tabled at the meeting, and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda, reports and schedule, copies of which are attached to the signed Minutes.

121/10 MINUTES

(Agenda Item. 3)

The Minutes of the meetings held on 19 October and 2 November 2010 were approved and signed.

122/10 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

Councillor Jean Fooks had given notice of the following question to the Cabinet Member for School Improvement:

“I am sure that Cllr Waine shares my disappointment at the very poor Key Stage 1 results published last week. Oxfordshire’s performance is poor; Oxford City’s is frankly appalling. For the standards of reading, writing and arithmetic of children in city schools to be the lowest in the country is a sad indictment of the education they have received. To what does he attribute these results? What measures will he put in place to ensure that Oxfordshire’s children, and Oxford’s in particular, reach at least the national average standard in reading, writing and arithmetic in 2011 and thereafter?”

Councillor Waine replied:

“We have long recognised that the performance of some schools in the City has been wanting. It is perhaps unfortunate that your group have often resisted some of this administration’s more radical strategies to deal with underperformance to the point of obstruction, particularly when some of those at secondary level are beginning to bear fruit.

Local Authority intervention at the primary level has not always been popular with schools or communities but they are made precisely because improvements are not being made at the pace we believe to be necessary.

We await with interest the imminent White Paper on Education which will, we hope, among other things, indicate the extent to which the Local Authority will be able to intervene in the future to shift stubborn performance in schools.

The published data relate to the performance of schools as defined by reference to the City Council boundary but, of course, the community of schools which serves the City, as most of us understand it, extends beyond the City Council boundary.

Pupil characteristics in the Oxford area show a diverse population of children with a significantly higher number of children who have English as an additional language (28%) compared to the county (9.5%), there are also high levels of mobility, higher levels of pupils with special educational needs

and a significantly greater number of children able to claim free school meals.

Significant work has been undertaken across schools where there is underachievement. The support for reading, mathematics and communication includes courses for teachers to deepen subject knowledge in English and mathematics as well as individual work with children by specially trained teachers. Within the City, 13 of the 21 primary schools are targeted as part of these programmes which includes:

ECaT - Every Child a Talker early years programme to build literacy skills.

ECaR - Every Child a Reader - Reading recovery programme - individual work with children by specially trained teacher through a short term intervention

ECC - Every Child Counts - Mathematics programme where children are taught by specially trained teacher 30 minutes every day for 12 weeks

CLLD - Communication. Language and Literacy Development - programme across early years and Key Stage 1

Targeted training for teachers in Assessment and Moderation for Key Stage 1, and in the use of APP (Assessing Pupil Progress).

In addition since September 2010 we have been running a 'securing Level 2' course for targeted schools (all schools on the National Strategies 'Maximising Progress' [known as Developing Success in Oxfordshire] and 'Improving Schools Programme' (ISP) were prioritised. We have also been putting on Subject Leader courses that support teachers in using data and moderating standards.

We have increasingly over recent years prioritised a greater proportion of early intervention and targeted support to our City schools and are beginning to see good improvement in EYFSP results.

Local Authority intervention has included challenging school leaders to improve outcomes, this has, in particular, involved more rigorous expectation of leadership and management at all levels. We have used our powers to replace two schools' Governing Bodies where we have concluded their progress is insufficient with Interim Executive Boards (IEB) and in addition two headteachers have left their posts following LA action.

In addition seven of the City schools have had a formal LA review in the same period resulting in clear recommendations for their next steps and in most cases the necessary improvement.

School governors, particularly LA governors have been continually challenged to be more critical of their schools performance, and to identify and monitor the strategic measures to bring about the necessary improvements."

Councillor Jean Fooks had given notice of the following question to the Cabinet Member for Growth & Infrastructure:

“The Department of Communities and Local Government has recently issued a consultation document which asks for an opinion on the government’s intention to remove from local councils the determination of planning applications for Free Schools. Will Cllr Hudspeth assure me, and the public, that he will be responding in the strongest terms that this is an unacceptable interference with local democracy? Will he further deplore the apparent intention to encourage the setting up of Free Schools without any of the normal checks on the suitability of the site or the possible traffic problems – I understand that new schools will not be required to have a Travel Plan to minimise the impact on local traffic and nearby residents of the proposed school access?”

Councillor Hudspeth replied:

“The Conservative/ Liberal coalition government has issued a consultation document that, as it stands, suggests that any building may be used for a ‘free school’ without seeking planning consent. This means that transport assessments, travel plans, highway contributions, parking standards and changes to the highway needed for the school will not be provided. This is unsatisfactory from a transport point of view. All changes of use that have an effect on the highway have to be assessed and appropriate mitigation measured provided. We would also wish to see safeguards which would ensure that the current minimum standards which apply to new school buildings are applied also in relation to change of use. However, we are supportive of the *principle* of free schools, particularly if, for example, they address the pressure on school places in, for instance, Oxford city.

A response will be sent from this Council expressing these concerns about this proposal.”

Councillor Liz Brighthouse OBE had given notice of the following question to the Leader:

"Item 8 – Business Strategy

As a result of the transferral of a number of specific grants into the formula grant, and the scrapping of others, this Council is faced with the prospect of making £58.65 million of cuts in the 2011/2012 financial year – over a third of the total cuts ‘package’.

(a.) Will the Leader please comment on why he thinks the government have decided to implement the cuts in this way?

(b.) Will he admit that this strategy is a means by which the coalition government can frontload the pain in the hope that people will have forgotten by the next general election

(c.) What implications does he expect this frontloading to have in terms of

- (i.) the number of Council staff who will lose their jobs who may not have otherwise
- (ii.) the ability of the Council to incrementally change the way it works."

Councillor Mitchell replied:

"I am not privy to the deliberations of our coalition government so am not able to answer definitively for them. I have no doubt the Spending Review process has been a difficult one and has involved considerable work in prioritising spending plans. The coalition government has clearly decided it is necessary to eliminate the structural budget deficit inherited from the previous administration speedily so as to restore confidence in this country's ability to manage its finances responsibly again. The coalition government has committed to maintaining spending on health and overseas development. It has also clearly given a high priority to maintaining our defence effectiveness and to the funding of schools. These are priorities few would challenge. The result is a heavy burden for other spending areas, including local government. This is the price we must pay for Gordon Brown's legacy as Chancellor and Prime Minister when he financed revenue spending since 2001 onwards by adding to our debt year-on-year.

- (a) I most certainly do not. I suspect the coalition government has understood the need to re-build confidence in this country's finances after Gordon Brown's profligate years of running a structural budget deficit during economically good times. In simple terms, he failed to mend the roof while the sun shone.
- (c)
 - (i) It seems to me to be singularly pointless to speculate about the impact on our staffing numbers by meaningless comparisons between the impact of Gordon Brown's planned 20% cut in public spending and the coalition government's proposed cuts which average 25%. It seems equally pointless to attempt any comparison based on different ways of spreading spending cuts over the medium term plan period.
 - (ii) This council is fortunate because it has been planning for significant cuts in public spending for eighteen months now and had already made provision for substantial cuts in its current medium term plan. Although the cuts signalled in the Spending Review 2010 are large and front-loaded, this council will be working hard to deliver good quality services within the financial envelope made available in the local government settlement to be announced in early December."

Supplementary: Councillor Brighthouse asked whether the Leader considered it fair that older people, many of whom had fought in the war and who throughout their lives had paid for the deficit that war created should now be suffering for a deficit that could be scaled back and dealt with over a longer period?

Councillor Mitchell replied that the country was not in a position to reduce the deficit over a longer period. The standing of the country financially was based on the steps being taken to reduce the deficit. He felt that there would be suffering to bring finances back into budget, a position that the country nationally had not been in for many years.

Councillor Roy Darke had given notice of the following question to the Cabinet Member for Adult Services:

"Item 9 – Financial Monitoring

This report highlights some very serious issues for adult social care. Social care overspends are not under control, the bed based model used for Fairer Charging and Residential Client Income is inadequate, and the Older People, Physical Disabilities and Equipment Pooled Budget is under massive pressure. What is the Cabinet Member for Adult Services doing to make the government aware of these problems and will he urgently contact the government and tell them that the recent £2 billion of extra funding for social care is a pittance when placed in the context of the challenges local authorities face in this area?"

Councillor Fatemian replied:

"It is fair to acknowledge that there are greater pressures on the adult social care budget than there are on other budgets. This is evident from the report. However, the overspendings do need to be seen in the context of the size of the overall budget for adult social care. The overspending on adult social care outside the pooled budget is around 1% of the budget (£1.537m compared with a gross budget of £175.9m (0.87%) and a net budget of £135.6m (1.13%) - figures are on page 31 of the Cabinet report)

A great deal has been done to address the overspendings. It is worth remembering that the overspending on the older persons pool was very significant earlier in the year and this was pulled back with some very tight financial management which has had an impact on delayed transfers of care. The overspending on the older person's element of the pool is now only £125k (see page 17).

It is expected that the overspending on adult social care outside the pool will fall as we approach the year end

It is incorrect to say that the "the bed based model used for Fairer Charging and Residential Client Income is inadequate". This is a misunderstanding of what is said in the report (see paragraph 20). What paragraph 20 is saying is that if we seek to reduce the number of admissions to care homes (to improve the position on the older persons pool) then this will have an adverse impact on the income budget (because fewer people are paying for their residential care).

The main issue facing adult social care this year is the overspending on the care for adults with physical disabilities (£1.727m). This is a relatively small budget (£7.102m) so this is a significant percentage overspending. It reflects the fact that there has been an unexpected increase in the number of clients with significant needs (for example, there have been a number of individuals with disabilities who have just started university in Oxford (and have become our care responsibility) and there have also been some individuals who are now are responsibility for funding as section 117 individuals when previously they had been the responsibility of the NHS. An action plan has been agreed which we expect to reduce the overspending to about £1m by the end of the year.”

Supplementary: Councillor Darke referred to the proposed changes to the internal home support service, queried why a report on this matter had been delayed to December and sought assurances that all options were being considered.

Councillor Fatemian replied that the report had been delayed for various reasons and that given its importance it was right that the time be taken to get it right. All options would be considered.

123/10 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

The following requests to address the meeting had been agreed:

Item 6 - Councillor Alan Armitage, Shadow Cabinet Member for Finance & Property

Item 9 - Cllr. Jenny Hannaby, Shadow Cabinet Member for Adult Services

Item 10 - Cllr Purse, Shadow Cabinet Member for Growth & Infrastructure

Mr Hugh-Jones, local resident.

Item 11 - Cllr Purse, Shadow Cabinet Member for Growth & Infrastructure

Item 12 - Cllr. Jean Fooks, Opposition Deputy Leader

In relation to item 10 on Oxfordshire Concessionary Fares Scheme Mr Hugh-Jones, representing the Oxfordshire Pensioners Action Group, supported the coalition governments plans to reduce spending but not to the detriment of pensioners who were already struggling. He welcomed recommendation (a) but queried the decision to send the consultation to 11,000 travel token holders as he felt that obviously the vast majority would object and that the exercise was therefore a waste of taxpayers' money. He believed that the proposals would discriminate against the disabled having a disproportionate effect on them.

124/10 FINANCIAL MONITORING - NOVEMBER 2010

(Agenda Item. 6)

Cabinet considered the next in the regular series of monitoring reports for the 2010/11 financial year covering the period up to the end of September 2010. Part 1 & 2 set out the Council's forecast position for the 2010/11 financial year and included projections for revenue, balances, reserves. The capital programme monitoring and update was dealt with at Part 3.

Councillor Alan Armitage, Shadow Cabinet Member for Finance & Property referred to the earmarked reserves set out on pages 92-95 of the agenda and expressed the hope that with central government saying that ring fencing was to end that these would be reviewed aggressively.

The Cabinet Member for Finance & Property highlighted areas of concern including the Social & Community Services overspend and pooled budgets but overall believed that the position was as expected at this time of the year. Cabinet Members responded to the comments advising of action taken. The Cabinet Member for Children, Young People & Families commended the hard work of the Director for Children, Young People & Families which meant that the Directorate was looking at a balanced budget.

The Deputy Leader commented that Shared Services were now bringing about the budgeted savings 9 months early.

RESOLVED: to:

- (a) note the report and approve the virements as set out in annex 2a;
- (b) approve the Supplementary Estimate requests as set out in annex 2f and paragraph 46.

125/10 TREASURY MANAGEMENT MID TERM REVIEW 2010/11

(Agenda Item. 7)

Cabinet considered a report (CA7) that set out the Treasury Management activity undertaken in the first half of the financial year in compliance with the CIPFA Code of Practice. The report included Debt and Investment activity, an update on Prudential Indicators, changes in Strategy and a forecast interest receivable and payable in the financial year.

RESOLVED: to note the report, and to **RECOMMEND** Council to note the Council's Mid Term Treasury Management Review 2010/11.

126/10 BUSINESS STRATEGY AND SERVICE & RESOURCE PLANNING REPORT FOR 2011/12 - 2015/16 (NOVEMBER 2010)

(Agenda Item. 8)

Cabinet considered the third in the series of reports (CA8) on the Business Strategy and Service & Resource Planning for 2011/12 – 2015/16 process for 2011/12 - 2015/16 that will culminate in the Council setting a budget requirement for the authority and an amount of Council Tax for 2011/12 in February 2011.

The report sets out a synopsis of what is contained in the Spending Review announced on 20 October 2010 along with subsequent announcements and the potential impact of them on Oxfordshire.

Cabinet noted that whilst the Spending Review provided some information, the actual grant position for 2011/12 for both Formula Grant and Specific Grants along with capital funding, will not be known until the Draft Local Government Finance Settlement is announced in early December 2010.

RESOLVED: to:

- (a) note the outcome of the Spending Review, and the potential impacts on both revenue and capital;
- (b) note that clarity has been sought from Members of Parliament on the uncertainties which remain as a result of the Spending Review;
- (c) agree the proposed revision to the total savings targets in paragraph 27.

127/10 DAY OPPORTUNITIES FOR OLDER PEOPLE

(Agenda Item. 9)

Councillor Jenny Hannaby, Shadow Cabinet Member for Adult Services supported the ideas set out in the new approach as outline in the report and looked forward to more detailed information. She referred to concerns around access to transport and this was vital to the success of the proposals.

The Cabinet Member for Adult Services referred to the extensive public engagement that had been undertaken and thanked all involved for the way in which it had been carried out.

RESOLVED: to approve the implementation of the strategic commissioning framework to move to day opportunities for older people carers within Oxfordshire, as detailed in this report.

128/10 OXFORDSHIRE CONCESSIONARY FARES SCHEME

(Agenda Item. 10)

Councillor Anne Purse, Shadow Cabinet Member for Growth & Infrastructure welcomed that the proposals gave roughly the same service but indicated that in some parts of Oxfordshire the services would appear very different, and it was important to get a balanced view.

During discussion Cabinet Members expressed their views on the proposals and in particular on the 9.00 am start and the other discretionary elements of the scheme.

RESOLVED: to:

- (a) publish, for consultation with bus operators, a reimbursement scheme as outlined in the 'Reimbursements to Bus Operators section above;
- (b) allow free travel for concessionary passholders, throughout Oxfordshire, starting at 9.00 am (instead of 9.30 am) on Mondays to Fridays, this to apply for the 2011/12 financial year and be reviewed for subsequent years;
- (c) To offer companion passes to those residents who are in receipt of Carers Allowance; who can supply proof that they need assistance to use public transport; or are between the ages of 5 and 15;
- (d) Specify exemptions from and inclusions in the scheme as recommended in the section headed 'Exemption of special categories of service'; and
- (e) Ask officers to report on other aspects of the concessionary fare scheme, including the outcome of consultation with passholder representatives, and any major issues raised by bus operators in the consultation on the reimbursement scheme to the Cabinet meeting on 25 January 2011.

129/10 OCC PARKING STANDARDS FOR RESIDENTIAL AND COMMERCIAL DEVELOPMENT

(Agenda Item. 11)

Councillor Anne Purse, Shadow Cabinet Member for Growth & Infrastructure commented that it was not a question of one size fits all. She highlighted issues on modern estates and in Wheatley where there was parking by non residents.

During discussion Cabinet Members highlighted individual issues of which they were aware. Cabinet Members commented that they would be responding as local members and expressed the general view that the standard should reflect reality and not a utopian vision of reduced car use.

RESOLVED: to:

- (a) endorse the principle of applying parking standards for new residential developments as set out in the draft document, subject to (b) below and to agree to a formal consultation period: allowing for minor amendments according to the consultation, to note Cabinet will meet again to fully endorse the use of the policy and to empower officers to start using the principle of this emerging policy where the Planning Authority and the developer are in agreement; and
- (b) to agree that following the Cabinet debate the authority to make any minor changes to the text of the consultation paper be delegated to the Deputy Director - Highways and Transport in consultation with the Cabinet Member for Growth and Infrastructure.

130/10 ESTABLISHMENT REVIEW - NOVEMBER 2010

(Agenda Item. 12)

Councillor Fooks, Opposition Deputy Leader commented that it was particularly important to see how things were progressing at the current time, where she felt that large numbers of staff did not feel valued. She expressed concern at the level of vacancies in the central area of the Children, Young People & Families Directorate, Social & Community services and in Food for Thought. She noted that there were few vacancies in the Environment & Economy Directorate but the use of agency staff was high. Finally Councillor Fooks asked whether it was possible to have figures for non teaching staff in schools.

The Deputy Leader responded that he had taken the decision to remove non teaching staff in schools figures as the County Council,. Had no influence over them. He welcomed the reduction in establishment numbers and particularly the reduction in use of agency staff.

RESOLVED: to:

- (a) note the report;and
- (b) confirm that the Establishment Review continues to meet the Cabinet's requirements in reporting and managing staffing numbers.

131/10 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 13)

The Cabinet considered a list of items for the immediately forthcoming meetings of the Cabinet together with changes and additions set out in the schedule of addenda.

RESOLVED: to note the items currently identified for forthcoming meetings.

..... in the Chair

Date of signing

Division(s): N/A

CABINET – 21 DECEMBER 2010

FINANCIAL MONITORING

Report by the Assistant Chief Executive & Chief Finance Officer

Introduction

1. This report sets out the Council's forecast position for the 2010/11 financial year based on seven months of actuals to the end of October 2010. Parts 1 and 2 include projections for revenue, balances and reserves. The Capital Monitoring is included at Part 3.
2. As part of the Council's Business Strategy, a new Directorate structure will be fully implemented by 1 April 2011. Work continues on the restructure and the intention is to report in the new structure, where appropriate and subject to any further changes, from the report to the end of November 2010. This will be considered by Cabinet on 25 January 2011. Cabinet approved the virement requests for changes to be implemented from January 2011 on 16 November 2010. The remaining changes to fully implement the Business Strategy will be made through the Service and Resource Planning process.

Summary Revenue Position

3. The in – year Directorate forecast is an underspend of -£0.440m, or -0.11% compared to a budget of £385.596m as shown in the table below. The in-year forecast excludes an underspend of -£0.181m on services funded from Dedicated Schools Grant (DSG) and +£0.178m relating to the City Schools Reorganisation which was carried forward from 2009/10 as planned.

Original Budget 2010/11 £m		Latest Budget 2010/11 £m	Forecast Outturn 2010/11 £m	Variance Forecast October 2010 £m	Variance Forecast October 2010 %
99.050	Children, Young People & Families (CYP&F)	96.936	96.405	-0.531	-0.55
183.657	Social & Community Services (S&CS)	177.147	178.852	+1.705	+0.96
70.408	Environment & Economy	72.172	71.281	-0.891	-1.23
28.122	Community Safety & Shared Services	28.426	28.076	-0.350	-1.23
9.578	Corporate Core	10.915	10.542	-0.373	-3.42
390.815	In year Directorate total	385.596	385.156	-0.440	-0.11

Less: Underspend on DSG		-0.181	
Plus: Planned overspend on City Schools Reorganisation		+0.178	
Total Variation		-0.443	-0.11

4. Forecasts include the impact of in – year grant reductions notified during 2010/11.
5. As set out in Annex 5 general balances are unchanged at £13.078m. Taking into account the forecast Directorate underspend (-£0.440m), the Council elements of the overspend on the Pooled budgets (+£2.830m), the transfer of the remaining grant reduction shortfall (£0.266m), and the adjustment that will be made to replace £0.241m relating to Performance Reward Grant, the consolidated revenue balances forecast as at 31 March 2011 is £11.195m.
6. Figures for each Directorate are summarised within the Annexes and individual Directorate Financial Monitoring Reports setting out the detail behind this report have been placed in the Members' Resource Centre.
7. The following Annexes are attached:

Annex 1 (a-e)	Forecast Revenue Outturn by Directorate
Annex 2 (a-f)	Virements and Supplementary Estimates
Annex 3 (a-c)	Specific Grants and Area Based Grant
Annex 4	Forecast earmarked reserves
Annex 5	Forecast general balances
Annex 6	Capital Programme Monitoring
Annex 7	Schemes released from moratorium

Part 1 - Revenue

8. The forecast revenue outturn by Directorate based on the position to the end of October 2010 is set out below. Significant issues or movement in the variances are commented on along with the management action being taken.

Children Young People & Families (CYP&F): -£0.531m, or -0.55% in – year Directorate underspend

9. CYP&F are forecasting an in-year Directorate underspend of -£0.531m, or - 0.55%, (-£0.534m total underspend after taking account of an underspend of - £0.181m on services funded from Dedicated Schools Grant and the planned overspend of +£0.178m remaining in respect of the City Schools reorganisation).

Young People & Access to Education

10. Young People & Access to Education (YP&AE) is overspending by +£0.286m on services funded by the Council.

Children and Families

11. Current forecasts show an underspend in the region of -£0.600m based on a flat-line projection before accounting for new clients entering the service part way through the financial year. Work is still on-going to establish what level of spend is affordable in light of current placements and for new cases that may arise during the year. Taking into account an estimate for new clients, a break-even position continues to be reported.

12. The Asylum Service is forecasting an overspend of +£0.562m. As previously reported, an overspend of +£0.629m was carried forward from 2009/10. This is not included in the forecast as the Directorate also carried forward sufficient underspends to offset this pressure should the claim for Special Circumstances Grant be unsuccessful.
13. Last month the service received confirmation of the Leaving Care grant for 2009/10. This was £0.063m lower than the anticipated amount accounted for at the end of 2009/10. On 22 November 2010 formal notification was also received of the Unaccompanied Asylum Seeking Children grant. This was £0.065m higher than expected and more than offsets the additional pressure on the Leaving Care grant. The service will also receive £0.306m of Special Circumstances grant. After taking account of these notifications there is a remaining pressure of £0.321m to offset against the underspend carried forward.
14. For 2010/11, there have been a number of changes to the rates payable for clients and further changes to the criteria which have to be met for clients to qualify for funding, which has meant that expenditure is again higher than the income that can be received. The latest grant instructions also state that 'there will be no additional payments to any local authority above these standard daily rates', which implies that no Special Circumstances grant will be available for 2010/11 or future years.
15. A number of young people have had their application for asylum refused by the Home Office. These are known as All Rights Exhausted (ARE) cases. It has previously been reported that the Directorate had consulted these clients about the withdrawal of funding and payments were anticipated to cease in September 2010. However, on 14 October 2010 the Court of Appeal ruled that local authorities must remain responsible for young people who are ARE even though the National Asylum Support Service doesn't support them. The service is forecasting to support 25 ARE clients this year. The pressure on the service is currently being quantified and will need to be managed in year and, for future years, considered as part of the Service & Resource Planning process.

Raising Achievement Service

16. Raising Achievement Service are forecasting a breakeven position overall. The funding for Primary and Secondary National Strategies is due to end in 2011. Anticipated redundancy costs of £0.600m will be offset against an in – year underspend of -£0.300m leaving a net overspend of +£0.300m. This is offset by underspends elsewhere in the service.

Commissioning, Performance & Quality Assurance (CPQA)

17. CPQA are forecasting an underspend of -£1.373m. This has increased by £0.304m since the last report and includes an underspend of -£1.500m on Home to School Transport. This has increased since the last report due to greater certainty around the number of additional routes for the remainder of the year allowing for the removal of contingency plus reduced vehicle purchases.

Dedicated Schools Grant (DSG) Funded Services

18. Services funded by DSG are forecast to underspend by -£0.181m, a reduction of £0.194m since last month. The underspend on Out of County placements has increased by £0.109m; this reflects adjustments in the forecasts for the number of children in the service. The forecast in this area is subject to change due to the results of tribunals and the level of income received from other service areas. Also the Special Needs Advisory Support Teachers Service is now forecasting an underspend of -£0.055m.

Social & Community Services: +£1.705m, or +0.96%, in – year directorate overspendCommunity Services

19. As previously reported the forecast overspend in Community Services is +£0.143m. The overspends in Adult Learning (+£0.082m) and the Music Service (+£0.061m) will be carried forward. Both services have recovery programmes in place to repay the overspends, Adult Learning by March 2013 and the Music Service over the next three years.

Social Care for Adults

20. Social Care for Adults is forecasting an overspend of +£1.456m. This includes +£0.298m relating to Older People Care Management and is mainly due to the cost of additional staff required for safeguarding work, to reduce waiting lists and delayed transfers of care and meet other performance targets. The service is working to reduce the level of overspend by the end of the year. Savings may be achieved in this area as a result of the restructuring being carried out to implement fully self-directed support.
21. The overspend also reflects all legal costs for Adult Social Care where the budget is currently predicted to overspend by +£0.160m.
22. Fairer Charging and Residential Client Income is forecast to be underachieved by +£0.605m. The underachievement has decreased by -£0.096m since the last report due to increased income from Nursing and Residential Care. This includes the collection of arrears and increased income from Threshold clients. The implementation of the increased charges for Day Services has been delayed to allow a consultation process to be carried out. The revised charges will be applied from 1 December 2010. This will be monitored closely over the next few months and updates will be provided in future reports.
23. The Mental Health service is forecasting an overspend of +£0.321m and has decreased by -£0.053m since the last report. The previous forecast had assumed that a number of clients would be transferred from hospital wards to social care placements where the costs would be met by the Council. These transfers are now not expected to take place. The total overspend reflects the transfer of two very high cost Section 117 clients from Continuing Health Care. It has been agreed that these clients should be receiving social care so, as such, fall under the Council's responsibility.

Supporting People

24. The Supporting People Administration Grant of £0.320m was withdrawn as part of the in-year grant reductions agreed by Council on 27 July 2010. It was agreed by Cabinet on 21 September 2010 that the uncommitted element of £0.149m from the AIDS/HIV grant should be used partly to alleviate the pressures caused by the loss of grant income. Investigations to identify sources of funding for the shortfall are ongoing and the service is reviewing how the administration of this programme can be combined with similar functions to achieve efficiency savings. An additional saving of £0.065m has been identified within Strategy and Transformation to contribute to the shortfall, which leaves a current overspend of +£0.106m.

Pooled Budgets**Older People, Physical Disabilities & Equipment Pool**

25. As shown in the table below the Older People, Physical Disabilities and Equipment Pooled Budget is forecast to overspend by +£6.307m. This includes overspends of +£2.001m carried forward from 2009/10. The Council element of the pool is forecast to overspend by +£2.207m (an increase of +£0.521m since the last report) and the Primary Care Trust (PCT) element overspend by +£4.100m (an increase of +£1.313m since the last report).

Original Budget 2010/11 £m	Latest Budget 2010/11 £m		Forecast Variance October 2010 £m	Variance September 2010 £m	Change in Variance £m
		Council Elements:			
		Older People			
53.052	51.417	Care Homes	+0.312	+0.221	+0.091
28.818	29.871	Community Support Purchasing Budget	+0.097	-0.096	+0.193
81.870	81.288	Total Older People	+0.409	+0.125	+0.284
		Physical Disabilities			
2.450	2.450	Care Homes	+0.823	+0.779	+0.044
4.652	4.616	Community Support Purchasing Budgets	+0.823	+0.948	-0.125
7.102	7.066	Total Physical Disabilities	+1.646	+1.727	-0.081
		Equipment			
1.169	1.169	Forecast in-year variance	+0.152	-0.166	+0.318
90.141	89.523	Total Forecast in year variance – Council Elements	+2.207	+1.686	+0.521
		PCT elements:			
17.917	23.760	Older People	+2.972	+1.697	+1.275
4.047	4.047	Physical Disabilities	+0.958	+0.617	+0.341
0.312	0.312	Equipment	+0.170	+0.473	-0.303
22.276	28.119	Total Forecast in-year variance – PCT Elements	+4.100	+2.787	+1.313
112.417	117.642	Total	+6.307	+4.473	+1.834

Council Elements

26. The overspend on the Older Persons budget has increased by +£0.284m since the last report due to an increase in clients and cost of care packages agreed. Action to limit the number of care home placements and the number of hours of home support available each week was taken earlier in the year. However, this had an impact on the number of delayed transfers of care. The County Council is working closely with NHS Oxfordshire (the Primary Care Trust) and the various hospitals to reduce the number of delays within the resources available. In recent weeks there has been a steady reduction in the level of delays but more work is required to reduce this figure still further.
27. As noted in the last report, the Government announced an additional £77m for reablement services in England. Oxfordshire's allocation has now been confirmed as £0.703m. Some of the resources are being used to pay for the long term care for patients who are waiting to transfer from the reablement service. Other elements will be used to reduce delays in the most effective way. Further updates will be provided in future reports.
28. In addition, the County Council has agreed with the Oxford Radcliffe Hospitals Trust that they will provide funding of £0.360m which will fund care homes placements for the remainder of this financial year for those currently waiting in hospital for such placements. There will be ongoing financial implications next year for the County Council's element of the older persons budget. This will need to be managed within the resources available.
29. The Physical Disabilities Budget is forecast to overspend by +£1.646m on Residential and Nursing Beds and External and Internal Home Support. This is due to the full year effect of placements made in 2009/10 and an increase in client numbers. To reduce expenditure in this area, strict quotas are being applied to the number of placements and packages agreed during the year. However, because of the low turnover of clients, savings in this part of the budget are more difficult to achieve. A recovery action plan has been put in place to reduce the over-spend. In addition, the potential longer term implications are being considered in the Directorate's Service and Resource planning work.

Primary Care Trust Elements

30. The PCT element of the pool is forecast to overspend by +£4.100m, an increase of £1.313m on the previous forecast. This is due to the inclusion of the PCT's overspend from 2009/10 in the forecast spend. An additional contribution in respect of this overspend is expected to be made shortly to the Council by the PCT. The overspend is net of the transfer of costs for Section 117 clients to the Council.

Equipment

31. The Equipment budget is currently forecast to overspend by +£0.322m an increase of +£0.015m on the previous month. The allocation of the overspend between the two parties has changed this month in accordance with the contributions made. This more accurately reflects the use of the equipment. The Council's element of this overspend is +£0.152m and the PCT's element is +£0.170m.

Learning Disabilities Pool

32. The Learning Disabilities Pooled Budget is forecast to overspend by +£0.998m as shown in the table on the next page.

Original Budget £m	Latest Budget £m		Variance October 2010 £m	Variance September 2010 £m	Change in Variance £m
		Council Contribution			
9.688	9.673	Residential Services	+0.295	+0.074	+0.221
17.421	17.426	Supported Living	+0.087	+0.019	+0.068
15.307	15.285	Community Support	+0.241	+0.235	-0.006
42.416	42.384	Council Total	+0.623	+0.328	+0.295
		PCT Contribution			
7.236	7.251	Residential Services	+0.221	+0.056	+0.165
13.010	13.064	Supported Living	+0.066	+0.014	+0.052
11.432	11.459	Community Support	+0.088	+0.018	+0.070
31.678	31.774	PCT Total	+0.375	+0.088	+0.287
74.146	74.158	Total	+0.998	+0.416	+0.582

33. The forecast includes commitments agreed during the year, and the £0.300m full year effect of two high cost packages agreed in 2009/10. It also reflects the full year effect of savings on packages made during 2009/10, new efficiency savings already achieved this financial year and further efficiency savings which are expected to be achieved. A review of the forecast efficiency savings and confidence limits has been completed and has resulted in a reduction of £0.618m in the forecast savings. This has been partially offset by reductions in the forecast income shortfall which currently sits outside the pool and by additional spend.

Environment & Economy: -£0.891m, or -1.23%, in – year directorate underspend

Transport

34. Transport are forecasting to underspend by -£0.773m. This includes an underspend of -£0.300m relating to the Integrated Transport Unit, as the purchase of new vehicles has been temporarily suspended. Bus Subsidy contracts are also underspending by -£0.500m. This reflects better prices negotiated for contract renewals and other contract efficiencies.
35. Previous reports have assumed the forecast of a breakeven position for the Highways Delivery budget and have noted that the new transport contract mobilised from the beginning of September. Due to outstanding issues relating to the implementation of new processes there is a risk of an underspend in this area and updates will be included in future reports

Sustainable Development

36. The underspend in Planning Implementation has increased from -£0.039m to -£0.118m since the last report. There is also an underspend of -£0.306m

including -£0.153m carried forward from 2009/10. This reflects the delay caused by the freezing of the New Growth points funding linked to the West End Partnership. The directorate is considering other re-generation projects in line with priorities. Further details will be included in future reports along with proposals to use this funding for an alternative purpose.

37. The underspend forecasted Waste Management has increased to -£1.397m. As previously reported the underspend will be transferring to the waste management reserve and will be used to meet the cost of a premium relating to foreign exchange rate risk of the Waste Treatment procurement should the market conditions be appropriate. After taking account of this transfer Waste Management is forecasting a breakeven position.
38. Landfill is underspending by -£0.819m mainly due to better landfill rates and Recycling/composting by -£0.167m mainly due to an increase in activity. Credits payable to districts for diverting waste for green waste are predicted to underspend by -£0.250m reflecting the time delay this year in the implementation of revised collection processes. In addition to this the income forecast has increased by £0.126m due to an increase in royalty income from sites.

Waste Type	Budgeted Kilo Tonnes	Forecast Kilo Tonnes
Landfill	143	137
Recycling/Composting	152 ¹	151
TOTAL	295	283

Property Services

39. Property Services has a forecast underspend of -£0.080m. This includes an underspend of -£0.212m on the rents budgets which is partially due to a one – off rent free period at Signal Court in Eynsham (Countryside Service). This is offset by an overspend of +£0.081m relating to the cost liability for The Charter in Abingdon.

Community Safety & Shared Services:-£0.350m, or -1.23%, in – year directorate underspend

Fire & Rescue Service

40. The retained duty system (RDS) budget is now forecast to breakeven. An increase in call outs during the winter months has been factored into the forecast but there is a risk that this could be higher if there is a spell of severe weather.
41. The forecast underspend against the budget for wholtime firefighters has decreased from -£0.220m to -£0.210m. Part - year savings from previous vacancies and the effect of newly appointed staff receiving lower salaries than the previous post holders are the main reasons for the underspend.

¹ The budgeted tonnage for Recycling/Composting has been amended to reflect the taking out of a double count of green waste credits paid to districts which is already included in the composting tonnage.

42. The training budget underspend has increased from -£0.080m to -£0.150m. As previously reported £0.080m will be requested as a carry forward to address the issues arising from the Health and Safety Executive Inspection. It is proposed that the remaining underspend will be transferred to the Breathing Apparatus Reserve. This is to provide funding for the implementation of the replacement of Technical Bulletin 1/97 (a National Code of Practice) which is expected to require all personnel to attend refresher training in the use of breathing apparatus and new procedures. Communities and Local Government (CLG) has not yet issued an implementation date but it is expected to be within the next two years.
43. The government has provided fire and rescue authorities with specialist New Dimensions vehicles for use in major emergencies. Most running costs will be funded by the government but some will need to be paid for by the fire authority. A budget was provided this year of £0.025m but as the assets will not now transfer to the Council from CLG until January, it is unlikely that the budget will be required this year. It is recommended that the underspend should be transferred to a new reserve for New Dimensions. This reserve will be used for one off unbudgeted costs, for instance a major repair to a vehicle where Fire & Rescue is deemed to be liable.

Trading Standards

44. Trading Standards is forecasting an overspend of +£0.035m a decrease of -£0.045m since the last report. The overspend can be managed using underspends expected in other services within Community Safety.

Shared Services

45. An underspend of -£0.160m forecast for Shared Services an increase of -£0.110m since the last report. This includes approximately £0.060m of the one off budget for Implementing Financial Reporting Standards (IFRS) which is unlikely to be required. This will be returned to balances.
46. Meals supplied by Food with Thought were slightly below target in October due to school closures for INSET days. Meal numbers are below target for the year to date but the service expects to catch up by the end of the year. Management action is being taken to control inflationary pressures on food costs. This includes the introduction of a new menu in November. QCS Cleaning is on target to break-even.

Corporate Core: -£0.373m, or -3.42%, in – year directorate underspend

Business Support

47. Business Support includes the Initiatives Fund which is used to pay for cross service projects and one off pressures in the Chief Executive's Office. It is being used this year to fund a document manager project, office accommodation work at County Hall and the staff conference. The current forecast is that there will be a balance at the end of the year of approximately £0.100m.

ICT

48. As previously reported ICT continues to forecast a nil variance against budget. The planned reduction in establishment will be completed by

December. Staffing levels are sufficient to maintain current service commitments but there is no capacity for additional development work. Pressures arising from Government Connect are now less than previously anticipated. Increases in Microsoft licensing charges will be a pressure next year rather than this year and will be managed by controlling the size of the desktop estate. Maintenance costs with other suppliers have been reduced as has the cost of server and storage support provided by third party suppliers. A moratorium on non essential hardware refresh this year is also helping to keep ICT within budget.

Legal & Democratic Services

49. As previously reported, there are continuing pressures on the legal services budget, in particular in the safeguarding children and planning areas. The service is now forecasting an overspend in the region of +£0.130m a decrease of -£0.120m since the last report. The forecast includes the supplementary estimate agreed by Cabinet on 16 November 2010 for the two cases which cost over £0.025m – a major village green application (£0.085m) and a significant child protection case (£0.034m).

Human Resources & Customer Services

50. As previously reported Human Resources are continuing to forecast an underspend of -£0.120m for which a request to carry forward will be made to enable the completion of the two year funding for the Apprenticeship Scheme and the employment of a Performance and Engagement Lead.

Finance & Procurement

51. Finance and Procurement are expecting to underspend by -£0.258m an increase of -£0.020m since the last report as a result of Corporate Finance achieving planned savings early and savings from vacant posts. This includes an underspend of -£0.168m on the External Audit fee. As in past years and due to the uncontrollable nature of this budget, the balance will be returned to balances at year end.

Virements and Supplementary Estimates

52. The virements requested this month are set out in Annex 2a with virements previously approved in Annex 2b and 2c and virements to note in Annex 2d. Annex 2e shows the cumulative virements to date and their status in respect of requiring Council approval where larger than £0.5m. There are no new requests for supplementary estimates this month.

Bad Debt Write Offs

53. There were 192 general write offs to the end of September 2010 totalling £114,768.47. Most of these were very small and not economically effective to recover. The largest was £74,667.09 and reflects a Section 106 debt in connection with a planning obligation which was agreed to be written off by Cabinet on 18 May 2010. In addition Client Finance wrote off 74 debts totalling £31,149.55.

Strategic Measures

54. The average cash balance during September 2010 was £245.223m and the average rate of return was 0.81%.

55. There have not been any changes to the Treasury Management lending list since the last report.

Part – 2 Balance Sheet

Reserves

56. Reserves have increased by £1.962m to £66.257m since the last report. The majority of the variation relates to the transfer of the £1.367m to the Waste Management Reserve which will be used to meet the cost of a potential premium relating to foreign exchange rate risk of the Waste Treatment procurement should the market conditions be appropriate as discussed in paragraph 36.

Balances

57. General balances remain unchanged at £13.078m. Taking into account the forecast Directorate underspend (-£0.440m), the Council elements of the overspend on the Pooled budgets (+£2.830m), the transfer of the remaining grant reduction shortfall (£0.266m), and the adjustment that will be made to replace £0.241m relating to Performance Reward Grant, the consolidated revenue balances forecast as at 31 March 2011 is £11.195m.

Part 3 –Capital Monitoring

58. The capital monitoring position set out at Annex 6, shows forecast expenditure of £99.5m in 2010/11 (excluding schools local capital), a decrease of £0.9m compared to the latest capital programme. The table below summarises the variations by directorate and the main variations by scheme are explained in the following paragraphs.

Directorate	Latest Capital Programme (Position as at end of Aug '10, approved by Cabinet Oct '10)	Forecast Expenditure (Position as at end of October 2010)	Forecast Variation
	£m	£m	£m
CYP&F	59.4	59.4	0
S&CS	11.6	11.7	+0.1
E & E – Transport	22.6	21.7	-0.9
E & E – Other	5.6	5.5	-0.1
Community Safety & Shared Services	0.4	0.4	0
Corporate Core	0.8	0.8	0
Total Directorate Programmes	100.4	99.5	-0.9
Schools Capital/ Devolved Formula	11.9	11.9	0
Earmarked Reserves	0.1	0.1	0
Total Capital Programme	112.4	111.5	-0.9

Children, Young People & Families

59. CYP&F are forecasting to spend £59.4m in 2010/11 (excluding schools local capital). There is no change forecast compared to the latest capital programme.
60. While the overall in-year expenditure position remains unchanged, due to the moratorium further slippage of £0.5m is being reported against Witney Young People's Centre and there are further reductions in forecasts totalling £0.5m, on schemes at Didcot Young People's Centre, Northern House, Madley Brook and Fitzwaryn School. These have been offset by bringing forward £0.7m at Oxford Academy.
61. The overall forecast on the Flexibility of Childcare Programme has also increased by £0.3m. All major projects except one under the Sure Start Programme have now been contractually committed. Due to the length of time taken for the revised allocations to be confirmed a number of projects are due to finish close to the grant spending deadline (31st March 2010) or early in 2011/12. At the moment there is sufficient other funding included for those schemes which is able to be carried forward to meet the liabilities in 2011/12. However, should schemes slip further or into 2011/12 then this could generate a pressure in utilising the entire available grant by 2010/11.

Social & Community Services

62. The forecast expenditure for Social & Community Services has now increased by £0.1m to £11.7m.
63. A new capital project regarding Health & Wellbeing (£0.2m) has been added to the programme which is funded from the Performance Reward Grant. Following project approval the spend profile at Oxfordshire Records Office has been accelerated by £0.3m. This is offset by further slippage of £0.2m on the Mental Health Programme and of £0.2m on the Learning Disabilities Supported Living Loans Programme.

Environment & Economy – Transport and Other

64. The forecast spend for the Transport Programme is now £21.7m. This is a decrease of £0.9m when compared to the latest capital programme.
65. The reduction in the forecasts reflects Cogges Link Road (£0.3m) where advanced overhead electricity cable works which were brought forward to be undertaken this summer but have now been deferred back to next year again. The start of the construction work on Didcot Station forecourt has been delayed until the next financial year leading to a £0.5m reduction in forecast expenditure in 2010/11.
66. Overall the forecast spend on the Highways Maintenance has not changed but there are some offsetting over and underspends within this area.
67. The forecast spend for Other schemes is £5.5m, which is a decrease of £0.1m when compared to the latest capital programme. This is due to some small underspends released on the Better Offices Programme (BOP) as projects draw to a close.

Community Safety & Shared Services and Corporate Core

68. The forecasts for these programmes remain at the previously reported levels of £0.4m and £0.8m respectively.

Actual Expenditure

69. As at the end of October actual capital expenditure was £35.4m, which is an increase of £8.2m from last month. This is 36% of the total forecast expenditure of £99.5m, which is still around 7% below the position for the same period last year.
70. Even if there is further significant slippage it is not anticipated that there will be difficulties utilising in-year supported borrowing allocations, as the overall financing of the capital programme can be managed to deal with this. For example, by deferring the use of flexible non-timelimited capital resources (such as revenue reserves).

Capital Programme Review Update

71. As agreed in the report to Cabinet on 20 July 2010, uncommitted capital schemes held in the moratorium cannot go ahead without specific Cabinet approval. Where an urgent decision is required Cabinet agreed to delegate authority to release specific schemes to the Chief Executive and Chief Finance Officer after consultation with the Leader of the Council and Cabinet Member for Finance.
72. The first phase of the SS Philip & James School scheme (Fencing) has been released from the moratorium as it is being funded from S106 contributions.
73. £0.1m funding previously released under the capital programme moratorium for the Better Ways to School is now not forecast to be required, and has therefore been returned.
74. A number of schemes that need to be progressed urgently have also now been approved to be released from the moratorium under delegated authority as set out in paragraph 70. A list of these schemes is included at Annex 7.

RECOMMENDATIONS

75. **The Cabinet is RECOMMENDED to:**
- (a) **note the report and approve the virement requests as set out in annex 2a;**
 - (b) **approve the creation of the New Dimensions reserve as set out in paragraph 42, and the transfer to reserves set out in paragraphs 41 and 42; and**

- (c) **note the schemes released from the capital moratorium under the delegated authority of the Chief Executive & Chief Finance Officer as set out in paragraph 71 to 73 and Annex 7.**

SUE SCANE

Assistant Chief Executive & Chief Finance Officer

Background papers: Directorate Financial Monitoring Reports to 31 October 2010

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November 2010

Ref	Directorate	BUDGET 2010/11					Outturn Forecast Year end Spend/Income	Projected Year end Variation underspend + overspend + £000 (9)	Actual Expenditure (Net) October 2010 £000 (11)	Variation to Budget October 2010 underspend + overspend + £000 (12)	Projected Year end Variance Traffic Light Indicator
(1)	(2)	Original Budget £000 (3)	Brought Forward from 2009/10 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)	£000 (8)	£000 (9)	£000 (11)	£000 (12)	(13)
	Children, Young People & Families										
	Gross Expenditure	581,870	0	-16,148	498	566,220	565,686	-534	385,318	53,681	G
	Gross Income	-482,820	0	13,536	0	-469,284	-469,284	0	-347,177	-72,426	G
	Net Expenditure	99,050	0	-2,612	498	96,936	96,402	-534	38,141	-18,745	G
	Social & Community Services										
	Gross Expenditure	211,890	-716	-3,870	170	207,474	209,008	1,534	129,601	8,151	G
	Gross Income	-40,140	0	236	0	-39,904	-39,904	0	-33,894	-10,222	G
	Net Expenditure	171,750	-716	-3,634	170	167,570	169,104	1,534	95,707	-2,071	G
	Supporting People										
	Gross Expenditure	12,092	0	-2,330	0	9,762	9,933	171	8,083	2,388	G
	Gross Income	-185	0	0	0	-185	-185	0	-1,248	-1,140	G
	Net Expenditure	11,907	0	-2,330	0	9,577	9,748	171	6,835	1,248	G
	Environment & Economy										
	Gross Expenditure	99,339	406	994	448	101,187	100,449	-738	49,972	-9,052	G
	Gross Income	-28,931	0	-84	0	-29,015	-29,168	-153	-16,184	741	G
	Net Expenditure	70,408	406	910	448	72,172	71,281	-891	33,788	-8,311	G
	Community Safety & Shared Services										
	Gross Expenditure	52,403	805	-402	20	52,826	52,476	-350	30,816	2,215	G
	Gross Income	-24,281	0	-119	0	-24,400	-24,400	0	-14,233	-5,897	G
	Net Expenditure	28,122	805	-521	20	28,426	28,076	-350	16,583	-3,682	G
	Corporate Core										
	Gross Expenditure	38,569	571	112	135	39,387	39,014	-373	28,135	1,867	G
	Gross Income	-28,991	0	519	0	-28,472	-28,472	0	-20,935	-1,033	G
	Net Expenditure	9,578	571	631	135	10,915	10,542	-373	7,200	834	A
	Less recharges to other Directorates	-88,704	0	0	0	-88,704	-88,704	0	0	0	G
		88,704	0	0	0	88,704	88,704	0	0	0	G
	Directorate Expenditure Total	907,459	1,066	-21,644	1,271	888,152	887,862	-290	634,140	59,250	G
	Directorate Income Total	-516,644	0	14,088	0	-502,556	-502,709	-153	-439,568	-89,977	G
	Directorate Total Net	390,815	1,066	-7,556	1,271	385,596	385,153	-443	194,572	-30,727	G
							181	181			
							385,334	-262			
							385,334	-178			
								-440			

Less: DSG funded services overspend

Directorate variation net of reallocated DSG

Less: City Schools Reorganisation

In-Year Directorate Variation

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Ref	Directorate	BUDGET 2010/11					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Actual Expenditure (Net)	Variation to Budget	Projected Year end Variance Traffic Light Indicator	
		Original Budget	Brought Forward from 2009/10 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate						
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	£000 (10)	underspend - overspend + £000 (11)	£000 (12)	(13)
	Contributions to (+)/from (-)reserves	3,405	-1,066	1,916		4,255	6,545	2,290				
	Contribution to (+)/from(-) balances	3,344		-266	-1,271	1,807	1,807	0				
	Capital Financing	39,303				39,303	37,953	-1,350				
	Interest on Balances	-1,341				-1,341	-1,341	0				
	Strategic Measures Budget	44,711	-1,066	1,650	-1,271	44,024	44,964	940				
	Area Based Grant (income)	-45,656		5,906		-39,750	-39,750	0				
	Budget Requirement	389,870	0	0	0	389,870	390,548	678				
Total External Financing to meet Budget Requirement												
	Revenue Support Grant	13,481				13,481	13,481	0				
	Business rates	92,840				92,840	92,840	0				
	Council Tax	283,549				283,549	283,549	0				
	Other grant income (e.g. LABGI)					0	0	0				
	External Financing	389,870	0	0	0	389,870	389,870	0				
Consolidated revenue balances position												
	Forecast County Fund Balance net of City Schools (Annex 5)					14,558	14,558					
	Variation of OCC elements of the OP&PD and LD Pooled Budgets					-2,830	-2,830					
	In-year directorate variation to be met from (-) or transferred to (+) Carry Forward Reserve					440	440					
						12,168	12,168					
KEY TO TRAFFIC LIGHTS												
Balanced Scorecard Type of Indicator												
Budget		On track to be within +/- 1% of year end budget										
		On track to be within +/- 5% of year end budget										
		Estimated outturn showing variance in excess of +/- 5% of year end budget										
		G										
		A										
		R										

October Financial Monitoring Report: Children, Young People & Families
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Ref	Division of Service	BUDGET 2010/11						Outturn Forecast Year end Spend/Income £000 (8)	Projected Year End Variation underspend - overspend + £000 (9)	Profilled Budget (Net) October 2010 £000 (10)	Actual Expenditure (Net) October 2010 £000 (11)	Variation to Budget October 2010 underspend - overspend + £000 (12)	Projected Year end Variance Traffic Light Indicator (13)
		Original Budget £000 (3)	Brought Forward from 2009/10 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to date £000 (6)	Latest Estimate £000 (7)							
(1)	(2)												
CY1	Young People and Access to Education Gross Expenditure Gross Income	43,426	227	-6,888	407	37,172	37,277	105	21,554	20,839		-715	G
		-22,023		897		-21,126	-21,126	0	-11,987	-14,051		-2,064	G
		21,403	227	-5,991	407	16,046	16,151	105	9,567	6,788		-2,779	G
CY2	Children and Families Gross Expenditure Gross Income	77,297	-629	12,483	91	89,242	89,804	562	51,335	56,935		5,600	G
		-46,410		-6,747		-53,157	-53,157	0	-29,655	-27,909		1,746	G
		30,887	-629	5,736	91	36,085	36,647	562	21,680	29,026		7,346	G
CY3	Raising Achievement Service Gross Expenditure Gross Income	72,890	336	-21,694		51,532	51,526	-6	30,060	45,753		15,693	G
		-64,925		21,081		-43,844	-43,844	0	-25,574	-40,245		-14,671	G
		7,965	336	-613	0	7,688	7,682	-6	4,486	5,508		1,022	G
CY4	Commissioning, Performance and Quality Assurance Gross Expenditure Gross Income	49,437	841	-2,074	0	48,204	46,831	-1,373	28,118	24,544		-3,574	A
		-11,280		330		-10,950	-10,950	0	-6,679	-7,367		-688	G
		38,157	841	-1,744	0	37,254	35,881	-1,373	21,439	17,177		-4,262	A
	Subtotal Non Delegated Budgets	98,412	775	-2,612	498	97,073	96,361	-712	57,172	58,499		1,327	G

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Ref	Division of Service	BUDGET 2010/11					Outturn Forecast Year end Spend/Income	Projected Year End Variation underspend + overspend + £000 (9)	Profilled Budget (Net) October 2010 £000 (10)	Actual Expenditure (Net) October 2010 £000 (11)	Variation to Budget October 2010 underspend + overspend + £000 (12)	Projected Year end Variance Traffic Light Indicator
		Original Budget £000 (3)	Brought Forward from 2009/10 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to date £000 (6)	Latest Estimate £000 (7)						
(1)	(2)						£000 (8)	£000 (9)	£000 (10)	£000 (11)	£000 (12)	(13)
CY5	Schools											
	Gross Expenditure	342,767	-775	2,025		344,017	344,195	178	200,570	237,247	36,677	G
	Gross Income	-342,129		-2,025		-344,154	-344,154	0	-200,856	-257,605	-56,749	G
	Less City Schools Reorganisation					0		0			0	
	Less recharges within directorate	638	-775	0	0	-137	41	178	-286	-20,358	-20,072	R
		-3,947				-3,947	-3,947	0			0	G
		3,947				3,947	3,947	0			0	G
	Directorate Total Expenditure	581,870	0	-16,148	498	566,220	565,686	-534	331,637	385,318	53,681	G
	Directorate Total Income	-482,820	0	13,536	0	-469,284	-469,284	0	-274,751	-347,177	-72,426	G
	Directorate Total	99,050	0	-2,612	498	96,936	96,402	-534	56,886	38,141	-18,745	G

Less: City Schools Reorganisation
Less: DSG funded services overspend (included above)
Less: DSG reallocation to core areas
In-Year Directorate Variation

-178
181
0
-531

DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)

CY1	Children & Young People	13,789		51		13,840	13,659	-181				
CY2	Early Years & Family Support	18,662		-150		18,512	18,512	0				
CY3	Educational Effectiveness	640				640	640	0				
CY4	Strategy & Performance	6,614		588		7,202	7,202	0				
CY5	Schools (incl Non Devolved Schools Costs)	293,671		1,986		295,657	295,657	0				
	Total Gross	333,376	0	2,475	0	335,851	335,670	-181				

KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator

Budget	On track to be within +/- 2% of year end budget	G
	On track to be within +/- 5% of year end budget	A
	Estimated outturn showing variance in excess of +/- 5% of year end budget	R

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Ref	Division of Service	BUDGET 2010/11					Outturn Forecast Year end Outturn £000 (8)	Projected Year End Variation underspend - overspend + £000 (9)	Profiled Budget (Net) October 2010 £000 (10)	Actual Expenditure (Net) October 2010 £000 (11)	Variation to Budget October 2010 underspend - overspend + £000 (12)	Projected Year end Variance Traffic Light Indicator (13)
		Original Budget £000 (3)	Brought Forward from 2009/10 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)						
(1)	(2)											
SC1	Community Services Gross Expenditure Gross Income	21,747	-305	-50		21,392	21,535	143	12,592	12,736	144	G
		-9,345		30		-9,315	-9,315	0	-5,525	-5,893	-368	G
		12,402	-305	-20	0	12,077	12,220	143	7,067	6,843	-224	G
SC2	Social Care for Adults Gross Expenditure Gross Income	175,900	-411	-1,804	170	173,855	175,311	1,456	101,577	101,366	-211	G
		-40,343		16		-40,327	-40,327	0	-23,679	-24,037	-358	G
		135,557	-411	-1,788	170	133,528	134,984	1,456	77,898	77,329	-569	G
SC3	Major Programmes Gross Expenditure Gross Income	256				256	256	0	150	180	30	G
		-191				-191	-191	0	-111	-56	55	G
		65	0	0	0	65	65	0	39	124	85	G
SC4	Strategy and Transformation (Excl. Supporting People) Gross Expenditure Gross Income Less recharges within directorate	27,797		-2,016		25,781	25,716	-65	15,187	15,319	132	G
		-4,071		190		-3,881	-3,881	0	-2,413	-3,908	-1,495	G
		23,726	0	-1,826	0	21,900	21,835	-65	12,774	11,411	-1,363	G
		-13,810				-13,810	-13,810	0	-8,056	0	8,056	G
		13,810				13,810	13,810	0	8,056	0	-8,056	G
SC4_5	Directorate Total Expenditure Directorate Total Income Directorate Sub-Total Supporting People Gross Expenditure Gross Income	211,890	-716	-3,870	170	207,474	209,008	1,534	121,450	129,601	8,151	G
		-40,140	0	236	0	-39,904	-39,904	0	-23,672	-33,894	-10,222	G
		171,750	-716	-3,634	170	167,570	169,104	1,534	97,778	95,707	-2,071	G
		12,092		-2,330		9,762	9,933	171	5,695	8,083	2,388	G
		-185				-185	-185	0	-108	-1,248	-1,140	G
		11,907	0	-2,330	0	9,577	9,748	171	5,587	6,835	1,248	G
	Directorate Total	183,657	-716	-5,964	170	177,147	178,852	1,705	103,355	102,542	-823	G

**October Financial Monitoring Report: Social & Community Services
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Pooled Budget Memorandum Accounts

	OCC Contribution	Health Contribution	Gross Budget	Brought Forward from 2009/10	Net Budget	Forecast Outturn	Projected year-end variation	Projected variation OCC	Projected variation PCT
Older People's Pooled Budgets	81,974	23,760	105,734	-686	105,048	108,429	3,381	409	2,972
Physical Disabilities Pooled Budget	7,066	4,047	11,113		11,113	13,717	2,604	1,646	958
Equipment Pooled Budget	1,169	312	1,481		1,481	1,803	322	152	170
Older People's, Physical Disabilities and Equipment Pooled Budget	90,209	28,119	118,328	-686	117,642	123,949	6,307	2,207	4,100
Learning Disabilities Pooled Budget	42,384	31,774	74,158		74,158	75,156	998	623	375

Note: Contributions to the pool are shown within gross expenditure figures above for the relevant division of service

**KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator**

Budget	On track to be within +/- 2% of year end budget	G
	On track to be within +/- 5% of year end budget	A
	Estimated outturn showing variance in excess of +/- 5% of year end budget	R

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Ref	Directorate	BUDGET 2010/11					Latest Estimate
		Original Budget	Brought Forward from 2009/10	Virements to Date	Supplementary Estimates to Date		
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	
EE1	Transport Gross Expenditure Gross Income	50,189	95	-720		49,564	
		-10,471				-10,471	
		39,718	95	-720	0	39,093	
EE2	Sustainable Development Gross Expenditure Gross Income	27,542	253	93	448	28,336	
		-1,912		-37		-1,949	
		25,630	253	56	448	26,387	
EE3	Property Services Gross Expenditure Gross Income	18,012	58	1,825		19,895	
		-18,471		-52		-18,523	
		-459	58	1,773	0	1,372	
EE4	Business Support Gross Expenditure Gross Income	5,524	0	-204		5,320	
		-5		5		0	
		5,519	0	-199	0	5,320	
	Less recharges within directorate	-1,928				-1,928	
		1,928				1,928	
	Directorate Expenditure Total	99,339	406	994	448	101,187	
	Directorate Income Total	-28,931	0	-84	0	-29,015	
	Directorate Total Net	70,408	406	910	448	72,172	

Projected Year end Variation	Actual Expenditure (Net)	Variation to Budget
underspend - £000	October 2010	October 2010
overspend + £000		underspend - overspend + £000
(9)	(10)	(11)
(12)		

KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator

Budget	On track to be within +/- 2% of year end budget	G
	On track to be within +/- 5% of year end budget	A
	Estimated outturn showing variance in excess of +/- 5% of year end budget	R

October Financial Monitoring Report: Community Safety & Shared Services
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Ref	Directorate	BUDGET 2010/11					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Profiled Budget (Net) October 2010	Actual Expenditure (Net) October 2010	Variation to Budget October 2010 underspend - overspend +	Projected Year end Variance Traffic Light Indicator
		Original Budget	Brought Forward from 2009/10 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate						
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	£000 (9)	£000 (10)	£000 (11)	£000 (12)	(13)
CS1	Fire & Rescue Service											
	Gross Expenditure	24,675	117	-244		24,548	24,303	-245	14,320	13,252	-1,068	G
	Gross Income	-618		205		-413	-413	0	-241	-404	-163	G
	Net Expenditure	24,057	117	-39	0	24,135	23,890	-245	14,079	12,848	-1,231	G
CS3	Emergency Planning Service											
	Gross Expenditure	370	35	-1		404	404	0	236	270	34	G
	Gross Income					0	0	0	0	-50	-50	G
	Net Expenditure	370	35	-1	0	404	404	0	236	220	-16	G
CS4	Safer Communities Unit											
	Gross Expenditure	884	7	-1	20	910	910	0	531	412	-119	G
	Gross Income					0	0	0	0	-96	-96	G
	Net Expenditure	884	7	-1	20	910	910	0	531	316	-215	G
CS4	Traveller Sites											
	Gross Expenditure	894		69		963	983	20	562	500	-62	A
	Gross Income	-798		-70		-868	-868	0	-506	-448	58	G
	Net Expenditure	96	0	-1	0	95	115	20	56	52	-4	R
CS5	Trading Standards											
	Gross Expenditure	2,551	19	2		2,572	2,607	35	1,500	1,507	7	G
	Gross Income	-291		-12		-303	-303	0	-177	-157	20	G
	Net Expenditure	2,260	19	-10	0	2,269	2,304	35	1,323	1,350	27	G

Ref	Directorate	Original Budget	Brought Forward from 2009/10 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate	Outturn Forecast Year end Spend/Income	Projected Year end Variation underspend - overspend +	Profiled Budget (Net) October 2010	Actual Expenditure (Net) October 2010	Variation to Budget October 2010 underspend - overspend +	Projected Year end Variance Traffic Light Indicator
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	£000 (9)	£000 (10)	£000 (11)	£000 (12)	(13)
CC1	TRANSFORMATION Business Support Gross Expenditure Gross Income	1,201	174	124		1,499	1,399	-100	874	839	-35	R
		-147				-147	-147	0	-86	-92	-6	G
		1,054	174	124	0	1,352	1,252	-100	788	747	-41	R
CC2	ICT Gross Expenditure Gross Income	21,992		-2,471		19,521	19,521	0	11,387	12,519	1,132	G
		-21,992		559		-21,433	-21,433	0	-12,503	-12,660	-157	G
		0	0	-2,021	0	-1,912	-1,912	0	-1,116	-141	975	G
CC4	Strategic Human Resources & Organisational Development Gross Expenditure Gross Income	3,331	170	2,897		6,398	6,278	-120	3,732	4,177	445	G
		-3,322		-40		-3,362	-3,362	0	-1,961	-2,470	-509	G
		9	170	2,857	0	3,036	2,916	-120	1,771	1,707	-64	A
CC4	Finance & Procurement Gross Expenditure Gross Income	3,594	35	5		3,634	3,376	-258	2,120	1,721	-399	R
		-3,543				-3,543	-3,543	0	-2,067	-1,910	157	G
		51	35	5	0	91	-167	-258	53	-189	-242	R
	SUBTOTAL TRANSFORMATION	30,118	379	555		31,052	30,574	-478	18,113	19,256	1,143	
		-29,004	0	519		-28,485	-28,485	0	-16,617	-17,132	-515	
		1,114	379	1,074	0	2,567	2,089	-478	1,496	2,124	628	
CC5	STRATEGY Legal & Democratic Services Gross Expenditure Gross Income											
		5,702	35	13		5,750	5,855	105	3,354	3,990	636	G
		-2,631				-2,631	-2,631	0	-1,535	-1,980	-445	G
CC6	Partnerships Gross Expenditure Gross Income	3,071	35	13	0	3,119	3,224	105	1,819	2,010	191	A
		920	60	-67	125	1,038	1,038	0	606	554	-52	G
		-682				-682	-682	0	-398	-406	-8	G
CC7	Policy Unit Gross Expenditure Gross Income	238	60	-67	125	356	356	0	208	148	-60	G
		1,543	51	70	10	1,674	1,674	0	977	995	18	G
		-1,294				-1,294	-1,294	0	-755	-828	-73	G
		249	51	70	10	380	380	0	222	167	-55	G

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Budget Monitoring

Ref	Directorate	BUDGET 2010/11					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Budget October 2010	Actual Expenditure (Net) October 2010	Variation to Budget October 2010 underspend + overspend +	Projected Year end Variation Traffic Light Indicator
(1)	(2)	Original Budget £000 (3)	Brought Forward from 2009/10 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)	£000 (8)	£000 (9)	£000 (10)	£000 (11)	£000 (12)	(13)
CC8	Communication & Public Affairs	Gross Expenditure	1,021	46	159	1,226	1,226	0	715	815	100	G
		Gross Income	-1,023			-1,023	-1,023	0	-597	-589	8	G
			-2	46	159	203	203	0	118	226	108	G
		Gross Expenditure	9,186	192	175	9,688	9,793	105	5,652	6,354	702	
		Gross Income	-5,630	0	0	-5,630	-5,630	0	-3,285	-3,803	-518	
		SUBTOTAL STRATEGY	3,556	192	175	4,058	4,163	105	2,367	2,551	184	
CC9	Change Fund	Gross Expenditure	508		-618	-110	-110	0	-64	0	64	G
		Gross Income				0	0	0	0	0	0	
			508	0	-618	-110	-110	0	-64	0	64	G
		Gross Expenditure	4,400			4,400	4,400	0	2,567	2,525	-42	G
		Gross Income				0	0	0	0	0	0	
		Less recharges within directorate	4,400	0	0	4,400	4,400	0	2,567	2,525	-42	G
			-5,643			-5,643	-5,643	0			0	G
			5,643			5,643	5,643	0			0	G
		Directorate Expenditure Total	38,569	571	112	39,387	39,014	-373	26,268	28,135	1,867	G
		Directorate Income Total	-28,991	0	519	-28,472	-28,472	0	-19,902	-20,935	-1,033	G
		Directorate Total Net	9,578	571	631	10,915	10,542	-373	6,366	7,200	834	A

KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator

Budget	On track to be within +/- 2% of year end budget	G
	On track to be within +/- 5% of year end budget	A
	Estimated outturn showing variance in excess of +/- 5% of year end budget	R

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Virements

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
	Dec-10	CYPF1-21	<u>VIREMENTS RECOMMENDED THIS REPORT</u>	P	Budget for Inclusion officers - adjustment				
			Intradirectorate Virements						
			Children, Young People & Families SEN						-3
			Social & Community Services						
			Environment & Economy						
	Dec-10 Dec-10	CC2.2 CC2.4	Community Safety & Shared Services	P P	Salary realignment to actual cost centre staffing structures	-22	22		
			Corporate Core						
			School Support Services SAP Competency Centre						
			Interdirectorate Virements						
					Total Intradirectorate Virements Recommended	-22	25	0	-3
					Total Interdirectorate Virements Recommended	0	0	0	0
					TOTAL VIREMENTS RECOMMENDED THIS REPORT	-22	25	0	-3

Virements requiring Cabinet approval are:

1. All permanent virements.
2. Temporary virements between £250,000 and £500,000.

NB: All virements greater than £500,000 and deemed to constitute a change in policy, will be recommended by Cabinet for approval by Council. This includes the cumulative total of virements that have previously been

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VIREMENTS REQUIRING CABINET APPROVAL ACTIONED IN THIS REPORT

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-)	To / Increase (+)	From / Decrease (+)	To / Increase (-)
						£000	£000	£000	£000
			Intradirectorate Virements						
			Children, Young People & Families						
	Oct-10	CYPF1-21	SEN	P	Setting up ABG budgets on SAP		359		-359
	Oct-10	CYPF1-21	SEN	P	Budget for Inclusion officers		140		-140
	Oct-10	CYPF2-25	Agency Residential Placements	P	Budget Tidy		37		
	Oct-10	CYPF2-24	Children Looked After	P	Budget Tidy	-37			
	Oct-10	CYPF4-5	Childrens Workforce	P	Part of directorate restructure		28		
	Oct-10	CYPF3-1	RAS Admin	P	Part of directorate restructure	-28			
	Oct-10	CYPF4-4	Business Improvement	P	Tfr remaining Macclesfield House running costs budget to Director's Office	-15			
	Oct-10	CYPF4-1	CPQA Management & Central Costs	P	Tfr remaining Macclesfield House running costs budget to Director's Office		15		
	Oct-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Correction to virement for creation of budget for East Street Children's Centre	-5		5	
	Oct-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	P	Correction to virement for creation of budget for East Street Premises				-5
	Oct-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Correction to virement for creation of budget for Eynsham & Woodstock Children's Centre		6		-6
	Oct-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Correction to virement for creation of budget for Britannia Road Children's Centre		31		-31
	Oct-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Correction to virement for creation of budget for Marston Children's Centre		24		-24
	Oct-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Correction to virement for creation of budget for Bloxham Children's Centre		2		-2
	Oct-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	P	Allocation of YPAE Admin savings - as per delivery plans	-8		59	
	Oct-10	CYPF1-1	YPAE Central	P		-7			
	Oct-10	CYPF1-34	Central Managed Services	P		-7			
	Oct-10	CYPF1-21	SENS	P		-7			
	Oct-10	CYPF1-23	Services for Disabled Children	P		-7			
	Oct-10	CYPF1-22	SEN	P		-12			
	Oct-10	CYPF1-41	Youth	P		-11			
	Oct-10	CYPF1-31	Psychological Services	P		-7			
	Oct-10	CYPF1-32	Attendance & Welfare	P					
	Oct-10	CYPF1-31	Tier 4 & BSS	P	Teachers Pay Award		72		-72
	Oct-10	CYPF1-33	Alternative Education	P			59		-59

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VIREMENTS REQUIRING CABINET APPROVAL ACTIONED IN THIS REPORT

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-)	To / Increase (+)	From / Decrease (+)	To / Increase (-)
						£000	£000	£000	£000
	Oct-10	SC4_1B	Social & Community Services	P	Re-allocation of Annex 3 saving.	-85		85	
	Oct-10	MEMO	Information Systems & Processes	P	Home support offices closed saving transferred to Facilities Management.	-55			
	Oct-10	SC4_1C	Older People's Pooled Budget	P	Home support offices closed saving transferred to Facilities Management.		55		
	Oct-10	SC2_2A	Facilities Management	P	Home support offices closed saving transferred to Facilities Management.	-55			
	Oct-10	MEMO	Contribution to Older People's Pooled Budget	P	Home support offices closed saving transferred to Facilities Management.			55	
	Oct-10	MEMO	Older People's Pooled Budget	P	Home support offices closed saving transferred to Facilities Management.				
	Oct-10	MEMO	Older People's Pooled Budget	P	Transfer of Admin/Efficiency savings to outside of the OP Pool		22		
	Oct-10	SC2_2a	Contribution to Older People's Pooled Budget	P	Transfer of Admin/Efficiency savings to outside of the OP Pool		22		-22
	Oct-10	MEMO	Older People's Pooled Budget	P	Transfer of Admin/Efficiency savings to outside of the OP Pool				-22
	Oct-10	SC2_2b	Older People Care management	P	Transfer of Admin/Efficiency savings to outside of the OP Pool				
	Oct-10	SC2_2L	Physical Disabilities Service Agreements	P	Transfer of Admin/Efficiency savings to outside of the OP Pool		29		
	Oct-10	SC2_2a	Contribution to Older People's Pooled Budget	P	Transfer of Life of Own grant budget.		231		
	Oct-10	MEMO	Older People's Pooled Budget	P	Transfer of Life of Own grant budget.		231		-231
	Oct-10	SC2_1C	Service Agreements	P	Transfer of Life of Own grant budget.	-260			
	Oct-10	CS6.1.2	Environment & Economy						
	Oct-10	CS1.2	Community Safety & Shared Services						
	Oct-10	CS6.1.2	Financial Services	P	Budget tidy up		25	25	-25
	Oct-10	CS1.2	Service Delivery Management	P	Tidy up budgets to match expected expenditure/income	-25			

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VIREMENTS REQUIRING CABINET APPROVAL ACTIONED IN THIS REPORT

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-)	To / Increase (+)	From / Decrease (+)	To / Increase (-)
						£000	£000	£000	£000
	Oct-10	CC2.8	Corporate Core ICT - Oxford City Contract	P	Budget restatement, including capital element	-502	177	325	
	Oct-10	CC2.1.13	ICT web services	P	Transfer Web team to Customer Services	-168			
	Oct-10	CC3.4	Customer services	P	Transfer Web team to Customer Services		168		
	Oct-10	CC2.1.13	ICT web services	T	Transfer Web team to Customer Services		84		
	Oct-10	CC3.4	Customer services	T	Transfer Web team to Customer Services	-84			
					Total Intradirectorate Virements	-1,378	1,881	495	-998
	Oct-10	CYPF4-6	Indirectorate Virements School Organisation	P	Tfr budget for escorts on special school buses (E&E)	-62			
	Oct-10	EE1.2.1	Transport	P	Escort Virement budget transferred from CYP&F		62		
	Oct-10	EE3.1.1	Property	P	FM Budgets transferred to Corporate Core - Customer Service Centre	-30			
	Oct-10	CC3.4	Customer Services	P	FM staff transferred to Customer Services		30		
	Oct-10	CC2.6	ICT Recharges	P	Reduce recharge to capital budget			234	
	Oct-10	EE3.1.3	Property	P	ICT recharges to capital budget	-234			
	Oct-10	SC4_1C	Facilities management	T	Transfer of Access team Budget				-28
	Oct-10	CC3.4	Customer Services	T	Temporary virement of Access team budget to SCS April to	-336		28	
					Total Indirectorate Virements	-662	428	262	-28
					TOTAL VIREMENTS approved and on SAP	-2,040	2,309	757	-1,026

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Annex 2b

VIREMENTS REQUIRING CABINET APPROVAL ACTIONED IN PREVIOUS REPORTS

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
			Intradirectorate Virements						
	Sep-10	CYPF2-24	Children, Young People & Families	P	Remove Huntercombe Income & Expenditure Budget	-79		79	
	Sep-10	CYPF2-24	Children Looked After	P	Remove Huntercombe Income & Expenditure Budget				
	Sep-10	CYPF4-8	Play & Participation	P	Budget tidy (reallocation of savings)	-7		7	
	Sep-10	CYPF2-35	Nursery Education Funding	P	Funding for Additional PVI places. Expenditure and income		425		-425
	Sep-10	CYPF5-2	Schools Contingency	P	Transfer from ER0575 to EL0022				
	Sep-10	CYPF5-2	Schools Contingency	P	Funding for Additional PVI places. Expenditure and income	-425		425	
	Sep-10	CYPF5-1	Schools Contingency	P	Correction on SAP of ISB budgets	-2,771		2,771	
	Sep-10	CYPF2-1	C&F Management & Central Costs	P	Correction on SAP of ISB budgets				
	Sep-10	CYPF2-22	Residential	P	Realignment of Children's Social Care budgets	-127	2,771	575	-2,771
	Sep-10	CYPF2-23	Family Placement	P	Realignment of Children's Social Care budgets				
	Sep-10	CYPF2-24	Children Looked After	P	Realignment of Children's Social Care budgets		223	755	
	Sep-10	CYPF2-25	Agency Residential Placements	P	Realignment of Children's Social Care budgets	-1,763			-1,714
	Sep-10	CYPF2-51	Family Support & Assessment - Central Support Costs	P	Realignment of Children's Social Care budgets	-33	1,597		
	Sep-10	CYPF2-52	Family Support	P	Realignment of Children's Social Care budgets			135	
	Sep-10	CYPF2-53	Assessment	P	Realignment of Children's Social Care budgets			159	
	Sep-10	CYPF2-54	Child and Adolescent Mental Health	P	Realignment of Children's Social Care budgets	-59			
	Sep-10	CYPF4-9	Safeguarding & Quality Assurance	P	Realignment of Children's Social Care budgets		252		
	Sep-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Creation of expenditure and income budgets for East Street Childrens Centre		275		-275
	Sep-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Creation of expenditure and income budgets for Bicester Childrens Centre		393		-393
	Sep-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Creation of expenditure and income budgets for Roundabout Day Care		463		-463
	Sep-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Creation of expenditure and income budgets for Roundabout Childrens Centre		361		-361
	Sep-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Creation of expenditure and income budgets for Florence Park Childrens Centre		360		-360
	Sep-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Creation of expenditure and income budgets for Rural Childrens Centre		212		-212
	Sep-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Creation of expenditure and income budgets for Eynsham & Briattania		191		-191
	Sep-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Creation of expenditure and income budgets for Briattania Road Childrens Centre		156		-156

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Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
	Sep-10	CYPF2-34	Children, Young People & Families Continued Children's Centres and Childcare Development - Area Teams	T	Creation of expenditure and income budgets for Bampton & Burford Childrens Centre		138		-138
	Sep-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Creation of expenditure and income budgets for Ambrosden Area Childrens Centre		131		-131
	Sep-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Creation of expenditure and income budgets for North Oxford Childrens Centre		182		-182
	Sep-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Creation of expenditure and income budgets for Heyford & Caversfield Childrens Centre		115		-115
	Sep-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Creation of expenditure and income budgets for Marston Childrens Centre		164		-164
	Sep-10	CYPF2-34	Children's Centres and Childcare Development - Area Teams	T	Creation of expenditure and income budgets for Bloxham Rural Childrens Centre		157		-157
	Sep-10	CYPF4-9	Safeguarding & Quality Assurance	P	Transfer of Safeguarding budgets to Children & Families from CPQA	-1,476	1,476	150	
	Sep-10	CYPF2	Children & Families	P	Transfer of Safeguarding budgets to Children & Families from CPQA	-468		420	
	Sep-10	CYPF2-21	Educational Achievement (CLA)	P	Transfer of Educational Achievement (CLA) budget to YPAE from Children & Families				
	Sep-10	CYPF1	Young People & Access to Education	P	Transfer of Educational Achievement (CLA) budget to YPAE from Children & Families		468		-420
	Sep-10	CYPF1-23	Services for Disabled Children	P	Transfer of Services for Disabled Children budget to Children & Families from YPAE	-7,159		2,162	
	Sep-10	CYPF2	Children & Families	P	Transfer of Services for Disabled Children budget to Children & Families from YPAE		7,159		-2,162
	Sep-10	CYPF3-3	School Improvement	T	Transfer of EMAS (PRG) carry forward to Business Efficiencies	-336	336		
	Sep-10	CYPF4-1	CPQA Management & Central Costs	T	Transfer of EMAS (PRG) carry forward to Business Efficiencies				
	Sep-10	CYPF2-25	Agency Residential Placements	P	Reallocate to Nash Crt Setup Budget	-53			
	Sep-10	CYPF2-24	Children Looked After	P	Reallocate to Nash Crt Setup Budget		53		
	Sep-10	CYPF2-25	Agency Residential Placements	P	Reallocate to Thornbury Tidy	-142			
	Sep-10	CYPF2-25	Agency Residential Placements	P	Reallocate to Thornbury Tidy		142		
	Sep-10	CYPF2-22	Residential	P	Budget Tidy		1		
	Sep-10	CYPF2-25	Agency Residential Placements	P	Budget Tidy	-1			
	Sep-10	CYPF2-25	Agency Residential Placements	P	Reallocate to Nash Crt Setup Budget	-3			
	Sep-10	CYPF2-25	Agency Residential Placements	P	Reallocate to Nash Crt Setup Budget	-1			

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VIREMENTS REQUIRING CABINET APPROVAL ACTIONED IN PREVIOUS REPORTS

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
	Sep-10	CYPF2-24	Children, Young People & Families Continued	P	Reallocate to Nash Crt Setup Budget		3		
	Sep-10	CYPF2-24	Children Looked After	P	Reallocate to Nash Crt Setup Budget		1		
	Sep-10	CYPF2-25	Agency Residential Placements	P	Reallocate to Nash Crt Setup Budget	-50			
	Sep-10	CYPF2-24	Children Looked After	P	Reallocate to Nash Crt Setup Budget		50		
	Jul-10	CYPF2-21	Educational Achievement (Children Looked After)	P	Remove one off funding and Grant	-106		106	
	Jul-10	CYPF2-31	EY's & Childcare Countywide	P	Use of Early Years Development Fund to offset NEF pressure	-370		370	
	Jul-10	CYPF2-35	Nursery Education Funding	P	Use of Early Years Development Fund to offset NEF pressure		370		-370
	Jul-10	CYPF4-2	Family Information Service	T	Funding for Ten to Two Project - correction of virement agreed by Cabinet in June 2010	-15			
	Jul-10	CYPF2-3	Early Learning & Childcare	T	FIP funding to be increased - reversal of virement agreed by Cabinet in June		15		-123
	Jul-10	CYPF1-42	Youth Offending Service	T	FIP funding to be increased - correct virement		123		-123
	Jul-10	CYPF1-42	Youth Offending Service	T	Pay protection for 2010/11	-3			
	Jun-10	CYPF1-42	Youth Offending Service	T	YOS training budgets to be transferred to the IYSS Service	-6	3		
	Jun-10	CYPF4-9	Safeguarding	P	Support budget to meet training needs for whole service				
	Jun-10	CYPF1-42	Youth Offending Service	P	FIS income streams to be updated following confirmed contributions		6		-11
	Jun-10	CYPF4-2	Youth Support Service Performance	P	FIP funding to be increased to include all (non gov't grant) allocations	-123	11	123	
	Jun-10	CYPF1-42	Youth Offending Service	T	Purchase Order Specialist Post				
	Jun-10	CYPF4-3	Commissioning	P	Outreach Work	-21	21		
	Jun-10	CYPF1-1	Operations	P	Locality Co-ordination	-50	50		
	Jun-10	CYPF1-34	Centrally Managed Services	P	Part funding for 2 post (that should have been funded by Developer conts).	-40	40		
	Jun-10	CYPF1-33	Alternative Education	T		-73			
	Jun-10	CYPF1-1	Operations	T					
	Jun-10	CYPF2-6	Locality Working	T					
	Jun-10	CYPF4-6	Home to School Transport	T					
	Jun-10	CYPF4-6	Property & Assets	T			73		

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VIREMENTS REQUIRING CABINET APPROVAL ACTIONED IN PREVIOUS REPORTS

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
Page 45	Jun-10	CYPF2-34	Children, Young People & Families Continued	T	Create I&E Budget for Children's centres				-762
	Jun-10	CYPF2-34	Children's Centres and Childcare Development Area Teams	T	Create I&E Budget for Children's centres		762		
	Jun-10	CYPF2-34	Children Looked After	P	Move budget to re-align service with expenditure activity	-982			
	Jun-10	CYPF2-25	Agency Residential Placements	P	Move budget to re-align service with expenditure activity		665		
	Jun-10	CYPF2-25	Agency Residential Placements	P	Move budget to re-align service with expenditure activity		317		
	Jun-10	CYPF2-23	Family Placements	P	Reallocate expenditure budget to new cost centre in line with service activity	-42			
	Jun-10	CYPF2-23	Family Placements	P	Reallocate expenditure budget to new cost centre in line with service activity	-85			
	Jun-10	CYPF2-22	Residential	P	Reallocate expenditure budget to new cost centre in line with service activity		128		
	Jun-10	CYPF2-24	Assessment	P	Reallocate additional 10/11 Placements budget in line with expenditure activity	-100			
	Jun-10	CYPF2-53	Assessment	P	Reallocate additional 10/11 Placements budget in line with expenditure activity		25		
	Jun-10	CYPF2-53	Assessment	P	Reallocate additional 10/11 Placements budget in line with expenditure activity		20		
	Jun-10	CYPF2-53	Assessment	P	Reallocate additional 10/11 Placements budget in line with expenditure activity		7		
	Jun-10	CYPF2-53	Assessment	P	Reallocate additional 10/11 Placements budget in line with expenditure activity		48		
	Jun-10	CYPF2-2	Social Care	P	Remove grant Income & Expenditure, no longer forthcoming (not shown on grants annex).	-179		179	
	Jun-10	CYPF2-2	Social Care	P	Remove grant Income & Expenditure, no longer forthcoming (not shown on grants annex).				
	Jun-10	CYPF2-2	Social Care	P	Remove grant Income & Expenditure, no longer forthcoming (not shown on grants annex).	-30			
	Jun-10	CYPF2-2	Social Care	P	Remove grant Income & Expenditure, no longer forthcoming (not shown on grants annex).			30	
	Jun-10	CYPF4-2	Family Information Service	T	Funding for Ten to Two Project		15		
	Jun-10	CYPF2-3	Early Learning & Childcare	T	Funding for Ten to Two Project	-15			
	Jun-10	CYPF4-2	Family Information Service	T	Funding for Ten to Two Project		15		
	Jun-10	CYPF2-3	Early Learning & Childcare	T	Funding for Ten to Two Project	-15			
	Jun-10	CYPF2-3	Early Learning & Childcare	P	Early Yrs posts to CPQA	-88		88	
	Jun-10	CYPF4-3	Performance	P					-44
	Jun-10	CYPF4-6	School Organisation	P			44		-44
	Jun-10	CYPF1-42	Youth Offending Team	P	Summer Arts Project (funded by Unitas)		11		-11

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						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
Page 46	Sep-10	SC2_4f	Social & Community Services	P	Re-structuring of Internal Services to achieve efficiency plan.		25		-25
	Sep-10	SC2_4C	OCC Contribution to LD Pool	P	Re-structuring of Internal Services to achieve efficiency plan.				-25
	Sep-10	SC2_4F	Independent Living Support Service	P	Re-structuring of Internal Services to achieve efficiency plan.				
	Sep-10	Memo a/c	OCC Contribution to LD Pool	P	Re-structuring of Internal Services to achieve efficiency plan.				
	Sep-10	Memo a/c	LD Pooled Budget	P	Re-structuring of Internal Services to achieve efficiency plan.				
	Sep-10	SC2_4E	LD Pooled Budget	P	Re-structuring of Internal Services to achieve efficiency plan.				
	Sep-10	SC2_4E	Internal Day Services	P	Efficiency Savings - reduction of income to Internal day Services	-43		43	
	Sep-10	SC2_4D	Internal Supported Living	P	Efficiency savings identified.	-2		2	
	Sep-10	SC2_4C	Independent Living Support Service	P	Efficiency savings identified.	-2		2	
	Sep-10	SC2_2B	Care Management Teams	P	Carers restructure - contracts	-18			
	Sep-10	SC2_1i	One Off Funded Projects	P	Carers restructure - contracts	-188	18		
	Sep-10	SC2_1C	Service Agreements	P	Carers restructure - contracts				
	Sep-10	SC2_1i	One Off Funded Projects	P	Carers restructure - contracts				
	Sep-10	SC2_2B	Care Management Teams	P	Carers restructure - contracts	-113	188		
	Sep-10	SC2_1i	One Off Funded Projects	P	Carers restructure - contracts				
	Sep-10	SC4_1B	Information Systems & Processes	P	Carers restructure - contracts	-85	113	85	
	Jul-10	SC2_2i	OCC Contribution to Physical Disabilities Pool	P	Re-allocation of Annex 3 saving.	-36			
	Jul-10	SC4_2a	Strategy	P	Transfer of budget to set up the Taking Part Team		36		
	Jul-10	SC2_1h	Adult Protection & Mental Capacity	P	Transfer of budget to set up the Taking Part Team		150		
	Jul-10	SC2_2k	Acquired Brain Injury	P	Transfer budget to Safeguarding	-100			
	Jul-10	Mem a/c	Older People's Pooled Budget	P	Transfer budget to Safeguarding	-50		50	
	Jul-10	SC2_2a	Contribution to Older People Pooled Budget	P	Transfer budget to Safeguarding	-50			
	Jun-10	SC1_1	Library Service	P	Transfer budget to Safeguarding				
	Jun-10	SC1_2	Heritage & Arts Service	P	Childrens Centre Mobile budget adjustment.		65		-65
	Jun-10	SC1_3	Cultural & Community Development	P	Budget tidy up as Coach house project has now closed.	-82		82	
	Jun-10	SC1_2	Heritage & Arts Service	P	Budget re-allocation for Cogges.	-8			
	Jun-10	SC1_2	Heritage & Arts Service	P	Budget re-allocation for Cogges.		8		
	Jun-10	SC1_2	Heritage & Arts Service	P	Budget adjustment re Cogges tidy up.	-134		134	
	Jun-10	SC1_2	Heritage & Arts Service	P	Victoria County History budget adjustment re additional income.		5		-5
	Jun-10	SC1_5	Music Service	P	Budget tidy adjustment to Standards Funding	-1		1	

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						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
			Social & Community Services Continued						
	Jun-10	SC2_4a	Commissioning & Contracts	P	Re-allocation of budget to create an Assistant Service Manager and an Administrator Posts.		69		-69
	Jun-10	SC2_4b	Care Management & Social Work	P	Re-allocation of budget to fund Care Service Administrators.		12		-12
	Jun-10	SC2_4b	Care Management & Social Work	P	Re-allocation of budget to cover unqualified Care Management Staffing tasks.		9		-9
	Jun-10	SC2_4a	Commissioning & Contracts	P	Administration support budget re-allocation into the Care Management and Social Work Countywide Team.	-6		6	
	Jun-10	SC2_4b	Care Management & Social Work	P	Administration support budget re-allocation into the Care Management and Social Work Countywide Team.		6		-6
	Jun-10	SC2_11	One Off Funded Projects	P	Creation of a separate Alert Service budget book line with contributions from Supporting People and Telecare.	-500			
	Jun-10	SC4_5	Supporting People	P	Creation of a separate Alert Service budget book line with contributions from Supporting People and Telecare.	-2,010			
	Jun-10	SC2_2m	Alert Service	P	Creation of a separate Alert Service budget book line with contributions from Supporting People and Telecare.		2,510		
	Jun-10	SC2_1e	Adult Placement	P	Re-structuring of Internal Services to achieve efficiency plan.	-25			
	Jun-10	SC2_4c	ILS Support Costs	P	Re-structuring of Internal Services to achieve efficiency plan.		25		
	Jun-10	SC2_4f	OCC Contribution to LD Pool	P	Re-structuring of Internal Services to achieve efficiency plan.	-25		25	
	Jun-10	SC2_4e	LD Internal Day Services	P	Learning Disabilities and Older People accommodation swap for the provision of the Day Services		8		
	Jun-10	SC2_4e	LD Internal Day Services	P	Learning Disabilities and Older People accommodation swap for the provision of the Day Services	-33			
	Jun-10	SC2_4e	LD Internal Day Services	P	Learning Disabilities and Older People accommodation swap for the provision of the Day Services		25		
	Jun-10	OP Pool	Older People's Pooled Budget	P	Learning Disabilities and Older People accommodation swap for the provision of the Day Services				-8
	Jun-10	OP Pool	Older People's Pooled Budget	P	Learning Disabilities and Older People accommodation swap for the provision of the Day Services		33		
	Jun-10	OP Pool	Older People's Pooled Budget	P	Learning Disabilities and Older People accommodation swap for the provision of the Day Services				-25
	Jun-10	SC2_4f	OCC Contribution to LD Pool	P	Learning Disabilities and Older People accommodation swap for the provision of the Day Services	-25			
	Jun-10	SC2_2a	OCC Contribution to OP Pool	P	Learning Disabilities and Older People accommodation swap for the provision of the Day Services		25		

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						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
	Jun-10	SC4_1c	Social & Community Services Continued Facilities Management	P	Staffing re-structure following Facilities Management transfer to E&E.	-43			
	Jun-10	SC4_2a	Strategy	P	Staffing re-structure following Facilities Management transfer to Equalities and Diversity Manager post budget transfer.	-46	43		
	Jun-10	SC2_1i	One Off Funding Projects	P	Equalities and Diversity Manager post budget transfer.				
	Jun-10	SC4_3	Directorate Leadership Team	P	Risk Manager post budget transfer.	-60	46		
	Jun-10	SC4_2a	Strategy	P	Risk Manager post budget transfer.				
	Jun-10	SC4_1c	Facilities Management	P	Information Standards officer post budget transfer.	-51	60		
	Jun-10	SC4_3	Directorate Leadership Team	P	Information Standards officer post budget transfer.				
	Jun-10	SC4_1c	Facilities Management	P	Transfer of Administrative Support staff budget to Care Management.	-373	51		
	Jun-10	SC4_1c	Facilities Management	P	Transfer of Administrative Support staff budget to Care Management.				
	Jun-10	SC2_2b	Care Management	P	Federation of Music Services Instrument Grant		373		
	Jun-10	SC1_5	Music Service	T	Taking Part Team consultation salaries funding from TASC.		112		-112
	Jun-10	SC4_2a	Strategy	T	Annex 3 re-allocation		20		-20
	Jun-10	SC2_4B	Care Management & Social Work	T	Brokerage budget from Transforming Adult Social Care		30		-30
	Jun-10	SC2_4A	Commissioning & Contracts	T			80		-80
	Sep-10	EE2.5	Environment & Economy Sustainable Development	P	Remove Obsolete Budget	-30		30	
	Sep-10	EE2.5	Sustainable Development	P	Realignment of TVERC Base Budget		75		-75
	Sep-10	EE2.2	Sustainable Development	P	West End Project Budget Designation to Friedswide Square	-153	153		
	Sep-10	EE2.4	Sustainable Development	P	Realign Waste Budget	-112		112	
	Sep-10	EE3.1	Property Services	P	Transfer BOP Premises Budgets back to Corporate Property	-921	921		
	Sep-10	EE1.1	Transport Management	P	Restructure to Highways & Transport		465	985	
	Sep-10	EE1.2.1	Policy & Strategy	P	Restructure to Highways & Transport	-16,130		3,239	
	Sep-10	EE1.3.1	Network Management	P	Restructure to Highways & Transport	-6,154		4,977	
	Sep-10	EE1.4.1	Oxfordshire Highways	P	Restructure to Highways & Transport	-28,161		1,270	
	Sep-10	EE1.2	Policy & Strategy	T	Restructure to Highways & Transport		647		
	Sep-10	EE1.1	Transport Management	T	Restructure to Highways & Transport	-74			
	Sep-10	EE1.2	Policy & Strategy	T	Restructure to Highways & Transport	-95			
	Sep-10	EE1.1	Highways & Transport Management	P	Restructure from Transport		3,637		-316
	Sep-10	EE1.2	Policy & Strategy	P	Restructure from Transport		4,439		-250

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						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
	Sep-10	EE1.3	Environment & Economy Continued	P	Restructure from Transport		22,737		-1,108
	Sep-10	EE1.4	Customer & Business	P	Restructure from Transport		19,167		-8,797
	Sep-10	EE1.1	Highways & Transport Management	T	Restructure from Transport		74		
	Sep-10	EE1.2	Policy & Strategy	T	Restructure from Transport		48		
	Sep-10	EE1.3	Delivery	T	Restructure from Transport	-600			
	Jul-10	EE1.4	Transport	P	Transfer of budget for A40 Toilets	-28			
	Jul-10	EE3.1.1	Corporate Property	P	Transfer of budget for A40 Toilets		28		
	Jun-10	EE3.1.1	Property - Corporate Property	P	E&E FM Budgets transferred to new FM cost centres within E&E		1,407		
	Jun-10	EE3.1.3	Property - Strategic Asset Management	P	E&E FM Budgets transferred to new FM cost centres within E&E	-413			
	Jun-10	EE3.1.2	Property - Operational Asset Management	P	E&E FM Budgets transferred to new FM cost centres within E&E	-739			
	Jun-10	EE4.1	Business Support	P	E&E FM Budgets transferred to new FM cost centres within E&E	-255			
	Sep-10	CS4	Community Safety & Shared Services	P	Set budget for Brent G&TS - part year (50%)		120		-120
	Sep-10	CS4	Gypsy & Traveller Services	P	Set budget for Brent G&TS - part year (50%)			60	
	Sep-10	CS4	Gypsy & Traveller Services	P	Move savings target for Brent to new cost centre	-60			
	Sep-10	CS4	Gypsy & Traveller Services	P	Move savings target for Brent to new cost centre	-25			
	Sep-10	CS1.4	Business Management	P	Move New Dimensions maintenance budget to new cost centre	-197	25		
	Sep-10	CS1.5	Service Support Management	P	Remove exp & income budgets on F27100			197	
	Sep-10	CS1.5	Service Support Management	P	Remove exp & income budgets on F27100				-24
	Sep-10	CS6.1.4	Recruitment and Retention	P	Posts funded by CRB income		24		
	Jul-10	CS1.5	Fire & Rescue - Service Support	P	Transfer of occupational health function from Fire & Rescue to Shared Services (full year budget)	-33			
	Jul-10	CS6.1.4	Shared Services - HR	P	Shared Services (full year budget)		33		
	Jun-10	CS6.1.3	Shared Services - FMA	P	Expenditure and Income budgets for contributions for additional management accounting resources from FW7/QCS, QuEST		26		-26
	Jun-10	CS6.1.3	Shared Services - FMA	P	Expenditure and Quest income budgets for the School Finance team		224		-224
	Jun-10	CS6.1.3	Shared Services - FMA	P					

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Annex 2b

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						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
	Jun-10	CS6.1.3	Community Safety & Shared Services Continued	P	Transfer of budget from the Shared Services Operational Budgets to Central Budget for resourcing continuous improvement	-32			
	Jun-10	CS6.1.2	Shared Services - FMA	P		-16			
	Jun-10	CS6.1.4	Shared Services - Financial Services	P		-36	84		
	Jun-10	CS6.1.1	Shared Services - HR	P					
	Jun-10	CS5	Shared Services - Central Team	P	Adjust Tr Stds budget to match predicted costs/targets (non pay)	-28			
	Jun-10	CS5	Trading Standards	P	Adjust Tr Stds budget to match predicted costs/targets (pay)		40		
	Jun-10	CS5	Trading Standards	P	Adjust Tr Stds budget to match predicted costs/targets (income)				-12
	Jun-10	CS4	Gypsy & Traveller Services	P	Adjust G&TS budget to match predicted costs/targets (pay)	-4			
	Jun-10	CS4	Gypsy & Traveller Services	P	Adjust G&TS budget to match predicted costs/targets (non pay)		15		
	Jun-10	CS4	Gypsy & Traveller Services	P	Adjust G&TS budget to match predicted costs/targets (income)				-11
	Jun-10	CS1.4	F&RS - Business Management	P	F14000 staffing budget insufficient (non pay F10000)	-12			
	Jun-10	CS1.4	F&RS - Business Management	P	F14000 staffing budget insufficient (pay F14000)		12		
	Jun-10	CS1.2	F&RS - Service Delivery Management	P	Adjust CFS budget to match costs (non pay)	-38			
	Jun-10	CS1.2	F&RS - Service Delivery Management	P	Adjust CFS budget to match costs (pay)		38		
	Jun-10	CS1.1	F&RS - Wholtime Operational Staff	P	Adjust RMB budget (non pay)	-4			
	Jun-10	CS1.1	F&RS - Wholtime Operational Staff	P	Adjust RMB budget (pay)		4		
	Sep-10	CC2.4	Corporate Core	P	SAP Team Manager Costs		67		
	Sep-10	CC2.1.14	SAP Competency Centre	P	SAP Team Manager Costs	-67			
	Sep-10	CC2.1.2	ICT Operations	P	Procurement Team Costs		187		
	Sep-10	CC2.1.10	Project Management	P	Procurement Team Costs	-187			
	Sep-10	CC3.5	Compliance	P	Disability Equality Advisor		19		
	Sep-10	CC3.5	Customer Services	P	Disability Equality Advisor	-19			
	Sep-10	CC6.1	Partnerships Unit	P	Transfer of Lead Oxfordshire balance from Change Fund		380		
	Jun-10	CC3.3	Organisational Development	T		-380			
	Jun-10	CC9	Change Fund	T					
	Jun-10	CC1.1	Business Support	P	Contribution to 0.5FTE in Web Services Team (ICT)	-1			
	Jun-10	CC3.1	Human Resources - Strategic HR	P	Contribution to 0.5FTE in Web Services Team (ICT)	-4			
	Jun-10	CC4.1	Finance & Procurement - Service Management	P	Contribution to 0.5FTE in Web Services Team (ICT)	-1			

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						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
	Jun-10	CC5.1	Corporate Core Continued	P	Contribution to 0.5FTE in Web Services Team (ICT)	-1			
	Jun-10	CC6.1	Legal & Democratic Services - Legal Services	P	Contribution to 0.5FTE in Web Services Team (ICT)	-1			
	Jun-10	CC8.1	Partnership Working	P	Contribution to 0.5FTE in Web Services Team (ICT)	-2			
	Jun-10	CC3.4	Communications & Marketing	P	Contribution to 0.5FTE in Web Services Team (ICT)	-1			
	Jun-10	CC2.1.13	Customer Services	P	Contribution to 0.5FTE in Web Services Team (ICT)		11		
	Jun-10	CC2.7	ICT - Web Services	P	Transfer of budget from the ICT Development Fund to HR for the ESS/MSS and Customer Services projects	-2,000	2,000		
	Jun-10	CC3.4	ICT - Strategy Investment Fund	P	Transfer of directorate performance function to Policy Unit	-47	47		
	Jun-10	CC1.1	Human Resources - Customer Services	P					
	Jun-10	CC7.1	Business Support	P					
	Jun-10		Policy - Policy & Performance	P					
					Total Intradirectorate Virements	-78,466	83,354	19,019	-23,907
	Sep-10	CYPF1-42	Interdirectorate Virements						
	Sep-10	SC2_3a	Youth Offending Service	T	Think Family c/fwd from 09/10 to be moved to the Pooled Budget to fund 2 posts	-39	39		
	Sep-10	SC4_1C	Council Contribution to Mental Health Pool	T	Transfer of Access Team	-740		68	
	Sep-10	CC3.4	Facilities management	P	Access team transferred from SCS		672		
	Sep-10	SC4_1C	Customer Services	P	Transfer FM Budgets to E&E	-32			
	Sep-10	EE3.1	Administration	P	FM Budgets transferred from S&CS FM		32		
	Sep-10	EE4.1	Property Services	P	Disability Equality Advisor	-58	28		
	Sep-10	CC6.1	Business Improvement	P	Disability Equality Advisor transferred to E&E		30		
	Sep-10	CYPF4-2	Partnerships Unit	P	Transfer of Disability Equality Advisor budget		294		
	Sep-10	SM	Performance	T	In-year saving - reduction in Youth Opportunity Fund spend (agreed by Council on 27 July 2010)	-1,400	1,400		
	Jul-10	SC2_2D	Strategic Measures	P	Reversal of personal care budget following Govt Policy to postpone implementation				
	Jul-10	SM	Personal Care At Home	P	In-year saving - reduction in Youth Opportunity Fund spend (agreed by Council on 27 July 2010)	-294			
	Jul-10	CYPF1-41	Strategic Measures	T	Transfer of budget from S&CS for additional management accounting support		60		
	Jul-10	CS6.1.3	Youth Support Service	P	Transfer of funding for Management Accounting posts to Shared Services	-30			
	Jul-10	SC4_3	Shared Services - FMA	P					
	Jul-10		Directorate Leadership Team	P					

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						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
	Jul-10	SC2_3c	Mental Health	P	Transfer of funding for Management Accounting posts to Shared Services	-15			
	Jul-10	SC2_1i	One Off Funded Projects	P	Transfer of funding for Management Accounting posts to Shared Services	-10			
	Jul-10	SC2_1G	Direct Payments	P	Transfer of funding for Management Accounting posts to Shared Services	-5			
	Jun-10	CC4.2	Finance & Procurement - Corporate Finance	P	Transfer of Capital team to Corporate Finance from Shared Services		40		
	Jun-10	CS6.1.3	Shared Services - FMA	P	Transfer of Capital Staff to Corporate Finance	-40			
	Jun-10	CC4.2	Finance & Procurement - Corporate Finance	P	Transfer of additional funding received from CYP&F for CIPFA trainee in CYPF Management Accounting Team to the CIPFA Trainee budget	-40	40		
	Jun-10	CS6.1.3	Shared Services - FMA	P	Transfer of additional funding received from CYP&F for CIPFA trainee in CYPF Management Accounting Team to the CIPFA Trainee budget	-40			
	Jun-10	CC2.1.13	ICT - Web Services	P	Contribution to 0.5FTE in Web Services Team (ICT) from Shared Services		6		
	Jun-10	CS6.1.1	Shared Services - Management Team	P	Contribution to 0.5FTE in Web Services Team (ICT)	-6			
	Jun-10	CC2.1.14	ICT - Service Management	P	Contribution to Additional Management Accounting Resources in Shared Services FMA	-1			
	Jun-10	CC4.1	Finance & Procurement - Service Management	P		-1			
	Jun-10	CC3.1	Human Resources - Strategic HR	P		-1			
	Jun-10	CC7.1	Policy - Corporate Performance	P		-1			
	Jun-10	CC5.1	Legal & Democratic Services - Legal Services	P		-1			
	Jun-10	CS6.1.3	Shared Services - FMA	P	Contribution from Corporate Core for Additional Management Accounting Resources		5		
	Jun-10	CC4.1	Finance & Procurement - Service Management	P	Transfer of Capital Programme Manager to E&E	-71			
	Jun-10	EE4.1	Business Improvement	P	Transfer of salary from CC CS&SS		71		
	Jun-10	CC8.2	Communications - Print Unit	P	Transfer of Print Unit Property Recharge Budget to S&CS	-5			
	Jun-10	SC4_1A	Recharges	P	Budget for Print Unit recharges from Corporate Core		5		
	Jun-10	CC3.4	Human Resources - Customer Services	P	Transfer of Highways Team to Customer Services from E&E		142		
	Jun-10	EE1.4	Transport - Oxfordshire Highways	P	Transfer of Contact Centre Allocation to CC CS&SS	-142			
	Jun-10	CC5.2	Democratic Services	P	Final budget settlement for the school appeals process		25		
	Jun-10	CYPF4-6	Home to School Transport	P	Final budget settlement for the school appeals process - To CC	-25			
	Jun-10	CS6.1.3	Shared Services - FMA	P	Transfer of budget from E&E for Additional Management Accounting Support		42		

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						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
	Jun-10	EE4.1	Business Improvement	P	MA Support Budget Transfer to CC CS&SS	-42			
	Jun-10	CS6.1.4	Shared Services -HR	P	Transfer of recruitment function from services in CYPF		17		
	Jun-10	CYPF4-1	CPQA Management & Central Costs	P	Transfer to Recruitment & Retention - To CS & SS	-17			
	Jun-10	EE1.2.1	Transport ITU	P	Fleet Drivers Pay Increase Contribution from CYP&F		22		
	Jun-10	CYPF4-6	Home to School Transport	P	Fleet Drivers to ITU - To E&E	-22			
	Jun-10	EE3.1.1	Environment and Economy	T	FM Budgets transferred from Directorates		63		
	Jun-10	SC4_1C	Administration	T	Transfer FM Budgets to E&E	-63			
	Jun-10	EE3.1.1	Environment and Economy	P	FM Budgets transferred from Directorates		1,634		
	Jun-10	CYPF4-4	Business Improvement	P	Transfer of facilities management non-staffing budgets - To E&E	-386			
	Jun-10	CYPF4-4	Business Improvement	P	Transfer of facilities management staffing budgets - To E&E	-91			
	Jun-10	CYPF3-1	RAS Management & Central Costs	P	Transfer of facilities management staffing budgets - To E&E	-99			
	Jun-10	SC4_1C	Administration	P	Transfer FM Budgets to E&E	-1,058			
	Jun-10	CS6.1.4	Shared Services - HR	T	Transfer of 10/11 directorate L&D allocations	-495			
	Jun-10	EE1.1	Transport	T	Transfer of Learning & Development 10/11 Budget from CC CS&SS		74		
	Jun-10	EE2.1	Sustainable Development	T	Transfer of Learning & Development 10/11 Budget from CC CS&SS		22		
	Jun-10	EE3.1.1	Property Services	T	Transfer of Learning & Development 10/11 Budget from CC CS&SS		20		
	Jun-10	EE4.1	Business Improvement	T	Transfer of Learning & Development 10/11 Budget from CC CS&SS		2		
	Jun-10	CYPF4-5	Human Resources & Children's Workforce	T	Allocation of L&D budget		56		
	Jun-10	SC4_1A	Recharges	T	Learning and Development transferred into SCS as per Corporate L&D plan.		124		
	Jun-10	CC1.1	Business Support	T	Corporate Core directorate learning & development allocation		197		
	Jun-10	SC4_1C	Administration	P	Budget for 6.24fte admin posts to transfer to CYPF	-143			
	Jun-10	CYPF4-9	Safeguarding	P	Transfer of admin staff budget from S&CS		143		
Total Interdirectorate Virements						-5,373	5,305	68	0
TOTAL VIREMENTS approved and on SAP						-83,839	88,659	19,087	-23,907

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MEMORANDUM VIREMENTS REQUIRING CABINET APPROVAL PREVIOUSLY APPROVED BUT NOT YET ACTIONED DUE TO TIMING OF DECISION AND MONTH END

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
	Nov-10	CYPF1-42	Intradirectorate Virements Children, Young People & Families Youth Offending Service	P	Remove LAA1 income budgets as these are to some in as supplementary estimates	-251		251	
	Nov-10	CYPF5-1	Schools Budgets	P	Move DSG contingency into ISB contingency		828		-828
	Nov-10	CYPF5-2	Schools Contingency	P	Move DSG contingency into ISB contingency	-828		828	
	Nov-10	CYPF1-21	SEN	P	DSG Re-allocation			76	-22
	Nov-10	CYPF1-22	SENS	P	DSG Re-allocation			131	
	Nov-10	CYPF1-31	Psychological Service	P	DSG Re-allocation			9	
	Nov-10	CYPF1-32	Attendance & Welfare	P	DSG Re-allocation			3	
	Nov-10	CYPF1-33	Alternative Education	P	DSG Re-allocation			167	-6
	Nov-10	CYPF1-34	Centrally Managed Services	P	DSG Re-allocation			11	
	Nov-10	CYPF4-7	DSG Income	P	DSG Re-allocation				-369
	Nov-10	CYPF2-31	EL&C Countywide	P	DSG Re-allocation			56	
	Nov-10	CYPF2-32	EL&C Area Teams	P	DSG Re-allocation			20	
	Nov-10	CYPF2-35	Nursery Education Funding	P	DSG Re-allocation			53	
	Nov-10	CYPF2-33	CC & CD Countywide	P	DSG Re-allocation				-129
	Nov-10	CYPF2-24	Children Looked After	P	DSG Re-allocation	-137		137	
	Nov-10	CYPF2-24	Children Looked After	P	UASC's Under 18's grant revised allocation	-4		4	
	Nov-10	CYPF2-52	Family Support	P	UASC's Post 18 grant revised allocation	-11			
	Nov-10	CYPF2-25	Agency Residential Placements	P	Move Salary budget to Family Supt & Access to Records budget		11		
	Nov-10	CYPF2-54	Child & Adolescent Mental Health	P	Move Salary budget to Family Supt & Access to Records budgets	-18			
	Nov-10	CYPF2-23	Family Placement	P	Budget transfer for salaries to relevant cost centre		18		
	Nov-10	CYPF2-23	Family Placement	P	Budget transfer for salaries to relevant cost centre	-50			
	Nov-10	CYPF2-25	Agency Residential Placements	P	Create budget for real cost allowances		50		
	Nov-10	CYPF2-25	Agency Residential Placements	P	Create budget for real cost allowances	-25			
	Nov-10	CYPF2-22	Residential	P	Reallocate budget due to incorrect allocation		25		
	Nov-10	CYPF2-24	Children Looked After	P	Reallocate budget due to incorrect allocation		250		
	Nov-10	CYPF2-24	Children Looked After	P	Allocate recharge budget in O.18's cost centre				-250
	Nov-10	CYPF2-24	Children Looked After	P	Allocate recharge budget in O.18's cost centre				
	Nov-10	SC1_4	Social & Community Services Adult Learning	P	SFA grant income funding adjustment	-121		121	
	Nov-10	SC1_3	Cultural & Community Development	P	BME Projects funding transfer from Carers.		4		
	Nov-10	SC2_1C	Total Service Agreements	P	BME Projects funding transfer from Carers.	-4			

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MEMORANDUM VIREMENTS REQUIRING CABINET APPROVAL PREVIOUSLY APPROVED BUT NOT YET ACTIONED DUE TO TIMING OF DECISION AND MONTH END

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
	Nov-10	SC2_2b	Social & Community Services Continued Older People Care Management Information Systems & Processes Information Systems & Processes Independent Living Support Service Care Management Teams	P	Transfer of Admin/Efficiency savings to outside of the pool	-22		22	-170
	Nov-10	SC4_1B		P	Correction to previously reported virements		170		-85
	Nov-10	SC4_1B		P	Re-allocation of annex 3 savings to correct budget.		85		-4
	Nov-10	SC2_4C		P	Efficiency savings identified.		4		-4
	Nov-10	SC2_2B		T	Restructuring of Care Management teams to reflect the introduction of personal budgets.		1662		
	Nov-10	SC2_1B		T	Restructuring of Care Management teams to reflect the introduction of personal budgets.	-798			
	Nov-10	SC2_1B		T	Restructuring of Care Management teams to reflect the introduction of personal budgets.	-248			
	Nov-10	SC2_2J		T	Restructuring of Care Management teams to reflect the introduction of personal budgets.	-616			
	Nov-10	SC2_2A		P	Transfer of contribution from PCT MH to OT equipment	-20			
	Nov-10	SC2_3A		P	Transfer of contribution from PCT MH to OT equipment	-20			
	Nov-10	SC2_1B	Environment & Economy Sustainable Development Transport Highways & Transport Management Policy & Strategy Delivery Customer & Business Highways & Transport Management Delivery	P	Transfer of internal recharges budget not part of structural change	-273	20		
	Nov-10	SC1_4		P	Transfer of internal recharges budget not part of structural change				
	Nov-10	SC4_1a		P	Transfer of internal recharges budget not part of structural change			273	
	Nov-10	EE2.3		P	Annex 3 CRC Allocation Transfer to Transport	-80			-985
	Nov-10	EE1.1		P	Annex 3 CRC Allocation Transfer from Climate Change		80		-82
	Nov-10	EE1.1		P	Final phase of highways & Transport re-structure		1,879		
	Nov-10	EE1.2		P	Final phase of highways & Transport re-structure	-46			
	Nov-10	EE1.3		P	Final phase of highways & Transport re-structure	-3,818			
	Nov-10	EE1.4		P	Final phase of highways & Transport re-structure		1,952		
	Nov-10	EE1.1		T	Final phase of highways & Transport re-structure	-233			
	Nov-10	EE1.3		T	Final phase of highways & Transport re-structure		233		
	Sep-10	CS6.1.4	Community Safety & Shared Services Shared Services - Health & Safety Shared Services - Health & Safety	P	efficiency saving - £35K to be delivered by deleting post, not income generation	-35			
	Sep-10	CS6.1.4		P				35	

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Annex 2c

MEMORANDUM VIREMENTS REQUIRING CABINET APPROVAL PREVIOUSLY APPROVED BUT NOT YET ACTIONED DUE TO TIMING OF DECISION AND MONTH END

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
			Corporate Core						
	Nov-10	CC2.1.3	ICT - Service Centre	P	Staffing budget moved to reflect separate identification of staff team	-430			
	Nov-10	CC2.1.7	ICT - Technical Admin	P			430		
	Nov-10	CC2.1.1	ICT - Deployment	T	Income targets for individual sections of ICT now centralised and managed over the whole of ICT			46	-532
	Nov-10	CC2.1.2	ICT - Project Management	T					
	Nov-10	CC2.1.3	ICT - Service Centre	T					
	Nov-10	CC2.1.4	ICT - Servers	T					
	Nov-10	CC2.1.5	ICT - Network	T					
	Nov-10	CC2.1.6	ICT - Desktop	T					
	Nov-10	CC2.1.7	ICT - Technical Admin	T					
	Nov-10	CC2.1.9	ICT - Maintenance	T					
	Nov-10	CC2.1.12	ICT - Application Support	T					
	Nov-10	CC2.1.14	ICT - Service Management	T					
	Nov-10	CC2.1.14	ICT - Service Management	T					
	Nov-10	CC3.4	Customer Services	P	Additional funding for Web Team transfer to cover regraded post	-4		247	
	Nov-10	CC6.2	Partnerships - Equalities & Diversity	P			4		
	Nov-10	CC6.3	Partnerships - Grants	P	Grant pot for Voluntary & Community Groups (PRG)	-125			
	Nov-10	CC6.3	Partnerships - Grants	P	Grant pot for Voluntary & Community Groups (PRG)		125		
	Oct-10	CC2.1.1	ICT - Deployment	P	Salary realignment to actual cost centre staffing structures		159		
	Oct-10	CC2.1.2	ICT - Project Management	P	Salary realignment to actual cost centre staffing structures		16		
	Oct-10	CC2.1.3	ICT - Service Centre	P	Salary realignment to actual cost centre staffing structures		218		
	Oct-10	CC2.1.4	ICT - Servers	P	Salary realignment to actual cost centre staffing structures		168		
	Oct-10	CC2.1.5	ICT - Network	P	Salary realignment to actual cost centre staffing structures	-126			
	Oct-10	CC2.1.6	ICT - Desktop	P	Salary realignment to actual cost centre staffing structures	-73			
	Oct-10	CC2.1.7	ICT - Technical Admin	P	Salary realignment to actual cost centre staffing structures	-562			
	Oct-10	CC2.1.10	ICT - Compliance	P	Salary realignment to actual cost centre staffing structures	-12			
	Oct-10	CC2.1.11	ICT - Liaison Managers	P	Salary realignment to actual cost centre staffing structures		196		
	Oct-10	CC2.1.12	ICT - Application Support	P	Salary realignment to actual cost centre staffing structures		192		
	Oct-10	CC2.1.13	ICT - Web Services	P	Salary realignment to actual cost centre staffing structures	-6			
	Oct-10	CC2.1.14	ICT - Service Management	P	Salary realignment to actual cost centre staffing structures	-199			
	Oct-10	CC2.2	School support services	P	Salary realignment to actual cost centre staffing structures	-62			
	Oct-10	CC2.5	CIMU	P	Salary realignment to actual cost centre staffing structures		29		
	Oct-10	CC2.8	Oxford City Contract	P	Salary realignment to actual cost centre staffing structures		62		
					Total Intradirectorate Virements Recommended	-9,237	8,870	3,829	-3,462

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Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
			Interdirectorate Virements						
	Nov-10	CC5.2	Legal & Democratic Services	P	Registration Services transfer to Corporate Core		1,571		-1088
	Nov-10	CC3.4	Customer Services	P	Service transfers to Shared Services	-4,344		1,347	
	Nov-10	CC3.4	Customer Services	T	Service transfers to Shared Services		422		-28
	Nov-10	CC4.3	Procurement	P	Service transfers to Shared Services	-668		671	
	Nov-10	CC4.3	Procurement	T	Service transfers to Shared Services	-35			
	Nov-10	CC2.1	ICT	P	Service transfers to Shared Services	-19,477		21,666	
	Nov-10	CC2.1	ICT	T	Service transfers to Shared Services	-43			
	Nov-10	CC8.1	Comms and Marketing	P	Comms transferred from CYPF to Corporate Core		100		
	Nov-10	CC8.1	Comms and Marketing	P	Comms transferred from SCS to Corporate Core		50		
	Nov-10	CC8.1	Comms and Marketing	P	Comms transferred from E&E to Corporate Core		50		
	Nov-10	CC3.4	Customer Services	P	Web services budget from CYPF		17		
	Nov-10	CC3.4	Customer Services	P	Web services budget from SCS		17		
	Nov-10	CC3.4	Customer Services	P	Web services budget from E&E		17		
	Nov-10	CC3.4	Customer Services	P	Web services budget from CS		17		
	Nov-10	CS6.1.6	Shared Services	P	Adult Learning transfers from SCS		4,826		-4,702
	Nov-10	CS6.1.6	Shared Services	T	Adult Learning transfers from SCS	-233			
	Nov-10	CS6.1.7	Shared Services	P	Customer Services transfers from Corporate Core		4,344	28	-1,347
	Nov-10	CS6.1.7	Shared Services	T	Customer Services transfers from Corporate Core	-422			
	Nov-10	CS6.1.8	Shared Services	P	Procurement transfers from Corporate Core		668		-671
	Nov-10	CS6.1.8	Shared Services	T	Procurement transfers from Corporate Core		35		
	Nov-10	CS6.1.9	Shared Services	P	ICT transfers from Corporate Core		19,477		-21,666
	Nov-10	CS6.1.9	Shared Services	T	ICT transfers from Corporate Core		43		
	Nov-10	CS1.1	Fire and Rescue Service	P	Service transfers to SCS	-24,435		421	
	Nov-10	CS1.1	Fire and Rescue Service	T	Service transfers to SCS	-138		16	
	Nov-10	CS2	Emergency Planning	P	Service transfers to SCS	-368			
	Nov-10	CS2	Emergency Planning	T	Service transfers to SCS	-35			
	Nov-10	CS3	Safer Communities	P	Service transfers to SCS	-883			
	Nov-10	CS3	Safer Communities	T	Service transfers to SCS	-7			
	Nov-10	CS4	Gypsy and Traveller Services	P	Service transfers to SCS	-963		869	
	Nov-10	CS5	Trading standards	P	Service transfers to SCS	-2,554		303	
	Nov-10	CS5	Trading standards	T	Service transfers to SCS	-19			
	Nov-10	CS1.1	Fire and Rescue Service	P	Web services budget to Customer Services	-17			
	Nov-10	CYPF3-1	Raising Achievement Services	P	Budget Transferring relating to Crocket Road Facilities Management	-21			

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MEMORANDUM VIREMENTS REQUIRING CABINET APPROVAL PREVIOUSLY APPROVED BUT NOT YET ACTIONED DUE TO TIMING OF DECISION AND MONTH END

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
	Nov-10	CYPF4-1	CPQA Management & Central Costs	P	CYP&F contribution to Corporate Communications Team	-100			
	Nov-10	CYPF4-2	Performance	P	Budget Transfer for Web Content Manager	-17			
	Nov-10	CYPF4-6	School Organisation	P	Budget Transfer for property staff moving to Property Services	-150		40	
	Nov-10	EE4.1	Business Improvement	P	Comms transferring from E&E to Corporate Core	-50			
	Nov-10	EE3.1.3	Property	P	S&CS Salary transfer to E&E Property		86		
	Nov-10	EE4.1	Business Support	P	E&E transfer of salary to ICT for Web Content Manager	-17			
	Nov-10	EE3.1.3	Property - Asset Management	P	CYP&F Salary transfer to E&E		150		-40
	Nov-10	EE3.1.1	Property - Facilities Management	P	Budget Transfer relating to Crickct Road Facilities Management		21		
	Nov-10	SC1_4	Adult Learning	P	Corporate Re-structure, moving Adult Learning to Oxfordshire Customer Services	-4,826		4702	
	Nov-10	SC1_4	Adult Learning	T	Corporate Re-structure, moving Adult Learning to Oxfordshire Customer Services		233		
	Nov-10	SC1_6	Registration	P	Corporate Re-structure, moving Registration to Legal & Democratic Services	-1,571		1088	
	Nov-10	SC5_1	Fire & Rescue Service	P	Corporate Re-structure, moving Fire & Rescue Service in to SCS		24,435		-421
	Nov-10	SC5_1	Fire & Rescue Service	T	Corporate Re-structure, moving Fire & Rescue Service in to SCS		138		-16
	Nov-10	SC5_2	Emergency Planning	P	Corporate Re-structure, moving Emergency Planning to SCS		368		
	Nov-10	SC5_2	Emergency Planning	T	Corporate Re-structure, moving Emergency Planning to SCS		35		
	Nov-10	SC5_3	Safer Communities	P	Corporate Re-structure, moving Safer Communities to SCS		883		
	Nov-10	SC5_3	Safer Communities	T	Corporate Re-structure, moving Safer Communities to SCS		7		
	Nov-10	SC5_4	Gypsy & Traveller Services	P	Corporate Re-structure, moving Gypsy & Travellers Services to SCS		963		-869
	Nov-10	SC5_5	Trading Standards	P	Corporate Re-structure, moving Trading Standards to SCS		2,554		-303
	Nov-10	SC5_5	Trading Standards	T	Corporate Re-structure, moving Trading Standards to SCS		19		
	Nov-10	SC4_1C	Facilities Management	P	Communications & Marketing budget to CS	-25			
	Nov-10	SC1_3	Cultural & Community Development	P	Communications & Marketing budget to CS	-15			
	Nov-10	SC4_3	Leadership Team	P	Communications & Marketing budget to CS	-10			
	Nov-10	SC4_3	Leadership Team	P	Transfer of budget for Web content manager to ICT	-17			
	Nov-10	SC4_2A	Strategy	P	Pay Budget Virement to Property	-86			

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Annex 2c

MEMORANDUM VIREMENTS REQUIRING CABINET APPROVAL PREVIOUSLY APPROVED BUT NOT YET ACTIONED DUE TO TIMING OF DECISION AND MONTH END

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
	Nov-10 Nov-10	SC4_1C CC3.4	Facilities management Customer Services	P P	Translation Services transferred to Customer Services Access team transferred from SCS		56		
					Total Interdirectorate Virements Recommended	-61,602	61,602	31,151	-31,151
					TOTAL VIREMENTS approved but not on SAP	-70,839	70,472	34,980	-34,613

Virements requiring Cabinet approval are:

1. All permanent virements.
2. Temporary virements between £250,000 and £500,000.

Note: All virements greater than £500,000 will be recommended by Cabinet for approval by Council. This includes the cumulative total of virements that have previously been reported and approved.

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NEW VIREMENTS FOR CABINET TO NOTE

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
			<u>VIREMENTS TO NOTE THIS REPORT</u>						
			<u>Intradirectorate Virements</u>						
	Dec-10	CYPF4-8	Children, Young People & Families	T	Transfer of £5k efficiency saving	-5			
	Dec-10	CYPF4-3	Transfer of Efficiency Savings	T	Transfer of £5k efficiency saving		5		
	Dec-10	CYPF4-2	Family Information Service	T	Funding for Ten to Two Project - correction of virement agreed by Cabinet in June 2010	-15			
	Dec-10	CYPF2-3	Early Learning & Childcare	T	Funding for Ten to Two Project - correction of virement agreed by Cabinet in June 2011		15		
			<u>Social & Community Services</u>						
	Dec-10	SC2_4F Memo	OCC Contribution to LD Pool	T	Increase In Carers Grant - Life of Your Own		13		-13
	Dec-10		LD Pool	T	Increase In Carers Grant - Life of Your Own			144	
	Dec-10	SC2_4D	Total Supported Living Internal	T	Efficiency Savings - Contract and Procurement. Re-assessment of Internal Supported Living clients	-144			
	Dec-10	SC1_4	Adult Learning	T	SFA grant income funding adjustment		242		-242
	Dec-10	SC2_1C	Service Agreements	T	Transfer of Life of Own grant budget.	-25			
	Dec-10	LD Pool	LD Pool	T	Transfer of Life of Own grant budget.		12		
	Dec-10	SC2_3A	Council Contribution to Mental Health Pool	T	Transfer of Life of Own grant budget.		13		
	Dec-10	LD Pool	LD Pool	T	Increase in PCT Contribution - Carer's Grant		15		-15
	Dec-10	EE2.1	<u>Environment & Economy</u> Sustainable Development	T	Transfer of salary for temporary Sustainable Development Management Post		51		
	Dec-10	EE4.1	Business Improvement	T	Transfer of salary for temporary Sustainable Development Management Post	-51			
			<u>Community Safety & Shared Services</u>						

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NEW VIREMENTS FOR CABINET TO NOTE

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Permanent/ Temporary (P/T)	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
	Dec-10	CC1.1	Corporate Core	T	Funding for Document Manager Project	-20			
	Dec-10	CC3.1		T			20		
			Interdirectorate Virements		Total Intradirectorate Virements	-260	386	144	-270
	Dec-10	EE3.1.1	Property - Facilities Management	T	FM Budget transfer to Corporate Core - Customer Service Centre		15		
	Dec-10	CC3.4	Customer Services	T	Customer Services Centre - part yr adjustment	-15			
					Total Interdirectorate Virements	-15	15	0	0
					TOTAL VIREMENTS TO NOTE THIS REPORT	-275	401	144	-270

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Annex 2e

CA6

Cumulative Virements to Date

Budget Book Ref		Total Temporary Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic light indicator - negative
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
Children, Young People & Families															
CYPF1	Expenditure	0	0	0	0	468	0	0	468		0	0			
CYPF1	Income	0	0	0	0	-420	0	0	-420		0	0			
	Net	0	0	0	0	48	0	0	48	48	0	0	48	G	G
CYPF1-1	Expenditure	-40	0	0	-40	38	0	0	38		0	0			
CYPF1-1	Income	0	0	0	0	0	0	0	0		0	0			
	Net	-40	0	0	-40	38	0	0	38	-2	0	0	-2	G	G
CYPF1-21	Expenditure	0	0	0	0	492	3	3	498		0	0			
CYPF1-21	Income	0	0	0	0	-499	51	-3	-451		0	0			
	Net	0	0	0	0	-7	54	0	47	47	0	0	47	G	G
CYPF1-22	Expenditure	0	0	0	0	-7	0	0	-7		0	0			
CYPF1-22	Income	0	0	0	0	0	131	0	131		0	0			
	Net	0	0	0	0	-7	131	0	124	124	0	0	124	G	G
CYPF1-23	Expenditure	0	0	0	0	-7,166	0	0	-7,166		0	-7,166			
CYPF1-23	Income	0	0	0	0	2,162	0	0	2,162		0	2,162			
	Net	0	0	0	0	-5,004	0	0	-5,004	-5,004	0	-5,004	0	G	G
CYPF1-31	Expenditure	0	0	0	0	61	0	0	61		0	0			
CYPF1-31	Income	0	0	0	0	-72	9	0	-63		0	0			
	Net	0	0	0	0	-11	9	0	-2		0	0	-2	G	G
CYPF1-32	Expenditure	15	0	0	15	-7	0	0	-7		0	0			
CYPF1-32	Income	0	0	0	0	0	3	0	3		0	0			
	Net	15	0	0	15	-7	3	0	-4	11	0	0	11	G	G
CYPF1-33	Expenditure	0	0	0	0	109	0	0	109		0	0			
CYPF1-33	Income	0	0	0	0	-59	161	0	102		0	0			
	Net	0	0	0	0	50	161	0	211	211	0	0	211	G	G
CYPF1-34	Expenditure	-15	0	0	-15	-58	0	0	-58		0	0			
CYPF1-34	Income	0	0	0	0	0	11	0	11		0	0			
	Net	-15	0	0	-15	-58	11	0	-47	-62	0	0	-62	G	G
CYPF1-41	Expenditure	-294	0	0	-294	-6	0	0	-6		0	0			
CYPF1-41	Income	0	0	0	0	0	0	0	0		0	0			
	Net	-294	0	0	-294	-6	0	0	-6	-300	0	0	-300	G	G

[illegible]

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Cumulative Virements to Date

Budget Book Ref		Total Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic light indicator - negative
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
CYPF2-31	Expenditure	0	0	0	0	-370	0	0	-370	0	0	0	0		
CYPF2-31	Income	0	0	0	0	370	56	0	426	0	0	0	0		
	Net	0	0	0	0	0	56	0	56	56	0	0	56	G	G
CYPF2-32	Expenditure	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF2-32	Income	0	0	0	0	0	0	0	0	0	0	0	0		
	Net	0	0	0	0	0	20	0	20	20	0	0	20	G	G
CYPF2-33	Expenditure	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF2-33	Income	0	0	0	0	0	-129	0	-129	0	0	0	0		
	Net	0	0	0	0	5	-129	0	-129	-129	0	0	-129	G	G
CYPF2-34	Expenditure	4,118	0	0	0	-5	0	0	5	0	0	0	0		
CYPF2-34	Income	-4,118	0	0	0	-5	0	0	-5	0	0	0	0		
	Net	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF2-35	Expenditure	0	0	0	0	795	0	0	795	0	0	0	0		
CYPF2-35	Income	0	0	0	0	-795	53	0	-742	0	0	0	0		
	Net	0	0	0	0	-33	53	0	53	53	0	0	53	G	G
CYPF2-51	Expenditure	0	0	0	0	-33	0	0	-33	0	0	0	0		
CYPF2-51	Income	0	0	0	0	0	0	0	0	-33	0	0	-33	G	G
	Net	0	0	0	0	135	-11	0	124	0	0	0	0		
CYPF2-52	Expenditure	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF2-52	Income	0	0	0	0	135	-11	0	124	124	0	0	124	G	G
	Net	0	0	0	0	259	0	0	259	0	0	0	0		
CYPF2-53	Expenditure	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF2-53	Income	0	0	0	0	0	0	0	0	259	0	0	259	G	G
	Net	0	0	0	0	-59	-18	0	-77	0	0	0	0		
CYPF2-54	Expenditure	0	0	0	0	0	0	0	0	0	0	0	0		
CYPF2-54	Income	0	0	0	0	-59	0	0	-77	-77	0	0	-77	G	G
	Net	0	0	0	0	-59	-18	0	-77	0	0	0	0		
CYPF2-6	Expenditure	40	0	0	0	0	0	0	0	0	0	0	0		
CYPF2-6	Income	0	0	0	0	0	0	0	0	40	0	0	40	G	G
	Net	40	0	0	0	0	0	0	0	0	0	0	0		

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		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
CYPF3-1	Expenditure	0	0	0	0	-127	-21	0	-148		0	-99			
CYPF3-1	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-127	-21	0	-148	-148	0	-99	-49	G	G
CYPF3-2	Expenditure	32	0	0	32	0	0	0	0		0	0			
CYPF3-2	Income	-32	0	0	-32	0	0	0	0		0	0			
	Net	0	0	0	0	0	0	0	0	0	0	0	0		G
CYPF3-3	Expenditure	-236	0	0	-236	0	0	0	0		0	-572			
CYPF3-3	Income	0	0	0	0	0	0	0	0		0	0			
	Net	-236	0	0	-236	0	0	0	0	-236	0	-572	336	G	G
CYPF3-32	Expenditure	-65	0	0	-65	0	0	0	0		0	0			
CYPF3-32	Income	65	0	0	65	0	0	0	0		0	0			
	Net	0	0	0	0	0	0	0	0	0	0	0	0	G	G
CYPF4-1	Expenditure	104	0	0	104	-58	-100	0	-158		0	0			
CYPF4-1	Income	0	0	0	0	0	0	0	0		0	0			
	Net	104	0	0	104	-58	-100	0	-158	-54	0	0	-54	G	G
CYPF4-2	Expenditure	-5	0	0	-5	41	-17	0	24		0	0			
CYPF4-2	Income	0	0	0	0	-11	0	0	-11		0	0			
	Net	-5	0	0	-5	30	-17	0	13	8	0	0	8	G	G
CYPF4-3	Expenditure	5	0	0	5	44	0	0	44		0	0			
CYPF4-3	Income	0	0	0	0	-23	0	0	-23		0	0			
	Net	5	0	0	5	21	0	0	21	26	0	0	26	G	G
CYPF4-4	Expenditure	0	0	0	0	-492	0	0	-492		0	-477			
CYPF4-4	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-492	0	0	-492	-492	0	-477	-15	G	G
CYPF4-5	Expenditure	59	0	0	59	28	0	0	28		0	0			
CYPF4-5	Income	0	0	0	0	0	0	0	0		0	0			
	Net	59	0	0	59	28	0	0	28	87	0	0	87	G	G
CYPF4-6	Expenditure	0	0	0	0	-65	-150	0	-215		0	-22			
CYPF4-6	Income	0	0	0	0	-44	40	0	-4		0	0			
	Net	0	0	0	0	-109	-110	0	-219	-219	0	-22	-197	G	G

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
CYPF4-7	Expenditure	132	0	0	0	0	0	0	0	0	0	0		
CYPF4-7	Income	0	0	0	0	-369	0	-369	-237	0	0	-237	G	
	Net	132	0	0	0	-369	0	-369		0	0			
CYPF4-8	Expenditure	-5	0	0	0	-7	0	-7		0	0			
CYPF4-8	Income	0	0	0	0	7	0	7	-5	0	0			
	Net	-5	0	0	0	0	0	0		0	0	-5	G	
CYPF4-9	Expenditure	67	0	0	0	-1,081	0	-1,081		0	-1,078			
CYPF4-9	Income	-64	0	0	0	150	0	150		0	150			
	Net	3	0	0	0	-931	0	-931	-928	0	-928	0	G	
CYPF5-1	Expenditure	0	0	0	0	2,771	828	3,599		0	0			
CYPF5-1	Income	0	0	0	0	-2,771	-828	-3,599		0	0			
	Net	0	0	0	0	0	0	0	0	0	0	0	G	
CYPF5-2	Expenditure	-64	0	0	0	-3,196	-828	-4,024		0	0			
CYPF5-2	Income	64	0	0	0	3,196	828	4,024		0	0			
	Net	0	0	0	0	0	0	0	0	0	0	0	G	
Total CYP&F	Expenditure	3,829	0	0	3,829	609	-427	185	4,014	0	-10,139			
	Income	-4,108	0	0	-4,108	-1,194	179	-1,018	-5,126	0	3,146	5,881		
	Net	-279	0	0	-279	-585	-248	-833	-1,112	0	-6,993			
Social and Community Services														
SC1_1	Expenditure	0	0	0	0	35	0	35		0	0			
SC1_1	Income	0	0	0	0	-65	0	-65		0	0			
	Net	0	0	0	0	-30	0	-30	-30	0	0	-30	G	
SC1_2	Expenditure	0	0	0	0	-212	0	-212		0	0			
SC1_2	Income	0	0	0	0	211	0	211		0	0			
	Net	0	0	0	0	-1	0	-1	-1	0	0	-1	G	
SC1_3	Expenditure	0	0	0	0	-10	-11	-21		0	0			
SC1_3	Income	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-10	-11	-21	-21	0	0	-21	G	
SC1_4	Expenditure	0	233	0	233	-9	-5,220	-5,229	-21	0	0			
SC1_4	Income	0	0	0	0	0	4,823	4,823		0	0			
	Net	0	233	0	233	-9	-397	-406	-173	0	0	-173	G	

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		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
SC1_5	Expenditure	112	0	0	112	35	0	0	35		0	0			
SC1_5	Income	-112	0	0	-112	1	0	0	1		0	0			
	Net	0	0	0	0	36	0	0	36	36	0	0	36	G	
SC1_6	Expenditure	0	0	0	0	-6	-1,571	0	-1,577		0	0			
SC1_6	Income	0	0	0	0	1,088	1,088	0	1,088		0	0			
	Net	0	0	0	0	-6	-483	0	-489	-489	0	0	-489	G	A
SC2_1a	Expenditure	0	0	0	0	-3	0	0	-3		0	0			
SC2_1a	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-3	0	0	-3	-3	0	0	-3	G	G
SC2_1b	Expenditure	0	-798	0	-798	-10	20	0	10		0	0			
SC2_1b	Income	0	0	0	0	0	0	0	0		0	0		G	R
	Net	0	-798	0	-798	-10	20	0	10	-788	0	0	-788	G	
SC2_1c	Expenditure	0	0	0	0	-448	-4	0	-452		0	0			
SC2_1c	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-448	-4	0	-452	-452	0	0	-452	G	A
SC2_1d	Expenditure	0	0	0	0	-4	0	0	-4		0	0			
SC2_1d	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-4	0	0	-4	-4	0	0	-4	G	G
SC2_1e	Expenditure	0	0	0	0	-28	0	0	-28		0	0			
SC2_1e	Income	0	0	0	0	0	0	0	0	-28	0	0	-28	G	G
	Net	0	0	0	0	-28	0	0	-28		0	0			
SC2_1g	Expenditure	0	0	0	0	-5	0	0	-5		0	0			
SC2_1g	Income	0	0	0	0	0	0	0	0	-5	0	0	-5	G	G
	Net	0	0	0	0	-5	0	0	-5		0	0			
SC2_1h	Expenditure	0	0	0	0	150	0	0	150		0	0			
SC2_1h	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	150	0	0	150	150	0	0	150	G	G
SC2_1i	Expenditure	0	0	0	0	-237	0	0	-237		0	-500			
SC2_1i	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-237	0	0	-237	-237	0	-500	263	G	G

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		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
SC2_1j	Expenditure	0	0	0	0	-3	0	0	-3		0	0			
SC2_1j	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-3	0	0	-3	-3	0	0	-3	G	
SC2_2a	Expenditure	0	-616	0	-616	104	0	0	104		0	0			
SC2_2a	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	-616	0	-616	104	0	0	104	-512	0	0	-512	G	R
SC2_2b	Expenditure	0	1,662	0	1,662	221	-22	0	199		0	0			
SC2_2b	Income	0	0	0	0	-22	22	0	0		0	0			
	Net	0	1,662	0	1,662	199	0	0	199	1,861	0	0	1,861	R	G
SC2_2d	Expenditure	0	0	0	0	-1,400	0	0	-1,400		0	-1,400			
SC2_2d	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-1,400	0	0	-1,400	-1,400	0	-1,400	0	G	G
SC2_2i	Expenditure	0	0	0	0	-36	0	0	-36		0	0			
SC2_2i	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-36	0	0	-36	-36	0	0	-36	G	G
SC2_2j	Expenditure	0	-248	0	-248	-4	0	0	-4		0	0			
SC2_2j	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	-248	0	-248	-4	0	0	-4	-252	0	0	-252	G	G
SC2_2k	Expenditure	0	0	0	0	-100	0	0	-100		0	0			
SC2_2k	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-100	0	0	-100	-100	0	0	-100	G	G
SC2_2l	Expenditure	0	0	0	0	29	0	0	29		0	0			
SC2_2l	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	29	0	0	29	29	0	0	29	G	G
SC2_2m	Expenditure	0	0	0	0	2,510	0	0	2,510		0	2,510			
SC2_2m	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	2,510	0	0	2,510	2,510	0	2,510	0	G	G
SC2_3a	Expenditure	39	0	0	39	-1	-20	0	-21		0	0			
SC2_3a	Income	0	0	0	0	0	0	0	0		0	0			
	Net	39	0	0	39	-1	-20	0	-21	18	0	0	18	G	G

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		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
SC2_3c	Expenditure	0	0	0	0	-15	0	0	-15		0	0			
SC2_3c	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-15	0	0	-15	-15	0	0	-15	G	
SC2_4a	Expenditure	80	0	0	0	59	0	0	59		0	0			
SC2_4a	Income	-80	0	0	0	-59	0	0	-59		0	0			
	Net	0	0	0	0	0	0	0	0	0	0	0	0	G	
SC2_4b	Expenditure	-34	0	0	0	22	0	0	22		0	0			
SC2_4b	Income	34	0	0	0	-22	0	0	-22		0	0			
	Net	0	0	0	0	0	0	0	0	0	0	0	0	G	
SC2_4c	Expenditure	0	0	0	0	22	4	0	26		0	0			
SC2_4c	Income	0	0	0	0	-22	-4	0	-26		0	0			
	Net	0	0	0	0	0	0	0	0	0	0	0	0	G	
SC2_4d	Expenditure	0	0	0	0	-16	0	0	-16		0	0			
SC2_4d	Income	0	0	0	0	16	0	0	16		0	0			
	Net	0	0	0	0	0	0	0	0	0	0	0	0	G	
SC2_4e	Expenditure	0	0	0	0	-96	0	0	-96		0	0			
SC2_4e	Income	0	0	0	0	96	0	0	96		0	0			
	Net	0	0	0	0	0	0	0	0	0	0	0	0	G	
SC2_4f	Expenditure	0	0	0	0	-44	0	0	-44		0	0			
SC2_4f	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-44	0	0	-44	-44	0	0	-44	G	
SC4_1a	Expenditure	124	0	0	0	4	0	0	4		0	0			
SC4_1a	Income	0	0	0	0	0	273	0	273	401	0	0	401	A	
	Net	124	0	0	0	4	273	0	277		0	0			
SC4_1b	Expenditure	0	0	0	0	-174	255	0	81		0	0			
SC4_1b	Income	0	0	0	0	170	-255	0	-85		0	0			
	Net	0	0	0	0	-4	0	0	-4	-4	0	0	-4	G	
SC4_1c	Expenditure	273	0	0	0	-2,238	31	0	-2,207		0	-1,965			
SC4_1c	Income	-28	0	0	0	68	0	0	68		0	40			
	Net	245	0	0	0	-2,170	31	0	-2,139	-1,894	0	-1,925	31	G	

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CA6

Cumulative Virements to Date

Budget Book Ref		Total Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic light indicator - negative
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
SC4_2a	Expenditure	20	0	0	20	17	-86	0	-69		0	0			
SC4_2a	Income	-20	0	0	-20	0	0	0	0		0	0			
	Net	0	0	0	0	17	-86	0	-69	-69	0	0	-69	G	
SC4_2c	Expenditure	0	0	0	0	-4	0	0	-4		0	0			
SC4_2c	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-4	0	0	-4	-4	0	0	-4	G	
SC4_3	Expenditure	0	0	0	0	-38	-27	0	-65		0	0			
SC4_3	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-38	-27	0	-65	-65	0	0	-65	G	
SC4_5	Expenditure	0	0	0	0	-2,010	0	0	-2,010		0	-2,010			
SC4_5	Income	0	0	0	0	0	0	0	0	-2,010	0	-2,010	0	G	
	Net	0	0	0	0	-2,010	0	0	-2,010	-2,010	0	0	0		
SC5_1	Expenditure	0	138	0	138	0	24,435	0	24,435		0	0			
SC5_1	Income	0	-16	0	-16	0	-421	0	-421		0	0			
	Net	0	122	0	122	0	24,014	0	24,014	24,136	0	0	24,136	R	
SC5_2	Expenditure	0	35	0	35	0	368	0	368		0	0			
SC5_2	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	35	0	35	0	368	0	368	403	0	0	403	A	
SC5_3	Expenditure	0	7	0	7	0	883	0	883		0	0			
SC5_3	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	7	0	7	0	883	0	883	890	0	0	890	R	
SC5_4	Expenditure	0	0	0	0	0	963	0	963		0	0			
SC5_4	Income	0	0	0	0	0	-869	0	-869		0	0			
	Net	0	0	0	0	0	94	0	94	94	0	0	94	G	
SC5_5	Expenditure	0	19	0	19	0	2,554	0	2,554		0	0			
SC5_5	Income	0	0	0	0	0	-303	0	-303		0	0			
	Net	0	19	0	19	0	2,251	0	2,251	2,270	0	0	2,270	R	
Total SCS	Expenditure	614	432	0	1,046	-3,943	22,552	0	18,609	19,655	0	-3,365			
	Income	-206	-16	0	-222	372	4,354	0	4,726	4,504	0	40			
	Net	408	416	0	824	-3,571	26,906	0	23,335	24,159	0	-3,325	27,484	R	G

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Environment and Economy		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
EE1.1	Expenditure	74	-233	0	-159	4,102	1,959	0	6,061		0	4,176			
EE1.1	Income	0	0	0	0	669	-985	0	-316		0	669			
	Net	74	-233	0	-159	4,771	974	0	5,745	5,586	0	4,845	741	R	G
EE1.2	Expenditure	600	0	0	600	4,410	-46	0	4,364		0	5,010			
EE1.2	Income	0	0	0	0	-250	-82	0	-332		0	-250			
	Net	600	0	0	600	4,160	-128	0	4,032	4,632	0	4,760	-128	G	G
EE1.1	Expenditure	0	0	0	0	-16,046	0	0	-16,046		0	-16,046			
EE1.2	Income	0	0	0	0	3,239	0	0	3,239		0	3,239			
	Net	0	0	0	0	-12,807	0	0	-12,807	-12,807	0	-12,807	0	G	G
EE1.3	Expenditure	-600	233	0	-367	22,730	-3,818	0	18,912		0	22,130			
EE1.3	Income	0	0	0	0	-1,108	276	0	-832		0	-1,108			
	Net	-600	233	0	-367	21,622	-3,542	0	18,080	17,713	0	21,022	-3,309	G	R
EE1.3.1	Expenditure	0	0	0	0	-6,154	0	0	-6,154		0	-6,154			
EE1.3.1	Income	0	0	0	0	4,977	0	0	4,977		0	4,977			
	Net	0	0	0	0	-1,177	0	0	-1,177	-1,177	0	-1,177	0	G	G
EE1.4	Expenditure	0	0	0	0	18,973	1,952	0	20,925		0	18,973			
EE1.4	Income	0	0	0	0	-8,797	824	0	-7,973		0	-8,797			
	Net	0	0	0	0	10,176	2,776	0	12,952	12,952	0	10,176	2,776	R	G
EE1.4.1	Expenditure	0	0	0	0	-28,161	0	0	-28,161		0	-28,161			
EE1.4.1	Income	0	0	0	0	1,270	0	0	1,270		0	1,270			
	Net	0	0	0	0	-26,891	0	0	-26,891	-26,891	0	-26,891	0	G	G
EE2.1	Expenditure	73	0	0	73	-1	0	0	-1		0	0			
EE2.1	Income	0	0	0	0	0	0	0	0		0	0			
	Net	73	0	0	73	-1	0	0	-1	72	0	0	72	G	G
EE2.2	Expenditure	0	0	0	0	-6	0	0	-6		0	0			
EE2.2	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-6	0	0	-6	-6	0	0	-6	G	G
EE2.3	Expenditure	0	0	0	0	-3	-80	0	-83		0	0			
EE2.3	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-3	-80	0	-83	-83	0	0	-83	G	G

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		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
EE2.4	Expenditure	0	0	0	0	-115	0	0	-115		0	0			
EE2.4	Income	0	0	0	0	112	0	0	112		0	0			
	Net	0	0	0	0	-3	0	0	-3	-3	0	0	-3	G	
EE2.5	Expenditure	0	0	0	0	41	0	0	41		0	0			
EE2.5	Income	0	0	0	0	-45	0	0	-45		0	0			
	Net	0	0	0	0	-4	0	0	-4	-4	0	0	-4	G	
EE3	Expenditure	0	0	0	0	32	0	0	32		0	0			
EE3.1	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	32	0	0	32	32	0	0	32	G	
EE3.1.1	Expenditure	98	0	0	0	3,038	21	0	3,059		0	3,121			
EE3.1.1	Income	0	0	0	0	0	0	0	0		0	0			
	Net	98	0	0	0	3,038	21	0	3,059	3,157	0	3,121	36	G	
EE3.1.2	Expenditure	0	0	0	0	-743	0	0	-743		0	-743			
EE3.1.2	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-743	0	0	-743	-743	0	-743	0	G	
EE3.1.3	Expenditure	0	0	0	0	-649	236	0	-413		0	-649			
EE3.1.3	Income	0	0	0	0	0	-40	0	-40		0	0			
	Net	0	0	0	0	-649	196	0	-453	-453	0	-649	196	G	
EE3.1.4	Expenditure	0	0	0	0	-3	0	0	-3		0	0			
EE3.1.4	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-3	0	0	-3	-3	0	0	-3	G	
EE3.1.5	Expenditure	0	0	0	0	-1	0	0	-1		0	0			
EE3.1.5	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	
EE3.1.6	Expenditure	0	0	0	0	-1	0	0	-1		0	0			
EE3.1.6	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-1	0	0	-1	-1	0	0			
EE4.1	Expenditure	3	0	0	0	-202	-67	0	-269		0	0			
EE4.1	Income	0	0	0	0	0	0	0	0		0	0			
	Net	3	0	0	0	-202	-67	0	-269	-266	0	0	-266	G	

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		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
Total EE	Expenditure	248	0	0	248	1,241	157	0	1,398	1,646	0	1,657	£000		
	Income	0	0	0	0	67	-7	0	60	60	0	0			
	Net	248	0	0	248	1,308	150	0	1,458	2,851	0	1,657	1,194		
Community Safety & Shared Services															
CS1.1	Expenditure	0	-138	0	-138	-3	-24,452	0	-24,455		0	0			
CS1.1	Income	0	16	0	16	0	421	0	421		0	0		G	
	Net	0	-122	0	-122	-3	-24,031	0	-24,034	-24,156	0	0	-24,156		R
CS1.2	Expenditure	0	0	0	0	-25	0	0	-25		0	0			
CS1.2	Income	0	0	0	0	25	0	0	25		0	0			
	Net	0	0	0	0	0	0	0	0	0	0	0	0	G	
CS1.3	Expenditure	0	0	0	0	-1	0	0	-1		0	0	0		
CS1.3	Income	0	0	0	0	0	0	0	0		0	0	-1		
	Net	0	0	0	0	-1	0	0	-1	-1	0	0		G	
CS1.4	Expenditure	0	0	0	0	-25	0	0	-25		0	0			
CS1.4	Income	0	0	0	0	0	0	0	0		0	0	-25		
	Net	0	0	0	0	0	0	0	0	-25	0	0		G	
CS1.5	Expenditure	21	0	0	21	-212	0	0	-212		0	0			
CS1.5	Income	-16	0	0	-16	197	0	0	197		0	0			
	Net	5	0	0	5	-15	0	0	-15	-10	0	0	-10		
CS2	Expenditure	0	-35	0	-35	-1	-368	0	-369		0	0			
CS2	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	-35	0	-35	-1	-368	0	-369	-404	0	0	-404	G	A
CS3	Expenditure	0	-7	0	-7	-1	-883	0	-884		0	0			
CS3	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	-7	0	-7	-1	-883	0	-884	-891	0	0	-891	G	R
CS4	Expenditure	0	0	0	0	70	-963	0	-893		0	0			
CS4	Income	0	0	0	0	-71	869	0	798		0	0			
	Net	0	0	0	0	-1	-94	0	-95	-95	0	0	-95	G	G
CS5	Expenditure	0	-19	0	-19	2	-2,554	0	-2,552		0	0			
CS5	Income	0	0	0	0	-12	303	0	291		0	0			
	Net	0	-19	0	-19	-10	-2,251	0	-2,261	-2,280	0	0	-2,280	G	R

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		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
CS6.1.1	Expenditure	0	0	0	0	75	0	0	75	0	0	0	0		
CS6.1.1	Income	0	0	0	0	0	0	0	0	0	0	0	0		
	Net	0	0	0	0	75	0	0	75	75	0	0	75	G	
CS6.1.2	Expenditure	0	0	0	0	0	0	0	0	0	0	0	0		
CS6.1.2	Income	0	0	0	0	-25	0	0	-25	-25	0	0	-25	G	
	Net	0	0	0	0	-25	0	0	-25	-25	0	0	-25		
CS6.1.3	Expenditure	0	0	0	0	229	0	0	229	0	0	0	0		
CS6.1.3	Income	0	0	0	0	-250	0	0	-250	-250	0	0	0		
	Net	0	0	0	0	-21	0	0	-21	-21	0	0	-21	G	
CS6.1.4	Expenditure	-409	0	0	-409	16	-35	0	-19	0	0	0	0		
CS6.1.4	Income	57	0	0	57	-24	35	0	11	-360	0	0	-360	G	
	Net	-352	0	0	-352	-8	0	0	-8	-109	0	0	-109		
CS6.1.6	Expenditure	0	-233	0	-233	0	4,826	0	4,826	0	0	0	0		
CS6.1.6	Income	0	0	0	0	0	-4,702	0	-4,702	0	0	0	0		
	Net	0	-233	0	-233	0	124	0	124	2,603	0	0	2,603	R	
CS6.1.7	Expenditure	0	-422	0	-422	0	4,344	0	4,344	0	0	0	0		
CS6.1.7	Income	0	28	0	28	0	-1,347	0	-1,347	-109	0	0	-109		
	Net	0	-394	0	-394	0	2,997	0	2,997	0	0	0	0		
CS6.1.8	Expenditure	0	35	0	35	0	668	0	668	0	0	0	0		
CS6.1.8	Income	0	0	0	0	0	-671	0	-671	0	0	0	0		
	Net	0	35	0	35	0	-3	0	-3	32	0	0	32	G	
CS6.1.9	Expenditure	0	43	0	43	0	19,477	0	19,477	0	0	0	0		
CS6.1.9	Income	0	0	0	0	0	-21,666	0	-21,666	-2,146	0	0	-2,146	G	
	Net	0	43	0	43	0	-2,189	0	-2,189	0	0	0	0		
Total CS&SS	Expenditure	-388	-776	0	-1,164	124	60	0	184	0	0	0	0		
	Income	41	44	0	85	-160	-26,758	0	-26,918	0	0	0	0		
	Net	-347	-732	0	-1,079	-36	-26,698	0	-26,734	-27,813	0	0	-27,813	G	R
Corporate Core															
CC1.1	Expenditure	177	0	0	177	-53	0	0	-53	0	0	0	0		
CC1.1	Income	0	0	0	0	0	0	0	0	0	0	0	0		
	Net	177	0	0	177	-53	0	0	-53	124	0	0	124	G	G

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		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
CC2.1	Expenditure	0	-43	0	-43	-31	-19,477	0	-19,508	0	0	0	0		
CC2.1	Income	0	0	0	0	0	21,666	0	21,666	0	0	0	0		
	Net	0	-43	0	-43	-31	2,189	0	2,158	2,115	0	0	2,115	R	G
CC2.1.1	Expenditure	0	0	0	0	0	159	0	159	0	0	0	0		
CC2.1.1	Income	0	46	0	46	0	0	0	0	0	0	0	0		
	Net	0	46	0	46	0	159	0	159	205	0	0	205	G	G
CC2.1.2	Expenditure	0	0	0	0	187	16	0	203	0	0	0	0		
CC2.1.2	Income	0	-532	0	-532	0	0	0	0	0	0	0	0		
	Net	0	-532	0	-532	187	16	0	203	-329	0	0	-329	G	G
CC2.1.3	Expenditure	0	0	0	0	0	-212	0	-212	0	0	0	0		
CC2.1.3	Income	0	58	0	58	0	0	0	0	0	0	0	0		
	Net	0	58	0	58	0	-212	0	-212	-154	0	0	-154	G	G
CC2.1.4	Expenditure	0	0	0	0	0	168	0	168	0	0	0	0		
CC2.1.4	Income	0	34	0	34	0	0	0	0	0	0	0	0		
	Net	0	34	0	34	0	168	0	168	202	0	0	202	G	G
CC2.1.5	Expenditure	0	0	0	0	0	-126	0	-126	0	0	0	0		
CC2.1.5	Income	0	10	0	10	0	0	0	0	0	0	0	0		
	Net	0	10	0	10	0	-126	0	-126	-116	0	0	-116	G	G
CC2.1.6	Expenditure	0	0	0	0	0	-73	0	-73	0	0	0	0		
CC2.1.6	Income	0	25	0	25	0	0	0	0	0	0	0	0		
	Net	0	25	0	25	0	-73	0	-73	-48	0	0	-48	G	G
CC2.1.7	Expenditure	0	0	0	0	0	-132	0	-132	0	0	-562	0		
CC2.1.7	Income	0	6	0	6	0	0	0	0	0	0	0	0		
	Net	0	6	0	6	0	-132	0	-132	-126	0	-562	436	A	G
CC2.1.9	Expenditure	0	0	0	0	0	0	0	0	0	0	0	0		
CC2.1.9	Income	0	30	0	30	0	0	0	0	30	0	0	30	G	G
	Net	0	30	0	30	0	0	0	0	0	0	0	0		
CC2.1.10	Expenditure	0	0	0	0	-187	-12	0	-199	0	0	0	0		
CC2.1.10	Income	0	0	0	0	0	0	0	0	-199	0	0	-199	G	G
	Net	0	0	0	0	-187	-12	0	-199	-199	0	0	0		

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CA6

Cumulative Virements to Date

Budget Book Ref		Total Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic light indicator - negative
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
CC2.1.11	Expenditure	0	0	0	0	0	196	0	196	0	0	0	0		
CC2.1.11	Income	0	0	0	0	0	0	0	0	0	0	0	0		
	Net	0	0	0	0	0	196	0	196	196	0	0	196	G	
CC2.1.12	Expenditure	0	0	0	0	0	192	0	192	0	0	0	0		
CC2.1.12	Income	0	76	0	76	0	0	0	0	0	0	0	0		
	Net	0	76	0	76	0	192	0	192	268	0	0	268	G	
CC2.1.13	Expenditure	84	0	0	0	-151	-6	0	-157	0	0	0	0		
CC2.1.13	Income	0	0	0	0	0	0	0	0	0	0	0	0		
	Net	84	0	0	0	-151	-6	0	-157	-73	0	0	-73	G	
CC2.1.14	Expenditure	-29	0	0	0	-68	-203	0	-271	0	0	0	0		
CC2.1.14	Income	0	247	0	247	0	0	0	0	0	0	0	0		
	Net	-29	247	0	218	-68	-203	0	-271	-53	0	0	-53	G	
CC2.2	Expenditure	0	0	0	0	-2	-62	-22	-86	0	0	0	0		
CC2.2	Income	0	0	0	0	0	0	0	0	0	0	0	0		
	Net	0	0	0	0	-2	-62	-22	-86	-86	0	0	-86	G	
CC2.3	Expenditure	40	0	0	0	0	0	0	0	0	0	0	0		
CC2.3	Income	0	0	0	0	0	0	0	0	0	0	0	0		
	Net	40	0	0	40	0	0	0	0	40	0	0	40	G	
CC2.4	Expenditure	0	0	0	0	65	0	22	87	0	0	0	0		
CC2.4	Income	0	0	0	0	0	0	0	0	0	0	0	0		
	Net	0	0	0	0	65	0	22	87	87	0	0	87	G	
CC2.5	Expenditure	0	0	0	0	-1	29	0	28	0	0	0	0		
CC2.5	Income	0	0	0	0	0	0	0	0	0	0	0	0		
	Net	0	0	0	0	-1	29	0	28	28	0	0	28	G	
CC2.6	Expenditure	0	0	0	0	0	0	0	0	0	0	0	0		
CC2.6	Income	0	0	0	0	234	0	0	234	0	0	0	0		
	Net	0	0	0	0	234	0	0	234	234	0	0	234	G	
CC2.7	Expenditure	0	0	0	0	-2,000	0	0	-2,000	0	0	-2,000	0		
CC2.7	Income	0	0	0	0	0	0	0	0	0	0	0	0		
	Net	0	0	0	0	-2,000	0	0	-2,000	-2,000	0	-2,000	0	G	

**October Financial Monitoring Report
CABINET - 21 December 2010**

Annex 2e

CA6

Cumulative Virements to Date

Budget Book Ref		Total Temporary Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic light indicator - negative
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
CC2.8	Expenditure	0	0	0	0	-325	62	0	-263		0	0			
CC2.8	Income	0	0	0	0	325	0	0	325		0	0			
	Net	0	0	0	0	0	62	0	62	62	0	0	62	G	
CC3.1	Expenditure	20	0	0	20	-9	0	0	-9		0	0			
CC3.1	Income	0	0	0	0	0	0	0	0		0	0			
	Net	20	0	0	20	-9	0	0	-9	11	0	0	11	G	
CC3.2	Expenditure	0	0	0	0	-1	0	0	-1		0	0			
CC3.2	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	
CC3.3	Expenditure	229	0	0	229	-3	0	0	-3		0	0			
CC3.3	Income	0	0	0	0	0	0	0	0		0	0			
	Net	229	0	0	229	-3	0	0	-3	226	0	0	226	G	
CC3.4	Expenditure	-435	422	0	-13	3,010	-4,328	0	-1,318		0	2,590			
CC3.4	Income	28	-28	0	0	0	1,347	0	1,347		0	28			
	Net	-407	394	0	-13	3,010	-2,981	0	29	16	0	2,618	-2,602	G	R
CC3.5	Expenditure	-2	0	0	-2	19	0	0	19		0	0			
CC3.5	Income	0	0	0	0	0	0	0	0		0	0			
	Net	-2	0	0	-2	19	0	0	19	17	0	0	17	G	
CC4.1	Expenditure	0	0	0	0	-74	0	0	-74		0	0			
CC4.1	Income	0	0	0	0	-74	0	0	-74	-74	0	0	-74	G	
	Net	0	0	0	0	76	0	0	76		0	0			
CC4.2	Expenditure	0	0	0	0	76	0	0	76		0	0			
CC4.2	Income	0	0	0	0	-3	-668	0	-671	76	0	0	76	G	
	Net	0	0	0	0	0	671	0	671		0	0			
CC4.3	Expenditure	0	-35	0	-35	-3	0	0	-3		0	0			
CC4.3	Income	0	0	0	0	-3	3	0	0	-35	0	0	-35	G	
	Net	0	-35	0	-35	-3	3	0	0		0	0			
CC4.4	Expenditure	9	0	0	9	-3	0	0	-3		0	0			
CC4.4	Income	0	0	0	0	0	0	0	0		0	0			
	Net	9	0	0	9	-3	0	0	-3	6	0	0	6	G	G

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Annex 2e

CA6

Cumulative Virements to Date

Budget Book Ref		Total Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic light indicator - negative
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
CC5.1	Expenditure	0	0	0	0	-8	0	0	-8		0	0			
CC5.1	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-8	0	0	-8	-8	0	0	-8	G	
CC5.2	Expenditure	0	0	0	0	22	1,571	0	1,593		0	0			
CC5.2	Income	0	0	0	0	0	-1,088	0	-1,088		0	0			
	Net	0	0	0	0	22	483	0	505	505	0	0	505	R	G
CC6.1	Expenditure	0	0	0	0	-1	0	0	-1		0	0			
CC6.1	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	-1	0	0	-1	-1	0	0	-1	G	
CC6.2	Expenditure	14	0	0	0	-80	0	0	-80		0	0			
CC6.2	Income	0	0	0	0	0	0	0	0		0	0			
	Net	14	0	0	0	-80	0	0	-80	-66	0	0	-66	G	
CC6.3	Expenditure	0	0	0	0	0	-125	0	-125		0	0			
CC6.3	Income	0	0	0	0	0	0	0	0		0	0			
	Net	0	0	0	0	0	-125	0	-125	-125	0	0	-125	G	
CC7.1	Expenditure	0	0	0	0	0	125	0	125		0	0			
CC7.1	Income	9	0	0	0	42	0	0	42	125	0	0	125	G	
	Net	9	0	0	0	42	0	0	42	51	0	0	51	G	
CC7.2	Expenditure	41	0	0	0	0	0	0	0		0	0			
CC7.2	Income	0	0	0	0	0	0	0	0		0	0			
	Net	41	0	0	0	0	0	0	0	41	0	0	41	G	
CC7.3	Expenditure	-5	0	0	0	-1	0	0	-1		0	0			
CC7.3	Income	0	0	0	0	0	0	0	0		0	0			
	Net	-5	0	0	0	-1	0	0	-1	-6	0	0	-6	G	
CC7.4	Expenditure	-4	0	0	0	-1	0	0	-1		0	0			
CC7.4	Income	0	0	0	0	0	0	0	0		0	0			
	Net	-4	0	0	0	-1	0	0	-1	-5	0	0	-5	G	

October Financial Monitoring Report
CABINET - 21 December 2010

Annex 2e

CA6

Cumulative Virements to Date

Budget Book Ref	Total Temporary Virements Previously Approved (on SAP)	Temporary Virements Approved in Last Report (not on SAP)	Temporary Virements Requested this Report	Cumulative Total of Temporary Virements Approved and Requested	Total Permanent Virements Previously Approved (on SAP)	Permanent Virements Approved in Last Report (not on SAP)	Permanent Virements Requested this Report	Cumulative Total of Permanent Virements Approved and Requested	Total virements	Virements already approved by council	Virements not deemed to be policy changes	Reset total	Traffic Light Indicator - positive	Traffic light indicator - negative
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		
CC8.1	Expenditure	169	0	0	169	-5	200	0	195	0	0	£000		
CC8.1	Income	0	0	0	0	0	0	0	0	0	0			
	Net	169	0	0	169	-5	200	0	195	0	0	364	G	G
CC8.2	Expenditure	0	0	0	0	-5	0	0	-5	0	0			
CC8.2	Income	0	0	0	0	0	0	0	0	0	0			
	Net	0	0	0	0	-5	0	0	-5	0	0	-5	G	G
CC9	Expenditure	-669	0	0	-669	0	0	0	0	0	0			
CC9	Income	0	0	0	0	0	0	0	0	0	0			
	Net	-669	0	0	-669	0	0	0	0	0	0	-669	G	R
CC9	Expenditure	-352	344	0	-8	409	-22,706	0	-22,297	0	590			
CC9	Income	28	-28	0	0	559	22,596	0	23,155	0	28			
	Net	-324	316	0	-8	968	-110	0	858	0	618	232		

Total	Expenditure	3,951	0	0	3,951	-1,560	-364	3	-1,921	0	-11,257			
Directorate	Income	-4,245	0	0	-4,245	-356	364	-3	5	0	3,214			
Virements	Net	-294	0	0	-294	-1,916	0	0	-1,916	0	-8,043	6,978		

KEY TO TRAFFIC LIGHTS

	Strategic Measures	T
	Net	P
	Net	0
Cumulative Permanent Virements	Cumulative virements (permanent and temporary) below £400,000	G
	Cumulative virements (permanent and temporary) above £400,000 - close to requiring Council approval	A
	Cumulative virements (permanent and temporary) above £500,000 - requires Council approval	R

Report Paragraph Reference	Cabinet Date	Budget Book Ref	Service Area	Details	£000	Repayable/ Non-repayable
	Sep-10 Sep-10 Jul-10 Jul-10	CYPF1-31 CYPF4-4 CYPF4-4 CYPF4-8	SUPPLEMENTARY ESTIMATES PREVIOUSLY REPORTED Psychological Service Business Improvement Business Improvement Play and Participation	Pay Arrears Replacement funding for Contactpoint Grant not required Replace reduction in Contactpoint grant Full reduction in Play Pathfinder grant not passed on to service area	21 -70 70 71	Non repayable Non repayable Non repayable Non repayable
				TOTAL SUPPLEMENTARY ESTIMATES PREVIOUSLY REPORTED	92	
	Oct-10 Oct-10 Oct-10 Oct-10 Oct-10 Oct-10 Oct-10 Oct-10 Oct-10 Oct-10	CYPF4-8 CYPF2-2 CYPF2-4 CYPF1-42 CC6.2 SC2.11 EE2.4 EE2.3 EE2.3.1 CS3 CC7.1	SUPPLEMENTARY ESTIMATES ACTIONED THIS REPORT Play and Participation Residential Children Looked After Youth Offending Service Grant pot for Voluntary & Community Groups One Off Funded Projects Waste Management Economy, Spatial Planning & Climate Change Oxfordshire Economic Partnership Safer Communities - (5) Community safety partnerships LAA Management	Reverse reduction in Play Pathfinder grant PRG Allocations PRG Allocations PRG Allocations Performance Reward Grant - Telehealth Performance Reward Grant - Recycling Targets (OWP) Performance Reward Grant - Low carbon Communities Performance Reward Grant - World Class Economy	-71 56 35 386 125 170 78 165 205 20 10	Non repayable Non repayable Non repayable Non repayable Non repayable Non repayable Non-repayable Non-repayable Non repayable Non repayable
				TOTAL SUPPLEMENTARY ESTIMATES ACTIONED THIS REPORT	1,179	
				TOTAL SUPPLEMENTARY ESTIMATES ANNEX 1 (Col 6)	1,271	

			SUPPLEMENTARY ESTIMATES REQUESTED THIS REPORT			
				TOTAL SUPPLEMENTARY ESTIMATES THIS REPORT	0	
MEMORANDUM						
SUPPLEMENTARY ESTIMATES PREVIOUSLY APPROVED BUT NOT ACTIONED DUE TO TIMING OF DECISION AND MONTH END						
5	Nov-10	CC5.1	Legal Services	2 legal cases costing over £25,000	119	Non-repayable
					119	
					1,390	

October Financial Monitoring Report
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Specific Grants Monitoring 2010/11

Annex 3a

Ringfenced	Notification		Unused Grant Income carried forward from 2009/10	Grant Income per Budget Book Original Estimate	Previously Reported	New Grants/ Changes to Existing Grants this MMR	Current Grant Amount Revised Estimate	Current Variation to Grant Income per budget book	Grant Expenditure to Date	Balance Remaining	% Remaining	Forecast Expenditure to 31 March 2010	Balance that can be carried forward (subject to approval from grant body) £'000
			£000	£000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
R	F	Children, Young People & Families	1,417	333,376	2,475		337,268	3,892	196,740	140,528	42%	337,268	0
R	P	Dedicated Schools Grant (DSG)	5,569	27,122	4,743		37,434	10,312	21,837	15,598	42%	37,434	0
R	F	Standards Fund		18,196	35		18,231	35	10,635	7,596	42%	18,231	0
R	F	School Standards		14,845			14,871	26	8,675	6,196	42%	14,871	0
OS	P	Sure Start General	330	41,327	-27,070		14,587	-26,740	8,509	6,078	42%	14,587	0
R	C	Learning & Skills Council		1,604	50		1,654	50	965	689	42%	1,654	0
R	F	Asylum Seekers	3	238			241	3	89	152	63%	241	0
R	F	Parenting Strategy Support Grant	180	140	-82		238	98	113	125	53%	238	0
R	F	Contact Point	17	347			364	17	212	152	42%	364	0
R	F	Youth Opportunity Fund		1,129			1,129	0	779	350	31%	1,129	0
R	F	Youth Justice Board		246	80		326	80	93	233	71%	326	0
FC		DCSF - Family Intervention project		429	-40		389	-40	227	162	42%	389	0
P	C	Leaving Care, Unaccompanied Asylum Seekers		15	-15		0	-15	0	0	0%	0	0
		Diploma Development Fund		0	600		600	600	350	250	50%	600	0
		Diploma Formula Grant		0	346		346	346	202	144	50%	346	0
		14-19 Local Delivery Support Grant		0	11		11	11	6	5	50%	11	0
		14-19 Prospectus and CAP		0	38		38	38	22	16	50%	38	0
R	F	Oxfordshire PCT Partnership Funding (Youth)		15			15	0	15	0	0%	15	0
R	F	Thames Valley Police (Youth)		145			145	0	145	0	0%	145	0
R	F	Huntercombe Young Offenders Institution (Youth)		150	-95		55	-95	55	0	0%	55	0
R	F	Probation (Youth)		99			99	0	99	0	0%	99	0
R	F	Aiming High for Disabled Children		2,037	25		2,062	25	1,471	591	29%	2,062	0
R	F	Two Year Old Offer Early Learning and Childcare		329			329	0	192	137	42%	329	0
		Disabled Childrens Access to Childcare - Pathfinder		902			902	0	526	376	42%	902	0
		Oxfordshire Education Business Partnership		322			322	0	188	134	42%	322	0
		School Workforce		92	32		124	32	72	52	42%	124	0
		School Support Staff Training and Qualifications		105	-105		36	-69	21	15	42%	36	0
R	F	Play Pathfinder	36	192	-96		96	-96	54	42	44%	96	0
OS	P	Young People's Learning Agency		28,796			28,796	0	16,798	11,998	42%	28,796	0
OS	P	Young People's Learning Agency - Apprentice FUND		0	50		50	50	29	21	42%	50	0
		DCSF - V Programme	118	0	175		175	175	0	175	100%	175	0
		Learning through Landscapes	7				118	118	69	49	42%	118	0
		Internal Projects	26				26	26	4	3	42%	7	0
		International Development Awareness	107				107	107	15	11	42%	26	0
		Harnessing Technology Grant							62	91	85%	107	0

Ringfenced	Notification	Unused Grant Income carried forward from 2009/10	Grant Income per Budget Book Original Estimate	Previously Reported	New Grants/ Changes to Existing Grants this MMR	Current Grant Amount Revised Estimate	Current Variation to Grant Income per budget book	Grant Expenditure to Date	Balance Remaining	% Remaining	Forecast Expenditure to 31 March 2010	Balance that can be carried forward (subject to approval from grant body)
		£000	£000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Children, Young People & Families (cont)											
	Oxfordshire Safeguarding Childrens Board	28				28	28	16	22	77%	28	0
	DCSF - National College for Leadership of Schools	11				11	11	6	-158	-1433%	11	0
	DCSF - MTFC-P	289				289	289	169	283	98%	289	0
	Targeted Mental Health in Schools	11				11	11	6	6	50%	11	0
	Children & Young People Grant - Pension Top-Up			15		15	15	9	8	50%	15	0
	New Pilot Grant for Holiday Childcare Provision				45	45		26	8	150%	45	1
	Social & Community Services											
F	AIDS & HIV Training	97	187			284	97	202	82	29%	284	0
C	Learning & Skills Council - Adult Education	221	3,652			3,873	221	2,259	1,614	42%	3,873	0
P	Social Care Reform Grant	1,148	2,295			3,443	1,148	863	2,580	75%	3,443	0
C	General Registrars Office		-5	5		0	5	0	0	0%	0	0
P	Standards Fund (Music Service)		667			667	0	389	278	42%	667	0
R	Standards Fund (Adult Learning)	5	72			77	5	45	32	42%	77	0
OS	Workstep		276			276	0	106	170	62%	276	0
R	LD Campus Closure		47			47	0	27	20	43%	47	0
U	Information Advice Guidance		12	-6		6	-6	6	0	0%	6	0
R	Adult Stroke Services	73	213	-102		184	-29	43	141	77%	184	0
R	Minor Repairs and Adaptions	108	185			293	108	98	195	67%	293	0
R	National Dementia Strategy	16	39	33	35	123	84	83	40	33%	123	0
R	Supporting People	837	0			837	837	488	349	42%	837	0
R	Development of Performance Indicators	16	0			16	16	9	7	44%	16	0
	Environment & Economy											
OS	Countryside Agency		235	73		308	73	180	128	42%	308	0
OS	Preliminary Flood Risk Assessment work			25		25	25	0	25	100%	25	0
	Community Safety & Shared Services											
R	New Burdens Grant	60	116	17		193	77	92	101	52%	193	0
R	DEFFRA Animal Health Grant				113	113	113	66	47	42%	194	81

**October Financial Monitoring Report
CABINET - 21 December 2010**

Annex 3b

CHANGES TO SPECIFIC GRANTS FOR CABINET TO NOTE

Cabinet Date	Ringfenced	Notification	Budget Book Ref	Service Area	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
Jun-10	R	F	CYPF1-42	Children, Young People & Families Youth Offending Team	Think Family grant increased following successful bids in relation to Women Offenders & Housing Challenge Fund		80		-80
Jun-10	R	F	CYPF1-42	Youth Offending Team	FIP funding increased following successful bids in relation to Housing Challenge Fund rounds 1 & 2		175		-175
Jun-10	U	F	CYPF1-23	Services for Disabled	Additional grant funding for Aiming High for Disabled Children - Short Break Services		25		-25
Jun-10	U	F	CYPF3-22	Oxfordshire Education Business Partnership	Development Fund not received	-15		15	
Jul-10			CYPF4-4	Business Improvement	Reduction in Contactpoint grant	-70		70	
Jul-10			CYPF4-8	Play and Participation	Reduction in Play Pathfinder grant	-96		96	
					NB: reduction in expenditure may be taken from an alternative service area.				
Sep-10			CYPF5-2	Devolved Schools Costs	Final DSG allocation		2,475		-2,475
Sep-10			CYPF4-5	Human Resources & Children's Workforce	Final notification of School Workforce		32		-32
Sep-10			CYPF4-5	Human Resources & Children's Workforce	School Support Staff Training & Qualifications (Flying Colours) grant ceasing .	-105		105	
Oct-10			CYPF1-42	Youth Offending Team	Huntercombe YOI has been reclassified as an adult facility. Therefore the grant from Huntercombe ceased w.e.f. 31/7/10	-95		95	
Oct-10			CYPF4-4	Business Improvement	Original reduction to Contactpoint grant was incorrectly calculated by CF	-12		12	
Oct-10		P	CYPF3-32	Educational Achievement & Service Monitor	Further grant notification		639		-639
Oct-10		P	CYPF3-35	Secondary School Improvement	Further grant notification		23		-23
Oct-10		P	CYPF3-1	RAS Management	Further grant notification		3,970		-3,970
Oct-10		P	CYPF2-31	EL&C Countywide	Notification of actual grant value	-234		234	
Nov-10		F	CYPF3-35	Secondary School Improvement	New KS4 Foundation Learning Grant - Standards Fund		165		-165

**October Financial Monitoring Report
CABINET - 21 December 2010**

Annex 3b

CHANGES TO SPECIFIC GRANTS FOR CABINET TO NOTE

Cabinet Date	Ringfenced	Notification	Budget Book Ref	Service Area	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
Nov-10		F	CYPF3-1	Children, Young People & Families continued	National Challenge - Standards Fund		121		-121
Nov-10		F	CYPF3-34	RAS Management Partnership Developmnet & Extended Learning	Aimhigher - Standards Fund		59		-59
Nov-10	R	F	CYPF3-35	Secondary School Improvement	Diploma Formula Grant		600		-600
Nov-10	R	F	CYPF3-35	Secondary School Improvement	14-19 Local Delivery Support Grant		346		-346
Nov-10	R	F	CYPF3-35	Secondary School Improvement	14-19 Prospectus and CAP		11		-11
Nov-10	R	F	CYPF3-35	Secondary School Improvement	14-19 Transport and Access Coordinator		38		-38
Nov-10	R	F	CYPF3-35	Secondary School Improvement	Young People's Learning Agency - Apprentice Fund		50		-50
Nov-10	R	F	CYPF5-1	Delegated Budgets	School Standards		39		-39
Nov-10	R	F	CYPF1-33	Alternative Education	School Standards	-4		4	
Nov-10	R	C	CYPF2-24	Children Looked After	UASC's Under 18's grant		50		-50
Nov-10	R	C	CYPF2-24	Children Looked After	UASC's Post 18 grant	-40		40	
Nov-10	R	C	CYPF3-4	14-19 Team	Children & Young People - Top-Up		15		-15
Nov-10	R	C	CYPF3-4	14-19 Team	YPLA function ceased	-27,070		27,070	
Dec-10	R	F	CYPF2-3	Early Learning & Childcare	Receipt of New Pilot Grant for Holiday Childcare Provision		45		-45
Jun-10	R	F	SC1_6	Social & Community Services	Grant has now ceased.		5		-5
Jun-10	R	C	SC2_1D	Registration	Information Advice Guidance Grant will cease in August.	-6		6	
Sep-10		F	SC2_1i	Employment Service	Stroke Grant carry forward budget adjustment	-102		102	
Sep-10		F	SC2_1i	One Off Funding Projects	Additional dementia grant allocation received		33		-33
Dec-10		F	SC2_1i	Dementia	Additional dementia grant allocation received		35		-35
Jul-10			CS1.3	Community Safety & Shared Services	New Burdens Grant - will be £140k		24		-24
Oct-10			CS1.3	Special Projects	New Burdens Grant - will be £133k			7	
Dec-10			CS1.5	Trading Standards	DEFRA Animal Health Grant	-7			-113

October Financial Monitoring Report
CABINET - 21 December 2010

CHANGES TO SPECIFIC GRANTS FOR CABINET TO NOTE

Cabinet Date	Ringfenced	Notification	Budget Book Ref	Service Area	Details	Expenditure		Income	
						From / Decrease (-) £000	To / Increase (+) £000	From / Decrease (+) £000	To / Increase (-) £000
Nov-10	OS	PC	EE2.5.1	Environment & Economy Countryside Services Highways Transport Corporate Core MKOB Improvement Grant	Countryside Agency Preliminary Flood Risk Assessment work		73		-73
Nov-10	OS	F	EE1.3				25		-25
Oct-10							25		-25
TOTAL CHANGES TO SPECIFIC GRANTS						-27,856	9,291	27,856	-9,291

P

Ringfenced

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Notification

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Ringfenced

Un-ringfenced

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

Provisional Notification Received

Final Notification Received

Claim Required

October Financial Monitoring Report
CABINET - 21 December 2010
Area Based Grant Monitoring 2010/11

CA6

Annex 3c

Ringfenced	Notification	Directorate	Grant Income per Budget Book Original Estimate	Previously Reported	New Grants/ Changes to Existing Grants this MMR not yet on SAP	Revised Grant Allocation as per Govt. Announcements	Agreed Change to Spend by Council on 27 July	Revised Spend in this Area	Difference	Grant Expenditure to Date	Balance Remaining	% Remaining	Forecast Expenditure to 31 March 2011
			£000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
U	F	Children, Young People & Families	778			778		778	0	0	778	100%	778
U	F	Child & Adolescent Mental Health Grant	481			481		481	0	351	130	27%	481
U	F	Carers Grant (Children)	869	-208		661	-25	844	183	240	604	91%	844
U	F	Children's Fund	4,658	-1116		3,542	-700	3,958	416	1775	2,183	62%	3,958
U	F	Connexions	397	-95		302	-78	319	17	186	133	44%	319
U	F	Positive Activities for Young People	187	-28		159	-20	187	28	50	137	86%	187
U	F	Young People Substance Mis-Use											
U	F	Former Standards Fund:											
U	F	School Development Grant - LA element	1,835	-440		1,395	-160	1,675	280	977	698	50%	1,675
U	F	Extended Schools Start Up costs	655	-157		498	-320	335	-163	195	140	28%	335
U	F	School Improvement Partners	289	-69	7	227	289	289	62	169	120	53%	289
U	F	Education Health Partnerships	120	-29		91	-50	70	-21	41	29	32%	70
U	F	Choice Advisers	37	-9		28	-6	31	3	20	11	39%	31
U	F	School Intervention	188	-45		143		188	45	110	78	55%	188
U	F	Flexible 14-19 Partnership Funding	160	-38		122	-40	120	-2	70	50	41%	120
U	F	Extended Rights to Free Travel	479	-115		364	-400	59	-305	34	25	7%	59
U	F	Sustainable Travel	52	-13		39	-50	2	-37	1	1	2%	2
U	F	Secondary National Strategy - Behaviour & Att	183	-44		139		183	44	107	76	55%	183
U	F	Secondary National Strategy - Central Co-ordination	267	-64		203		267	64	156	111	55%	267
U	F	Primary National Strategy - Central Co-ordination	320	-77		243		320	77	187	133	55%	320
U	F	Teenage Pregnancy	160	-38		122	-25	135	13	34	101	83%	135
U	F	Care Matters White Paper	403	-96		307		403	96	235	168	55%	403
U	F	Child Death Review Processes	58	-14		44		58	14	34	24	55%	58
U	F	Child Trust Fund	7	-2		5		7	2	4	3	58%	7
U	F	Designated Teacher Funding	44	-10		34		44	10	26	18	54%	44
U	F	Learning & Skills Council - Special Purpose Grant	404	-97		307		404	97	236	168	55%	404
U	F	January Guarantee - Connexions	0	49		49		64	15	37	27	54%	64
U	F	Child Poverty Local Duties	0	62		62	0	62	0	36	26	42%	62

October Financial Monitoring Report
CABINET - 21 December 2010
Area Based Grant Monitoring 2010/11

CA6

Annex 3c

Ringfenced	Notification	Directorate	Grant Income per Budget Book Original Estimate	Previously Reported	New Grants/ Changes to Existing Grants this MMR not yet on SAP	Revised Grant Allocation as per Govt. Announcements	Agreed Change to Spend by Council on 27 July	Revised Spend in this Area	Difference	Grant Expenditure to Date	Balance Remaining	% Remaining	Forecast Expenditure to 31 March 2011
			£000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
U	F	Social & Community Services	1,922			1,922		1,922	0	895	1,027	53%	1,922
U	F	Carers Grant	1,296			1,296		1,296	0	756	540	42%	1,296
U	F	Mental Health Grant	273			273		273	0	159	114	42%	273
U	F	Mental Health Advocacy Service	2,693			2,693		2,693	0	1571	1,122	42%	2,693
U	F	Preserved Rights	320	-320		0	-320	0	0	187	-187	0%	320
U	F	Supporting People Administration	368			368		368	0	215	153	42%	368
U	F	Learning Disabilities Development Fund	223			223		223	0	130	93	42%	223
U	F	Local Involvement Networks	16,167			16,167		16,167	0	10136	6,031	37%	16,167
U	F	Supporting People	2,481	-2,481		0		0	0	0	0	0%	0
		Environment & Economy											
U	F	Rural Bus Services Grant	1,676			1,676		1,676	0	978	698	42%	1,676
U	F	School Travel Advisers Grant	92	-22		70	-47	45	-25	26	19	27%	45
U	F	Detrunking of Non-Core Routes	1,746			1,746		1,746	0	1019	727	42%	1,746
U	F	Road Safety Partnerships	1,145	-304		841	-600	545	-296	318	227	27%	545
		Community Safety & Shared Services											
		Economic Assessment Duty	65			65		65	0	38	27	42%	65
U	F	Stronger Safer Communities Fund	652	-51		601		652	51	163	489	81%	652
U	F	Children's Social Care Workforce	138	-33		105	-138	0	-105	0	0	0%	0
U	F	Human Resources Development Strategy	1,356			1,356		1,356	0	791	565	42%	1,356
		Corporate Core											
U	F	E-Petitions	12	-1	22	22		0	-22	0	0	0%	0
		Community Call for Action/Overview Scrutiny Committee			11	11		0	-11	0	0	0%	0
		Total Area Based Grants	45,656	-5,905	29	39,780	-2,991	40,310	530	22,692	17,618	44%	40,630

Ringfenced

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Notification

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Ringfenced

Un-ringfenced

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

Provisional Notification Received

Final Notification Received

Claim Required

October Financial Monitoring Report
CABINET - 21 December 2010
Earmarked Reserves Forecast

	Balance at 1 April 2010 £000	2010/11 Forecast Movement		Forecast Balance at 31 March 2011 £000	September 2010 Forecast Balance at 31 March 2011 £000	Change in closing balance forecast £000	Commentary
		Contributions from Reserve £000	Contributions to Reserve £000				
Children Young People & Families							
Schools							
Primary	8,050			8,050	8,050	0	
Secondary	4,099			4,099	4,099	0	
Special	1,163			1,163	1,163	0	
Sub-total schools' revenue reserves	13,312	0	0	13,312	13,312	0	
School Loans	-1,168			-1,168	-1,168	0	
Total schools' reserves	12,144	0	0	12,144	12,144	0	
Schools Contingency	-24			-24	-24	0	
Schools Partnerships	974			974	974	0	
Schools Insurance	265			265	265	0	
Youth Management Committee	410			410	410	0	
Supply Cover	3,784			3,784	3,784	0	
Maternity Leave	-3,442			-3,442	-3,442	0	
CYPF General Reserve	0			0	0	0	
Building Schools for the Future	42	-627	585	0	0	0	
Oxfordshire Rural Childrens Centres	8			8	8	0	
Safeguarding Board	75			75	75	0	
Children & Families Reserve	0			0	0	0	
Youth Support Service - computer system	75		15	90	90	0	
Residential Centres	16			16	16	0	
Youth Offending Service	0		147	147	147	0	
Joint Use Reserve	0		203	203	0	203	
Directorate Total	14,327	-627	950	14,650	14,447	203	

**October Financial Monitoring Report
CABINET - 21 December 2010
Earmarked Reserves Forecast**

	Balance at 1 April 2010 £000	2010/11 Forecast Movement		Forecast Balance at 31 March 2011 £000	September 2010 Forecast Balance at 31 March 2011 £000	Change in closing balance forecast £000	Commentary
		Contributions from Reserve £000	Contributions to Reserve £000				
<u>Social & Community Services</u>							
Registration Service	180			180	180	0	
Cultural Services General	93		62	155	155	0	
ICT/Digitisation projects	727		132	859	859	0	
Vehicle Renewals	107			107	107	0	
Donations	25			25	25	0	
Adult Learning (CECs accumulated Surplus)	0			0	0	0	
Materials Development Reserve	76	-76		0	0	0	
Older People Pooled Budget and Learning	101	-101		0	0	0	
Disabilities Pooled Budget Reserve							
Older Client Income Reserve	64			64	64	0	
Personal Budgets	48			48	48	0	
S11 Reserve	273			273	273	0	
Directorate Total	1,694	-177	194	1,711	1,711	0	
<u>Environment & Economy</u>							
Countryside Ascot Park	17			17	17	0	
Carbon Reduction	60			60	60	0	
SALIX Repayments	123			123	123	0	
Highways Winter Maintenance	18			18	18	0	
Dix Pit WRC Development	13			13	13	0	
Oxfordshire Waste Partnership Joint Reserve	167		78	245	167	78	
Transport	250			250	250	0	
Tourism Signs	89			89	89	0	
On Street Car Parking	1,577	-800		777	777	0	Known drawdown in MTFP
Dix Pit Engineering Works	699			866	866	0	
Waste Management	2,516	-384	167	3,529	2,132	1,397	Transfer of waste management underspent
Landfill Allowance Trading Scheme	0		1,397	0	0	0	
Vehicle Renewals	61			61	61	0	
Better Working Initiatives	26	-26		0	0	0	
Directorate Total	5,616	-1,210	1,642	6,048	4,573	1,475	

**October Financial Monitoring Report
CABINET - 21 December 2010
Earmarked Reserves Forecast**

	2010/11				Commentary
	Balance at 1 April 2010	Forecast Movement		Forecast Balance at 31 March 2011	
		Contributions from Reserve	Contributions to Reserve		
	£000	£000	£000	£000	
<u>Community Safety & Shared Services</u>					
Fire & Rescue					
Securing Water Supplies	27	-27			-27
Protective Clothing	39				39
Breathing Apparatus Equipment	95		12		107
Communications Fund	19		40		59
Vehicles	443	-909	911		445
IT	131	-90	55		96
Rescue Equipment	26				26
Fire Control	367		20		387
Fire Link	139				139
Emergency Planning					0
Vehicle Renewals	32				32
Trading Standards					0
Vehicles Replacement Reserve	7				7
Trading Standards Reserve	12				12
Gypsy & Traveller Services - Site Refurbishment	198				198
Shared Services					0
Shared Services Funding Reserve	1,255	-1,224			31
Money Management Reserve	40	-16			24
Development Reserve	142	-142			0
Food with Thought / QCS Cleaning	1,061	-500			561
Directorate Total	4,033	-2,908	1,038		2,163

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October Financial Monitoring Report
CABINET - 21 December 2010
Earmarked Reserves Forecast

Annex 4

	Balance at 1 April 2010 £000	2010/11 Forecast Movement		Forecast Balance at 31 March 2011 £000	September 2010 Forecast Balance at 31 March 2011 £000	Change in closing balance forecast £000	Commentary
		Contributions from Reserve £000	Contributions to Reserve £000				
Corporate Core							
Change Fund	1,259	-1,441	508	326	405	-79	See Annex 4b
SAP for Schools	172	-172		0	0	0	
CIPFA Trainees	13			13	13	0	
Council Elections	95		120	215	215	0	
FMSIS Audit	39	-39		0	0	0	
Schools ICT	1,429	-1,429		0	0	0	New reserve approved by Cabinet 21 September 2010. See report, table CC3.
Single Support Service	122	-60		62	62	0	
Customer Service Reserve	0		1,550	1,550	1,550	0	
Directorate Total	3,129	-3,141	2,178	2,166	2,245	-79	
Corporate							
Insurance Reserve	6,027			6,027	6,027	0	Additional Contribution of £1m not required for ESS/MSS and transfer of ICT redundancy costs
Carry Forward Reserve	1,153	-1,153	262	262	13	249	
Capital Reserve	13,909	-300	1,524	15,133	15,133	0	
Other Reserves	-6			-6	-6	0	
LABGI Reserve	791	-618		173	173	0	
Budget Reserve - Agreed 2007	0			0	0	0	
Budget Reserve - Agreed 2009	5,931	-5,931	6,107	6,107	6,107	0	
Efficiency Reserve	1,519	-246	6,559	7,832	7,832	0	
Prudential Borrowing Reserve	2,641		1,350	3,991	3,991	0	
Corporate Total	31,965	-8,248	15,802	39,519	39,270	249	
Total	60,764	-16,311	21,804	66,257	64,295	1,962	

October Financial Monitoring Report
CABINET - 21 December 2010
Forecast Year End Revenue Balances

CA6

Annex 5

Date	Forecast 2010/11		Budget 2010/11
	£m	£m	£m
Provisional outturn 2009/10 net of City Schools	11.145		10.578
Local Area Agreement (LAA) Performance Reward Grant	1.009		
City Schools Reorganisation brought forward from 2009/10	0.775		0.775
County Fund Balance		12.929	11.353
Planned Contribution to Balances		3.344	3.344
Less City Schools Reorganisation to be carried forward		-0.178	-0.169
Original forecast outturn position 2010/11		16.095	14.528
Additions			
		0.000	0.000
Calls on balances deducted			
Jul-10 Reduction in Contactpoint grant - will be removed in next report	-0.070		
Jul-10 Full reduction in Play Pathfinder grant not passed on to service area	-0.071		
Jul-10 Shortfall in Grant Reductions to be identified	-0.266		
Sep-10 Psychological Service Pay Arrears	-0.021		
Sep-10 Reverse Reduction in Contactpoint	0.070		
Oct-10 Reverse reduction in Play Pathfinder grant	0.071		
Oct-10 PRG Allocations	-0.056		
Oct-10 PRG Allocations	-0.035		
Oct-10 PRG Allocations	-0.386		
Oct-10 Performance Reward Grant - Telehealth	-0.170		
Oct-10 Safer Communities - (5) Community safety partnerships	-0.020		
Oct-10 LAA Management	-0.010		
Oct-10 Waste Management	-0.078		
Oct-10 Economy, Spatial Planning & Climate Change	-0.165		
Oct-10 Oxfordshire Economic Partnership	-0.205		
Oct-10 Grant pot for Voluntary & Community Groups	-0.125		
Total calls on balances		-1.537	-2.000
Net forecast		14.558	12.528
Total budget requirement		389.870	389.870
Provisional balances as a % of budget requirement		3.73%	3.21%

Net Forecast	14.558
Calls on balances agreed but not actioned	
Oct-10 2 legal cases costing over £25,000	-0.119
Jul-10 Transfer of Landsbanki impairment	-1.361
	-1.480
Calls on balances requested in this report	
	0.000
Revised forecast position	13.078

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CAPITAL PROGRAMME: 2010 / 11 TO 2015 / 16 - SUMMARY
MONTHLY MONITORING REPORT - October 2010 Monitoring (Cabinet December 2010)

Annex 6

Directorate	Latest Capital Programme		Latest Forecast		Variance		Current Year Expenditure Monitoring			
	Current Year	Total	Current Year	Total	Current Year	Total	Actual expenditure to date	Commitments	Expenditure Realisation Rate %	Actuals & Commitments %
CYP&F Capital Programme-1 (OCC)	59,415	239,771	59,424	240,162	9	391	23,680	26,987	40%	85%
Social & Community Services Capital Programme	11,658	43,031	11,739	43,282	81	251	2,564	1,478	22%	34%
Economy & Environment 1- Transport Capital Programme	22,583	105,865	21,640	105,959	-943	94	6,874	4,750	32%	54%
Economy & Environment 2- Other Property Development Programmes	5,602	18,179	5,548	18,253	-54	74	2,181	1,211	39%	61%
Community Safety & Shared Services Capital Programme	372	3,634	379	3,641	7	7	120	0	32%	32%
Corporate Core Capital Programme	766	1,532	766	1,532	0	0	0	0	0%	0%
Total Directorate Programmes	100,396	412,012	99,496	412,829	-900	817	35,419	34,426	36%	70%
CYP&F Schools Capital	2,897	4,417	2,897	4,417	0	0	0	0	0%	0%
Devolved Formula Fund	9,000	42,946	9,000	42,946	0	0	7,468	0	83%	83%
Total Schools & Partners	11,897	47,363	11,897	47,363	0	0	7,468	0	63%	63%
Earmarked Reserves	146	12,921	146	12,921	0	0				
OVERALL TOTAL	112,439	472,296	111,539	473,113	-900	817	42,887	34,426	38%	69%

CHILDREN & YOUNG PEOPLE CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Approval (Cabinet 19th October 2010)		Latest Forecast		Variance		Current Year Expenditure Monitoring				Comments
		Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total £'000s	Actual expenditure to date £'000s	Commitments £'000s	Expenditure Realisation Rate %	Actuals & Commitments %	
Primary Programme												
Primary Capital Programme												
Charlton-on-Otmoor - Repl of Temporary Classrooms (ED701)	413	590	1,072	590	1,072	0	0	490	100	83%	100%	Complete Aug 10.
Thame, Barley Hill - Repl of Temporary Classrooms (ED703)	524	700	1,300	700	1,300	0	0	648	82	93%	104%	Complete Aug 10.
Harwell - 2 classroom ext (ED711)	147	453	630	443	630	-10	0	398	8	90%	92%	Complete Aug 10.
Laundon - Hall & Classrooms (ED695)	111	931	1,202	931	1,202	0	0	687	24	74%	76%	Completion Sept 10. Project Approval ED695/1 includes pre-school works, not yet started.
Taunton - 2 classroom ext & Pre-School Accommodation (ED734)	191	809	1,040	809	1,040	0	0	167	604	21%	95%	On-site.
Croftedy - Refurbishment & Extension (ED710)	10	346	356	346	356	0	0	3	343	1%	100%	On site. School managed project. Forecast completion Dec 2010.
Oxford, Wood Farm - replacement of existing buildings (ED749)	477	4,250	11,750	4,250	11,750	0	0	1,421	2,963	33%	103%	Phase 1 on-site. Phase 2& 3 contract not yet let.
Primary School Review (funding allocation)	0	0	17,288	0	17,258	0	-30	3	0			
Banbury, The Grange - 6 classroom block (ED739)	102	50	2,100	50	2,100	0	0	25	0	50%	50%	In Moratorium
Bayards	78	150	8,200	150	8,200	0	0	97	1	65%	65%	In Moratorium
Rose Hill	20	0	20	30	50	30	30	14	0	47%	47%	Scheme being developed.
St Andrew's, Chinnor	18	0	18	0	18	0	0	13	0			Scheme being developed.
ICT Programme	0	0	0	0	0	0	0	0	0			Scheme being developed.
Priority 2 Projects	0	0	0	0	0	0	0	3	0			Schemes being developed.
Primary Replacement of Temps Great Milton	5	75	600	50	600	-25	0	0	0	0%	0%	In Moratorium

CHILDREN & YOUNG PEOPLE CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Approval (Cabinet 19th October 2010)		Latest Forecast		Variance		Current Year Expenditure Monitoring				Comments
		Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total £'000s	Actual expenditure to date £'000s	Commitments £'000s	Expenditure Realisation Rate %	Actuals & Commitments %	
Peppard	4	25	600	25	600	0	0	13	41	52%	216%	In Moratorium. Existing temporary classroom in poor condition, exploring replacement in Summer 2011.
Mill Lane	18	0	18	0	18	0	0	10	1			Scheme being developed.
Cumnor	0	0	0	0	0	0	0	1	0			Scheme being developed.
Garsington	9	0	9	0	9	0	0	10	0			Scheme being developed.
Halls & Kitchens: Hornton - Hall	5	25	750	25	750	0	0	0	0	0%	0%	In Moratorium
Primary Capital Programme Total	2,132	8,404	46,953	8,399	46,953	-5	0	4,003	4,167	48%	97%	
Secondary Capital Programme												
Woodstock, Marlborough - Science & Repl Temp Buildings (ED692)	1,663	1,652	3,703	1,652	3,703	0	0	1,248	455	76%	103%	Phase 1 complete. Phase 2 on-site.
Chipping Norton - Science (ED708)	204	2,600	3,750	2,600	3,750	0	0	722	2,359	28%	119%	On-site.
Burford Community College - Repl of temps, 8 classroom block & drama studio (ED714)	158	1,600	2,300	1,600	2,300	0	0	469	1,300	29%	111%	On-site.
Wantage, Fitzwaryn - Phase 2 (Modernisation & Post 16) (ED715)	142	1,850	3,200	1,750	3,200	-100	0	199	80	11%	16%	On-site for modernisation phase (3 class ext and internal remodel).
Didcot, St Birinus - Food Technology (ED738)	5	270	300	270	300	0	0	132	125	49%	95%	On-site.
Oxford, Iffley Mead - Food Technology (ED737)	49	236	300	236	300	0	0	113	47	48%	68%	On-site.
Faringdon Community College - Phase 3	0	100	1,500	100	1,500	0	0	0	0	0%	0%	In Moratorium

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Secondary Modernisation - Future Years Projects	7	0	5,838	0	5,838	0	0	4	0	0		In Moratorium
Bloxham, Warriner (D&T & Extension)	9	21	250	40	250	19	0	40	0	100%	100%	Scheme being developed.
Oxford, Northern House - 6 classroom Block (ED746)	0	500	1,540	375	1,540	-125	0	79	0	21%	21%	In Moratorium. Project Approval ED746.
Thame, Lord Williams - Autism Unit	0	200	900	200	900	0	0	1	0	1%	1%	£200k provision for Temporary Classroom. In Moratorium. Transfer of developer funding to Thame Skills Centre project.
Abingdon, Kingfisher	41	25	255	25	255	0	0	26	1	104%	108%	
Oxford, Iffley Mead - Double temporary classroom	1	0	150	0	150	0	0	0	0			
John Watson - Post 16 provision	0	25	1,500	25	1,500	0	0	0	0	0%	0%	
Secondary Capital Programme Total	2,279	9,079	25,486	8,873	25,486	-206	0	3,033	4,367	34%	83%	
<u>Oxford Academy</u>												
Oxford Academy (ED678)	15,667	15,283	33,350	15,933	33,350	650	0	8,748	6,965	55%	99%	On-site. Forecast completion Dec 2010, ICT provision Mar 2011, external works Aug 2011.
Oxford Academy Total	15,667	15,283	33,350	15,933	33,350	650	0	8,748	6,965	55%	99%	

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<u>Provision of School Places</u>												
Witney, Henry Box - Music (ED699)	801	580	1,406	657	1,468	77	62	567	63	86%	96%	Complete Aug 10. Cost pressure due to Ground Source Heat Pump.
Carterton Community College - Hall (ED719)	32	490	625	490	625	0	0	230	225	47%	93%	On-site.
Oxford, St Nicholas - 2 classromm ext & ext to hall (ED720)	41	709	785	709	785	0	0	276	425	39%	99%	On-site.
Bicester, Cooper - New 6th Form Centre (ED717)	162	2,300	4,400	2,300	4,400	0	0	448	1,617	19%	90%	On-site.
Oxford, New Marston - Internal Alterations (Foundation Stage & KS1) (ED703)	0	750	831	750	831	0	0	116	620	15%	98%	Portakabins on site, anticipated building works to commence in Nov 10.
Witney, Madley Brook - 3 Classroom extension	0	300	875	150	875	-150	0	15	4	10%	13%	To be grant funded.
Temporary Classrooms - New units for Basic Need	0	510	510	510	510	0	0	323	118	63%	86%	
SS Philip & James - Fencing	0	30	30	30	30	0	0	17	0	57%	57%	Released.
SS Philip & James	0	0	65	0	65	0	0	0	0			In Moratorium
Existing Demographic Pupil Provision	0	300	18,834	224	18,650	-76	-184	0	0	0%	0%	Schemes being developed. Transfers towards Bloxham £122k, St Andrew's £44k & £18k Trinity.
Bloxham - 2FE, additional classroom & ancillary facilities (ED762)	0	0	0	14	402	14	402	1	0	7%	7%	Project Approval ED762
Oxford, St Andrew's - Foundation Stage (ED763)	0	0	0	44	44	44	44	37	6	84%	98%	Project Approval ED763. School managed project.

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Henley, Trinity - Improvements to Entrance & Admin (ED765)	0	0	0	35	35	35	35	0	0	0%	0%	Project Approval ED763. School managed project.
Secondary Schools (Hall)	15	0	15	0	15	0	0	0	0	0	0	Scheme being developed.
<u>Growth Portfolio - New Schools</u>												
<u>South Oxfordshire</u>												
Didcot, Great Western Park - Primary 1 (14 classroom)	0	0	6,250	0	6,250	0	0	0	0	0	0	Scheme being developed.
Didcot, Great Western Park - Primary 2 (14 classroom)	0	0	6,250	0	6,250	0	0	0	0	0	0	Scheme being developed.
Didcot, Great Western Park - Secondary (Phase 1)	0	0	20,800	0	20,800	0	0	0	0	0	0	Scheme being developed.
Didcot, Ladygrove - 7 classroom	0	0	3,000	0	3,000	0	0	0	0	0	0	Scheme being developed.
Cherwell Bodicote, Bankside - 10 classroom	0	0	4,000	0	4,000	0	0	0	0	0	0	Scheme being developed.
Bicester, Gavray Drive - 7 classroom	109	0	4,000	0	4,000	0	0	0	0	0	0	Scheme being developed.
Bicester - Secondary P1 (incl existing schools)	0	0	11,000	0	11,000	0	0	0	0	0	0	Scheme being developed.
Bicester - Secondary P2 (including existing schools)	0	0	11,000	0	11,000	0	0	0	0	0	0	Scheme being developed.
Bicester, South West - 14 classroom	0	0	6,250	0	6,250	0	0	0	0	0	0	Scheme being developed.
Upper Heyford - New Primary School	0	0	6,250	0	6,250	0	0	0	0	0	0	Scheme being developed.
<u>Vale of White Horse</u>												
Wantage / Grove - Secondary (option c)	0	0	14,000	0	14,000	0	0	0	0	0	0	Scheme being developed. In Moratorium.
Provision of School Places Total	1,160	5,969	121,176	5,913	121,535	-56	359	2,030	3,078	34%	86%	

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<u>Children's & Family Centres</u>												
Flexibility of Childcare 08/09 - 10/11	1,065	2,026	3,391	2,326	3,391	300	0	1,161	3	50%	50%	Grant provision up to 31st March 2011.
Didcot, Lydalls - Integrated Daycare (ED727)	19	26	45	26	45	0	0	27	2	104%	112%	Scheme withdrawn. Grant reduction.
Cumnor Pre-School - Replacement Building (ED730)	0	23	23	23	23	0	0	18	14	78%	139%	Scheme withdrawn. Grant reduction.
Sonning Common Pre-School - Replacement Building (ED728)	0	445	489	445	489	0	0	21	11	5%	7%	Contract let.
Bellfields Pre-School - Replacement Building (ED729)	0	412	437	412	437	0	0	21	382	5%	98%	Contract let.
North Kidlington Pre-School - Replacement Building (ED732)	0	397	437	397	437	0	0	21	384	5%	102%	Contract let.
Millbrook Pre-School - Replacement Building (ED733)	0	373	393	373	393	0	0	18	9	5%	7%	Contract let.
Rainbow Pre-School - Replacement Building (ED731)	0	571	571	571	571	0	0	26	11	5%	6%	Contract let.
Children Centres Programme 08/09 - 10/11 Phase 3	217	174	438	174	438	0	0	182	1	105%	105%	Grant provision up to 31st March 2011.
North East Abingdon - Children's Centre (ED698)	269	141	440	141	440	0	0	53	67	38%	85%	Complete April 2010.
Bloxham - Children's Centre (ED713)	73	379	452	379	452	0	0	316	0	83%	83%	Complete Sept 10. School managed project.
Chalgrove - Children's Centre (P1 & P2) (ED716)	220	316	536	316	536	0	0	276	27	87%	96%	Phase 1 Complete, Phase 2 Complete Aug 10.
Bampton - Children's Centre (ED721)	40	600	700	600	700	0	0	457	78	76%	89%	Complete Oct 10.
Eynsham - Children's Centre (ED722)	48	535	613	535	613	0	0	520	55	97%	107%	Complete Oct 10.

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Ambrosden, Five Acres - Children's Centre (ED726)	4	436	460	436	460	0	0	33	294	8%	75%	Contract let.
N&W Witney - Children's Centre (ED757)	0	460	610	460	610	0	0	27	0	6%	6%	Contract let due Oct/Nov 10.
Sonning Common, Chiltern Edge - Children's Centre (ED755)	0	542	692	542	692	0	0	22	498	4%	96%	Contract let.
Southmoor, John Blandy - Children's Centre & Pre-School (ED724)	31	626	888	626	888	0	0	25	747	4%	123%	Contract let.
Thame - Children's Centre (ED725)	0	273	313	273	313	0	0	9	0	3%	3%	Contract let.
Children's & Family Centres Total	1,986	8,755	11,928	9,055	11,928	300	0	3,233	2,583	36%	64%	
Improvements to Young People's Centres												
Wallingford Young People's & Children Centres (ED700)	131	24	155	24	155	0	0	17	2	71%	79%	Scheme withdrawn.
Chill Out / Youth Capital Fund	1,008	253	1,261	253	1,261	0	0	178	0	70%	70%	Part grant funded. Chill Out Fund in Moratorium.
Witney Young People's Centre (Phase 2) (ED709)	3	700	1,120	200	1,120	-500	0	0	0	0%	0%	In Moratorium
Kidlington Young People's Centre (ED717)	101	148	263	148	263	0	0	101	12	68%	76%	Complete June 2010.
Banbury New Futures Centre (ED735)	113	1,400	3,000	1,400	3,000	0	0	28	1,712	2%	124%	On-Site.
Didcot Young People's Centre (ED748)	0	550	621	400	652	-150	31	34	1	9%	9%	Anticipated Start Nov 10.
Abingdon Young People's Centre (ED754)	5	350	400	350	400	0	0	0	1	0%	0%	Anticipated start Nov 10.

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Chipping Norotn Young People's & Adult Learning Centre (ED736)	8	500	1,000	500	1,000	0	0	62	599	12%	132%	Project Approval ED736. Anticipated start Nov 10.
Young People's Centres Total	1,369	3,925	7,820	3,275	7,851	-650	31	420	2,327	13%	84%	
ICT												
Harnessing Technology Grant	2,492	700	3,192	700	3,192	0	0	0	700	0%	100%	
ICT Total	2,492	700	3,192	700	3,192	0	0	0	700	0%	100%	
Annual Programmes												
Schools Access Initiative (ED759)	1,522	859	5,736	842	5,719	-17	-17	716	140	85%	102%	Project Approval ED759. Transfer £17k to Henley, Trinity.
Cumnor, Matthew Arnold - Accessibility Improvements (ED752)	0	408	429	408	429	0	0	132	0	32%	32%	Project Approval ED752.
Health & Safety - CYP&F	611	250	1,716	250	1,716	0	0	102	68	41%	68%	
Health & Safety - Corporate	636	300	2,136	300	2,136	0	0	-55	355	-18%	100%	
Temporary Classrooms - Relocation & Removal	1,086	150	3,036	150	3,036	0	0	151	47	101%	132%	Future years 2011/12+ in Moratorium. Budget for basic need for 10/11 shown under School Places.
Annual Programme Total	3,855	1,967	13,053	1,950	13,036	-17	-17	1,046	610	54%	85%	

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<u>Small Projects</u>												
Small Projects & Minor Works	53	0	53	0	53	0	0	0	0	0		Future years 2011/12 + on hold.
Witney, Madley Brook & Springfield - Entrance & Admin *	0	0	0	0	0	0	0	-71	30			Cost exclude fees
SDP - Faringdon	0	0	0	0	0	0	0	3	10			Total cost includes fees
Abingdon, St Nicolas - Kitchen & Library	61	0	61	0	61	0	0	0	0			Total cost includes fees
Faringdon Infants - Int alt & Porch	139	0	139	0	139	0	0	1	4			Total cost includes fees
New Marston - remodelling	51	9	60	9	60	0	0	0	0	0.00%	0.00%	Total cost includes fees
Bloxham - Ext to Foundation Stage (cont) (ED764)	0	80	80	80	80	0	0	0	0	0.00%	0.00%	Total cost includes fees. School Project.
Christopher Rawlins	0	69	69	69	69	0	0	69	0	100.00%	100.00%	Total cost includes fees
<u>VA Programme</u>												
Chipping Norton, Holy Trinity	176	17	193	17	193	0	0	0	0	0.00%	0.00%	Total cost includes fees
<u>Schools of Concern</u>												
Peers 1	18	0	18	0	18	0	0	0	0			Total cost includes fees
Peers 2	46	0	46	0	46	0	0	0	0			Total cost includes fees
Dunmore	186	35	221	35	221	0	0	-9	22	-25.71%	37.14%	Total cost includes fees
Kennington, St Swithun's	57	0	57	0	57	0	0	0	0			Total cost includes fees
Church Cowley, St James - Internal alt (Cont)	0	20	20	20	20	0	0	0	0	0.00%	0.00%	Total cost includes fees. School Project.
Botley	0	0	0	0	0	0	0	0	0			Total cost includes fees. School Project.

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Sch of Concern - Provision	0	30	313	30	313	0	0	0	0	0.00%	0.00%	
<u>Improvements to Young People's Centres</u>												
Youth Accommodation Strategy	56	9	85	9	85	0	0	0	0	0.00%	0.00%	
Abingdon, The Net	0	0	10	0	10	0	0	0	0			
ICT												
Mobile Working	122	29	151	29	151	0	0	1	0	3.45%	3.45%	Total cost includes fees
Annual Programmes												
Special Needs Adaptations	0	14	96	14	96	0	0	0	0	0.00%	0.00%	Total cost includes fees
Small Projects Total	965	312	1,672	312	1,672	0	0	-6	66	-2%	19%	Future years 2011/12 + in Moratorium.
<u>Other Schemes & Programmes</u>												
Thornbury House Children's Home - Repl of Building (ED702)	253	1,000	1,628	975	1,628	-25	0	223	970	23%	122%	Office move completed June 10. On-site.
Minor Works	253	39	331	39	331	0	0	0	20	0%	51%	
Loans to Foster/Adoptive Parents (Prudentially Funded)	180	90	900	90	900	0	0	16	0	18%	18%	
Special Schools (16-19)	1,067	0	1,067	0	1,067	0	0	-9	0			
14-19 Rural Areas	0	50	50	50	50	0	0	0	0	0%	0%	
14-19 Rural Areas - West Oxfordshire Skills Centre (ED756)	0	500	500	500	500	0	0	500	0	100%	100%	Complete Aug 10.

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14-19 Rural Areas - Thame Skills Centre	0	200	775	200	775	0	0	53	0	27%	27%	Draft Project Approval ED758. Grant and developer funded.
14 -19 Diploma	300	75	375	75	375	0	0	70	0	93%	93%	Grant funded.
14 -19 Diploma Abingdon - Fitzharry's 6th Form Centre (ED740)	35	505	570	505	570	0	0	114	306	23%	83%	On-site. Forecast completion Oct/Nov 10.
Pathfinder (ED718)	1,246	864	2,110	862	2,108	-2	-2	5	0	1%	1%	Release of grant to related partners including district & parish councils. Received notification of revised allocation of £862,258 and revised grant terms & conditions.
Shed Breaks (Aiming High)	251	746	997	746	997	0	0	452	0	61%	61%	Grant funded.
Woodland Outdoor Education Centre (ED645)	351	34	385	54	405	20	20	48	6	89%	100%	Complete April 2010.
Other Schemes & Programmes Total	4,901	4,415	11,360	4,408	11,378	-7	18	1,466	1,368	33%	64%	
Retentions & OSCR Total	9,024	749	10,149	749	10,149	0	0	-299	822	-40%	70%	
TOTAL	44,865	59,246	284,467	59,255	284,858	9	391	23,680	26,987	40%	86%	
<u>Schools Capital</u>												
Devolved Formula Capital	9,875	9,000	52,821	9,000	52,821	0	0	7,468	0	83%	83%	
Harnessing Technology Grant- Schools Allocation	2,025	1,276	4,535	1,276	4,535	0	0	0	0	0%	0%	
Specialist College	6	344	350	344	350	0	0	0	0	0%	0%	
Kitchen & Dinning improvements	72	318	518	318	518	0	0	0	0	0%	0%	Analysis at year end to determine programme spend

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14-19 Diploma	442	909	1,509	909	1,509	0	0	0	0	0%	0%	
14-19 Rural	0	50	50	50	50	0	0	0	0	0%	0%	
School Local Capital Programme Total	12,420	11,897	59,783	11,897	59,783	0	0	7,468	0	63%	63%	
<u>Capital Adjustments & Funding</u>												
Capital Revenue Switches	604	169	773	169	773	0	0	0	0	0%	0%	
Capital Adjustments & Funding Total	604	169	773	169	773	0	0	0	0	0%	0%	
CYP&F CAPITAL PROGRAMME EXPENDITURE TOTAL	57,889	71,312	345,023	71,321	345,414	9	391	31,148	26,987	44%	82%	
CYP&F OCC ADJUSTED CAPITAL PROGRAMME EXPENDITURE TOTAL	45,469	59,415	285,240	59,424	285,631	9	391	23,680	26,987	40%	85%	

TOTAL CYPFCP RESOURCES	74,640	270,385	74,338	-302	409
In-Year Programme Surplus (+) / Deficit (-)	3,328	5,457	3,017	-311	18
Cumulative Programme Surplus (+) / Deficit (-)	22,206	5,457	25,223		

SOCIAL AND COMMUNITY SAFETY CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Approval (Cabinet 19th October 2010)		Latest Forecast		Variance		Current Year Expenditure Monitoring				Comments
		Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total £'000s	Actual expenditure to date £'000s	Commitments £'000s	Expenditure Realisation Rate %	Actuals & Commitments %	
COMMUNITY SERVICES PROGRAMME												
Libraries												
Banbury Library & Mill Art Centre	0	60	5,785	60	5,785	0	0	0	0	0%	0%	On hold.
Bicester Library	16	34	870	34	870	0	0	0	0	0%	0%	On hold.
Central Libraries Re-furbishment Programme	276	0	288	0	288	0	0	0	4			
Chadbury Library	0	0	0	0	0	0	0	0	0			£130k within E&E Cap Prog (On hold).
Headington Library	11	200	261	200	261	0	0	5	0	3%	3%	On hold.
Thames Library (CS5)	1,194	498	1,692	498	1,692	0	0	251	86	50%	68%	Completed August 2010.
Wantage Library (CS6)	434	336	770	336	770	0	0	218	546	65%	227%	Completed September 2010.
General Libraries Re-furbishment Programme	203	0	203	0	203	0	0	1	1			
Introduction of RFID (Radio frequency identification) self service in Libraries	0	501	1,260	501	1,260	0	0	157	442	31%	120%	Funding from prudential borrowing may need to be increased from £329k to £392k to cover a decrease in S106 monies "held". First project to start in October.
County Heritage & Arts												
Abingdon Town Council (Contributions-Conditional Approval)	0	100	300	100	300	0	0	0	0	0%	0%	
Museums Resource Programme (CS7)	119	494	635	494	635	0	0	220	212	45%	87%	Standlake project on site.
Development Project - SOFO	15	0	30	0	30	0	0	0	0			
Pegasus Theatre (Contributions)	837	0	875	0	875	0	0	0	0			
Cogges Manor Farm Museum	0	50	250	50	250	0	0	0	0	0%	0%	On hold.

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SOCIAL AND COMMUNITY SAFETY CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Approval (Cabinet 19th October 2010)		Latest Forecast		Variance		Current Year Expenditure Monitoring				Comments
		Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total £'000s	Actual expenditure to date £'000s	Commitments £'000s	Expenditure Realisation Rate %	Actuals & Commitments %	
Oxfordshire Records Office (CS8)	6	180	430	448	470	268	40	5	0	1%	1%	Figures revised per Project Approval Oct10. Additional budget provision funded from Prudential Borrowing.
COMMUNITY SERVICES PROGRAMME	3,111	2,453	13,649	2,721	13,689	268	40	857	1,291	31%	79%	
TOTAL												
SOCIAL CARE FOR ADULTS												
<u>Mental Health</u> Mental Health Projects	354	177	531	0	531	-177	0	0	0			Grant to external provider; scheme being developed.
<u>Residential</u> HOP's Bicester (Forward Funding) SS88	1,543	238	1,781	238	1,781	0	0	4	0	2%	2%	
HOP's Phase 1- New Builds	0	4,100	13,108	4,100	13,108	0	0	0	0	0%	0%	Currently subject to review.
HOP's Phase 2 Strategy Implementation	0	0	5,283	0	5,283	0	0	0	0			Currently subject to review.
Deficit Funding Agreement (SS98)	0	1,216	1,216	1,216	1,216	0	0	1,216	0	100%	100%	Complete.
Extra Care Housing - Banbury	675	675	1,350	675	1,350	0	0	0	0	0%	0%	Second stage grant payment forecast March 2011.
ECH- Adaptations to Existing Properties	28	365	1,800	365	1,800	0	0	0	11	0%	3%	Slightly reduced costs re Nicholson House in 2010/11 Includes provision for the first payment for the Greater Leys scheme.
ECH- New Schemes	0	85	4,425	85	4,425	0	0	0	0	0%	0%	
Learning Disabilities - Supported Living Programme (SS93)	227	225	1,200	50	1,200	-175	0	21	0	42%	42%	
Day Centres Abingdon, Resources Centre (SS95 & SS96)	788	462	1,250	462	1,250	0	0	366	160	79%	114%	On site; forecast completion Oct 2010.
Banbury Day Centre (SS97)	4	30	650	30	650	0	0	0	0	0%	0%	Released. Project appraisal approved.
Rural Day Centres (OP)	84	27	111	27	111	0	0	0	0	0%	0%	

SOCIAL AND COMMUNITY SAFETY CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

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Day Centre for Adults with Learning Disabilities Programme	37	13	50	13	50	0	0	2	5	15%	54%	New inclusion - Performance Reward Grant Allocation.
Deferred Interest Loans (CSDP)	0	685	685	685	685	0	0	50	0	7%	7%	
Health & Well Being projects (PRG)	0	0	0	165	211	165	211	0	0	0%	0%	
SOCIAL CARE FOR ADULTS PROGRAMME TOTAL	3,740	8,298	33,440	8,111	33,651	-187	211	1,659	176	20%	23%	
STRATEGY AND TRANSFORMATION												
IT Supporting People	81	0	129	0	129	0	0	0	0			
Time to Change	2,089	0	2,131	0	2,131	0	0	0	2			
Adult Social Care IT Infrastructure	85	378	463	378	463	0	0	1	0	0%	0%	
New Adult Services System	103	122	2,000	122	2,000	0	0	0	0	0%	0%	
Mobile Working Project	48	52	100	52	100	0	0	0	0	0%	0%	
Transforming Adult Social Care (ICT)	0	166	166	166	166	0	0	0	0	0%	0%	
STRATEGY & TRANSFORMATION PROGRAMME TOTAL	2,406	718	4,989	718	4,989	0	0	1	2	0%	0%	
Retentions & Minor Works												
Retentions	219	25	244	25	244	0	0	35	7	140%	168%	
Minor Works	230	89	319	89	319	0	0	1	2	1%	3%	
Homes for Older People (HOP) Programme	11,969	75	12,065	75	12,065	0	0	11	0	15%	15%	
Funding Adjustments	0	0	0	0	0	0	0	0	0			
ANNUAL PROGRAMMES TOTAL	12,418	189	12,628	189	12,628	0	0	47	9	25%	30%	

SOCIAL AND COMMUNITY SAFETY CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

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S&CS CAPITAL PROGRAMME EXPENDITURE TOTAL	21,675	11,658	64,706	11,739	64,957	81	251	2,564	1,478	22%	34%	

TOTAL S&CSCP RESOURCES	13,040	47,330	13,298	46,796	258	-534
In-Year Programme Surplus (+) / Deficit (-)	1,382	-1,410	1,559	-2,195	177	-785
Cumulative Programme Surplus (+) / Deficit (-)	-4,327	-1,410	-4,150	-2,195		

ENVIRONMENT and ECONOMY CAPITAL PROGRAMME (EXCLUDING TRANSPORT) - October 2010 Monitoring (Cabinet December 2010)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Approval (Cabinet 19th October 2010)		Latest Forecast		Variance		Current Year Expenditure Monitoring				Comments
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BETTER OFFICES PROGRAMME												
Southern Area Offices	339	0	339	0	339	0	0	0	0	0		
Storage	235	0	235	0	235	0	0	0	0	0		
East Oxford Office	1,094	0	1,094	0	1,094	0	0	0	0	0		
County Hall	3,052	2	3,054	2	3,054	0	0	3	2	150%	250%	
Barnbury Office	6,280	96	6,376	96	6,376	0	0	-17	58	-18%	43%	
Oxford Options	815	126	941	138	953	12	12	109	10	79%	86%	
Oxford Options Laundry	184	0	184	-10	174	-10	-10	-21	7	210%	140%	
Youth Offending Service	1	149	150	149	150	0	0	0	0	0%	0%	In Moratorium. Location now identified.
Trading Standards	218	170	412	122	340	-48	-72	105	15	86%	98%	Project complete - £48k underspend and £24k contingency released
Macclesfield House ICT node	0	374	404	366	366	-8	-38	292	15	80%	84%	Project complete - £8k underspend and £30k contingency released
BOP Capital Revenue Switch	1,934	231	2,405	231	2,405	0	0			0%	0%	
Cricknet Road Centre Vacation	0	0	0	0	197	0	197					
BOP Contingency	0	0	197	0	0	0	-197					Agreed to be used towards Cricket Road.
BETTER OFFICES PROGRAMME TOTAL		14,152	15,791	1,094	15,683	-54	-108	471	107	43%	53%	

ENVIRONMENT and ECONOMY CAPITAL PROGRAMME (EXCLUDING TRANSPORT) - October 2010 Monitoring (Cabinet December 2010)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Approval (Cabinet 19th October 2010)		Latest Forecast		Variance		Current Year Expenditure Monitoring				Comments
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CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES												
Redbridge Hollow - Fly Tipped Waste	335	30	365	30	365	0	0	33	23	110%	187%	In Moratorium. Scope of project under review.
Relocation of Countryside Services	6	372	378	372	378	0	0	366	0	98%	98%	
Bampton Community Facility	1	442	986	442	986	0	0	58	129	13%	42%	
Chipping Norton Access Road	283	133	430	133	430	0	0	0	0	0%	0%	
Chadbury Library (Spendlove Centre)	0	18	585	18	585	0	0	4	0	22%	22%	
CORPORATE PROPERTY & PARTNERSHIP PROGRAMME TOTAL		625	2,744	995	2,744	0	0	461	152	46%	62%	
CARBON MANAGEMENT PROGRAMME												
Energy Conservation (Prudentially funded)	452	40	1,484	40	1,484	0	0	2	0	5%	5%	
Street Lighting (Prudentially funded)	266	0	266	0	266	0	0	0	0			
SALIX Energy Programme	485	354	1,792	354	1,792	0	0	145	67	41%	60%	
Hook Norton Primary School - Solar Panels	0	90	90	90	90	0	0	0	0	0%	0%	
Carbon Management Fund	229	23	409	23	409	0	0	11	0	48%	48%	In Moratorium.
Carbon Reduction Programme (Property non-schools)	0	50	465	50	465	0	0	18	0	36%	36%	In Moratorium.
Carbon Reduction Programme (Street Lighting)	0	30	550	30	550	0	0	7	0	23%	23%	In Moratorium.

ENVIRONMENT and ECONOMY CAPITAL PROGRAMME (EXCLUDING TRANSPORT) - October 2010 Monitoring (Cabinet December 2010)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Approval (Cabinet 19th October 2010)		Latest Forecast		Variance		Current Year Expenditure Monitoring				Comments
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Low Carbon Communities	0	75	75	75	75	0	0	74	0	99%	99%	
CARBON MANAGEMENT PROGRAMME TOTAL	1,432	662	5,131	662	5,131	0	0	257	67	39%	49%	
ANNUAL PROPERTY PROGRAMMES												
Backlog Maintenance Programme	22,892	1,797	24,689	1,797	24,689	0	0	657	586	37%	69%	
Minor Works Programme	0	443	1,772	443	1,772	0	0	285	61	64%	78%	In Moratorium.
Health & Safety (Non-Schools)	0	24	120	24	120	0	0			0%	0%	
Contingency- Staff Delivery	0	50	75	50	75	0	0			0%	0%	
Other Revenue Switches	0	251	251	251	251	0	0			0%	0%	
ANNUAL PROPERTY PROGRAMMES TOTAL	22,892	2,565	26,907	2,565	26,907	0	0	942	647	37%	62%	
WASTE MANAGEMENT PROGRAMME												
Oakley Wood WRC Redevelopment	786	32	818	32	818	0	0	-11	6	-34%	-16%	
Redbridge WRC	5	50	1,000	50	1,000	0	0	20	50	40%	140%	In Moratorium.
Kidlington WRC	0	100	3,000	100	3,000	0	0	41	112	41%	153%	In Moratorium.
Dean Pit WRC	0	50	1,000	50	1,000	0	0		70	0%	140%	In Moratorium.
Waste Infrastructure Development Programme (Phase 2)	0	0	1,527	0	1,527	0	0					In Moratorium.
Oxford Waste Partnership PRG Allocation	385	0	538	0	720	0	182					Further £182k LAA performance reward grant now confirmed.

ENVIRONMENT and ECONOMY CAPITAL PROGRAMME (EXCLUDING TRANSPORT) - October 2010 Monitoring (Cabinet December 2010)

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		Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total £'000s	Actual expenditure to date £'000s	Commitments £'000s	Expenditure Realisation Rate %	Actuals & Commitments %				
WASTE MANAGEMENT PROGRAMME TOTAL													
ENVIRONMENT & ECONOMY CAPITAL PROGRAMME EXPENDITURE TOTAL	40,277	5,602	58,456	5,548	58,530	-54	74	2,181	1,211	39%	61%		

TOTAL E&ECP RESOURCES		8,554	22,003	8,554	22,185	0	182
In-Year Programme Surplus (+) / Deficit (-)		2,952	-523	3,006	-415	54	108
Cumulative Programme Surplus (+) / Deficit (-)	-4,347	-1,395	-523	-1,341	-415		

ENVIRONMENT and ECONOMY - TRANSPORT CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

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NETWORK DEVELOPMENT PROGRAMME												
Chipping Norton AQMA	111	30	455	30	455	0	0	2	0	7%	7%	In Moratorium.
Wallingford AQMA	26	30	56	30	56	0	0	4	28	13%	107%	On site
Thornhill Park & Ride Extensions (project development)	385	5	499	29	499	24	0	23	0	79%	79%	In Moratorium.
Elton, Bitterell Footway Improvements	0	81	81	81	81	0	0	0	0	0%	0%	Delay due to land ownership issues, but should still take place this year.
Other Network Development Schemes	0	0	0	-20	-20	-20	-20	-19	0	95%	95%	
NETWORK DEVELOPMENT PROGRAMME TOTAL												
	522	146	1,091	150	1,071	4	-20	10	28	7%	25%	
ACCESS TO OXFORD PROGRAMME												
Oxford Rail Station (project development)	0	500	500	500	500	0	0			0%	0%	The Department for Transport have announced that, following the Spending Review, there will no longer be funding available for the Access to Oxford programme from their Major Scheme funding stream. However, there may still be an opportunity to bid for other funds for smaller scale projects (i.e. the Local Sustainable Transport Fund)
Access to Oxford Remaining Programme Development	0	75	5,730	75	5,730	0	0			0%	0%	In Moratorium. Note: this is a capital revenue switch and there is also £220k revenue budget (total spend £295k).
ACCESS TO OXFORD PROGRAMME TOTAL												
	0	575	6,230	575	6,230	0	0	0	0	0%	0%	

ENVIRONMENT and ECONOMY - TRANSPORT CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

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ROAD SAFETY PROGRAMME												
Speed Limit Review	25	100	263	100	263	0	0	2	0	2%	2%	In Moratorium.
Child Safety Audit measures (Abingdon)	0	1	100	1	100	0	0	0	0	0%	0%	In Moratorium.
Low Cost Measures	60	20	80	20	80	0	0	5	0	25%	25%	
Other Road Safety Schemes		22	22	39	47	17	25	1	6	3%	18%	
ROAD SAFETY PROGRAMME TOTAL		85	143	160	490	17	25	8	6	5%	9%	
OXFORD TRANSPORT STRATEGY PROGRAMME												
London Rd Corridor - Phase 3	458	1,457	2,035	1,500	2,035	43	0	1,065	642	71%	114%	£120k remaining project contingency was profiled in 2011/12. A further £43k of this is now forecast to be utilised and has been brought forward. Increased costs are to deal with unforeseen ground conditions which have only been revealed as construction
Horspath Driftway/The Slade Crossing Improvements	0	150	150	150	150	0	0	9	20	6%	19%	Construction due to take place Jan 2011.
Fairfax Rd/Purcell Rd Cycle Link	6	17	185	17	185	0	0	0	0	0%	0%	Delays caused by land ownership issues. Project under review.

ENVIRONMENT and ECONOMY - TRANSPORT CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

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Highfield Area Traffic Management	0	142	142	7	70	-135	-72	1	0	14%	14%	Delay to the scheme experienced following a negative reaction at the public consultation. A reduced scheme is now being proposed with design this financial year and construction next financial year.
Old Rd/Windmill Rd Cycle Lane	16	119	135	119	135	0	0	0	0	0%	0%	Project may be combined with scheme above.
Canal Towpath Improvement - Isis Lock to Watton Well Road	0	100	100	100	100	0	0	82	18	82%	100%	
Other OTS schemes		55	55	47	85	-8	30	23	10	49%	70%	
OXFORD TRANSPORT STRATEGY PROGRAMME TOTAL	480	2,040	2,802	1,940	2,760	-100	-42	1,180	690	61%	96%	
TRANSFORM OXFORD PROGRAMME												
Transform Oxford Future Programme	9	0	452	0	452	0	0					In Moratorium
Frideswide Square (project development)	98	102	240	102	240	0	0	30	29	29%	58%	In Moratorium.
Queens Street	1,060	34	1,094	34	1,094	0	0	1	2	3%	9%	Being designed.
St Ebbes Public Realm Improvements (project development)	0	30	30	30	30	0	0	0	0	0%	0%	In Moratorium
TRANSFORM OXFORD PROGRAMME TOTAL	1,167	166	1,816	166	1,816	0	0	31	31	19%	37%	

ENVIRONMENT and ECONOMY - TRANSPORT CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

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TOWNS PROGRAMME												
ABINGDON												
Abingdon Town Centre	3,028	33	3,061	76	3,104	43	43	13	18	17%	41%	Final account higher than accrued for
Abingdon- Marcham Rd Ph 2	240	65	305	55	295	-10	-10	51	5	93%	102%	Final account lower than accrued for
Other Abingdon ITS Schemes		0	0	0	0	0	0	-1	0			
Abingdon Town Programme Total	3,268	98	3,366	131	3,399	33	33	63	23	48%	66%	
BANBURY												
Horswell Fields Mineral Railway	0	13	150	9	150	-4	0	0	0	0%	0%	Now programmed to start in September 2011. Planning approval needed before this scheme can be constructed.
Banbury: Higham Way Access Road	0	130	130	110	130	-20	0	0	0	0%	0%	Construction will begin this financial year and be completed at the beginning of the next financial year. (Project name changed from Grimsbury Market Quarter Access Improvements)
Other Banbury ITS Schemes		0	0	1	1	1	1	1	0	100%	100%	
Banbury Town Programme Total	0	143	280	120	281	-23	1	1	0	1%	1%	

ENVIRONMENT and ECONOMY - TRANSPORT CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

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BICESTER												
Bicester Market Square	0	40	1,000	40	1,000	0	0	0	0	0%	0%	In Moratorium.
Bicester Roman Road	6	122	128	180	186	58	58	9	8	5%	9%	Cost has increased as additional work added to the scheme (cycle/footway). Phase 1 on site. Phase 2 to follow on (further £70k S106 funding TBC).
Rapid schemes - ECO Town (project development)	0	25	25	25	25	0	0	1	0	4%	4%	The amount and timing of North-West Bicester Eco-Town grant funding to be confirmed.
Other Bicester ITS Schemes		10	10	0	0	-10	-10	3	7			
Bicester Town Programme Total	6	197	1,163	245	1,211	48	48	13	15	5%	11%	
HENLEY												
Other Henley ITS Schemes		10	10	10	10	0	0	3	3	30%	60%	
Henley Town Programme Total	0	10	10	10	10	0	0	3	3	30%	60%	
WITNEY												
Cogges Link Road	2,387	1,370	18,880	1,070	18,880	-300	0	372	84	35%	43%	Advanced overhead electricity cable works which were brought forward to be undertaken this summer, now deferred again.
A40 Downs Road Junction	87	50	137	50	137	0	0	0	0	0%	0%	£4m developer funding allocated - awaiting spend profile. Planning Application due to be submitted Nov.
Woodgreen/West End Pedestrian Cycle Route	25	48	73	0	73	-48	0	0	0			Design complete but construction will now be next summer. The deadline for Sustrans funding (£42k) was missed and so this has been withdrawn. Bid may be resubmitted next year. Alternative scope and funding options being investigated.

ENVIRONMENT and ECONOMY - TRANSPORT CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Approval (Cabinet 19th October 2010)		Latest Forecast		Variance		Current Year Expenditure Monitoring				Comments
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Other Witney ITS Schemes		25	25		25	0	0	0	4	0%	16%	
Witney Town Programme Total	2,499	1,493	19,115	1,145	19,115	-348	0	372	88	32%	40%	
<u>CARTERTON</u>												
Other Carterton ITS Schemes		33	33	40	63	7	30	0	0	0%	0%	
Carterton Towns Programme	0	33	33	40	63	7	30	0	0	0%	0%	
<u>WANTAGE/GROVE</u>												
Linborough Road Pedestrian Crossing	1	44	45	44	45	0	0	0	0	0%	0%	Delay due to adoption of highway, but should still take place this year.
Wantage/Grove Programme Total	1	44	45	44	45	0	0	0	0	0%	0%	
<u>OTHER TOWNS</u>												
Chipping Norton, Oxford Road Crossing Improvements	0	130	130	130	130	0	0	0	0	0%	0%	
Other Towns Other Schemes		69	69	45	69	-24	0	0	0	0%	0%	
Others Towns Programme Total	0	199	199	175	199	-24	0	0	0	0%	0%	
TOWNS PROGRAMME TOTAL	5,774	2,217	24,211	1,910	24,323	-307	112	452	129	24%	30%	
<u>PUBLIC TRANSPORT PROGRAMME</u>												
Premium Routes Upgrade	447	534	981	549	996	15	15	7	14	1%	4%	In Moratorium, but could still take place this year if released.

ENVIRONMENT and ECONOMY - TRANSPORT CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Approval (Cabinet 19th October 2010)		Latest Forecast		Variance		Current Year Expenditure Monitoring				Comments
		Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total £'000s	Actual expenditure to date £'000s	Commitments £'000s	Expenditure Realisation Rate %	Actuals & Commitments %	
Public Transport Information Project	956	128	1,084	128	1,084	0	0	7	0	5%	5%	£20k for work associated with Premium Routes upgrade, therefore will only take place if released.
Iffley Rd/Donnington Bridge Junction	215	2	217	2	217	0	0	0	0	0%	0%	
Oxford, Garsington Road Roundabout Signal Improvements	0	0	120	0	120	0	0	0	0			
Rail Station Development	124	134	258	134	258	0	0	126	0	94%	94%	Released from Moratorium.
Didcot Station Forecourt	1,378	832	5,730	372	5,730	-460	0	143	41	38%	49%	Start of the construction work has been delayed until the next financial year due to problems with Network Rail.
Signaller Choices (BWTS)	0	262	262	85	185	-177	-77	33	26	39%	69%	£100k SCE funding previously released but no longer required
PUBLIC TRANSPORT PROGRAMME TOTAL	3,120	1,892	8,652	1,270	8,590	-622	-62	316	81	25%	31%	
LTP1 Schemes	55	141	196	141	196	0	0	5	0	4%	4%	
Salaries	545	635	1,180	635	1,180	0	0	0	0	0%	0%	
Preparation Pool	0	0	325	0	325	0	0					
Integrated Transport Future Programme-LTP3	0	0	13,569	0	13,569	0	0					
OTHER INTEGRATED TRANSPORT TOTAL	600	776	15,270	776	15,270	0	0	5	0	1%	1%	
INTEGRATED TRANSPORT STRATEGY TOTAL	11,748	7,955	60,537	6,947	60,550	-1,008	13	2,002	965	29%	43%	

ENVIRONMENT and ECONOMY - TRANSPORT CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

Project/ Programme Name		Previous Years Actual Expenditure £'000s	Latest Approval (Cabinet 19th October 2010)		Latest Forecast		Variance		Current Year Expenditure Monitoring				Comments
			Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total £'000s	Actual expenditure to date £'000s	Commitments £'000s	Expenditure Realisation Rate %	Actuals & Commitments %	
STRUCTURAL MAINTENANCE PROGRAMME													
Carriageway Schemes (non-principal roads)		0	3,973	9,523	3,738	9,288	-235	-235	286	872	8%	31%	£200k reduction in forecast cost of carriageway works associated with Potash Bridge.
Footway Schemes		0	1,365	6,665	1,365	6,665	0	0	599	529	44%	83%	
Surface Treatments		0	2,995	13,510	3,292	13,807	297	297	1,616	453	49%	63%	£173k increase due to retentions payable on 09/10 programme not accrued for
Structural Patching		0	0	1,636	70	1,706	70	70			0%	0%	
Street Lighting Column Replacement		0	520	2,080	520	2,080	0	0	252	259	48%	98%	
Drainage		0	750	2,800	750	2,800	0	0	147	112	20%	35%	
Bridges		26	2,671	11,137	2,345	10,811	-326	-326	612	825	26%	61%	£200k slippage on the culvert replacement programme due a shortage of design resource in the summer. Other small variances as there has been uncertainty under the new contract and some difficulty has been encountered with Network Rail related work.
Bridges - Major Schemes		1,555	350	1,905	350	1,905	0	0	285	62	81%	99%	
Thames Towpath													
A415 Newbridge River Thames Crossing (project development)		672	0	1,632	34	1,632	34	0	33	1	97%	100%	In Moratorium. Further £6.19m required for delivery of scheme.
Wolvercote, Wolvercote Railway (Goose Green) Bridge Replacement		203	120	3,023	70	3,023	-50	0	5	15	7%	29%	In Moratorium. Delay as Network Rail have not responded to our proposals.

ENVIRONMENT and ECONOMY - TRANSPORT CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Approval (Cabinet 19th October 2010)		Latest Forecast		Variance		Current Year Expenditure Monitoring				Comments
		Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total £'000s	Actual expenditure to date £'000s	Commitments £'000s	Expenditure Realisation Rate %	Actuals & Commitments %	
<u>Detrunked & Principal Roads - Major Schemes</u>												
A40 (Headington - M40)	79	1,096	1,175	1,162	1,241	66	66	644	478	55%	97%	
Oxford High Street Phase 3	2,183	397	2,580	446	2,629	49	49	310	80	70%	87%	
A422 Ruscombe Avenue, Banbury	113	11	690	5	724	-6	34	5	68	100%	1460%	In Moratorium.
A408 Oxford Iffley Road (design)	8	171	179	178	2,519	7	2,340	67	4	38%	40%	Project Development budget for 2010/11 released. Construction in moratorium. Cost of construction now shown.
Principal Roads		19	2,755	15	378	-4	-2,377	-9	25	-60%	107%	In Moratorium (2011/12 onwards). Now split out to Iffley Road & Ruscombe Avenue.
Other HQ items	0	190	625	353	788	163	163	20	2	6%	6%	£200k for development of 2011/12 annual programmes.
STRUCTURAL MAINTENANCE PROGRAMME TOTAL	4,839	14,628	61,915	14,693	61,996	65	81	4,872	3,785	33%	59%	£95k additional income from contributions towards Bridges & Drainage Schemes
TRANSPORT CAPITAL PROGRAMME EXPENDITURE TOTAL	16,587	22,583	122,452	21,640	122,546	-943	94	6,874	4,750	32%	54%	

3,295

TOTAL TCP RESOURCES		22,331	103,599	21,520	103,762	-811	163
In-Year Programme Surplus (+) / Deficit (-)		-252	0	-120	69	132	69
Cumulative Programme Surplus (+) / Deficit (-)	2,266	2,014	0	2,146	69		

COMMUNITY SAFETY & SHARED SERVICES CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Approval (Cabinet 19th October 2010)		Latest Forecast		Variance		Current Year Expenditure Monitoring				Comments
		Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total £'000s	Actual expenditure to date £'000s	Commitments £'000s	Expenditure Realisation Rate %	Actuals & Commitments %	
<u>Fire & Rescue Service</u>												
Critical Works - HQ shower facilities	0	61	61	61	61	0	0	0	0	0%	0%	In Moratorium
Bicester Fire Station Upgrade	29	10	435	10	435	0	0	0	0	0%	0%	In Moratorium
Thame Fire Station	0	0	2,300	0	2,300	0	0	0	0			In Moratorium
Retentions (completed schemes)		0	0	7	7	7	7	7	0	100%	100%	
Fire & Rescue Service TOTAL												
	29	71	2,796	78	2,803	7	7	7	0	9%	9%	
<u>Gypsy & Travellers Sites</u>												
Redbridge Hollow Refurbishment of Amenities	2	91	553	91	553	0	0	1	1	1%	1%	
Redbridge Hollow Additional Pitch	0	20	126	20	126	0	0	0	0	0%	0%	
Gypsy & Travellers Sites TOTAL												
	2	111	679	111	679	0	0	1	0	1%	1%	
<u>Safer & Stronger Communities</u>												
Safer & Stronger Communities Grant	402	101	503	101	503	0	0	25	25	25%	25%	
Safer & Stronger Communities TOTAL												
	402	101	503	101	503	0	0	25	0	25%	25%	
<u>Shared Services - Food With Thought</u>												
Kitchen & Dining Improvements	411	89	500	89	500	0	0	87	0	98%	98%	
Shared Services - Food With Thought TOTAL												
	411	89	500	89	500	0	0	87	0	98%	98%	
COMMUNITY SAFETY & SHARED SERVICES CAPITAL PROGRAMME EXPENDITURE TOTAL												
	844	372	4,478	379	4,485	7	7	120	0	32%	32%	

COMMUNITY SAFETY & SHARED SERVICES CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Approval (Cabinet 19th October 2010)		Latest Forecast		Variance		Current Year Expenditure Monitoring				Comments
		Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total £'000s	Actual expenditure to date £'000s	Commitments £'000s	Expenditure Realisation Rate %	Actuals & Commitments %	

TOTAL CS&SS CP RESOURCES												
		372	3,234	379	3,241	7	7					
In-Year Programme Surplus (+) / Deficit (-)		0	-400	0	-400	0	0					
Cumulative Programme Surplus (+) / Deficit (-)	0	0	-400	0	-400							

CORPORATE CORE CAPITAL PROGRAMME - October 2010 Monitoring (Cabinet December 2010)

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Approval (Cabinet 19th October 2010)		Latest Forecast		Variance		Current Year Expenditure Monitoring				Comments
		Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total Scheme Cost £'000s	Current Year 2010 / 11 £'000s	Total £'000s	Actual expenditure to date £'000s	Commitments £'000s	Expenditure Realisation Rate %	Actuals & Commitments %	
<u>CORPORATE ICT PROGRAMME</u>												
ICT Hardware & Software	3,000	766	4,532	766	4,532	0	0			0.00%	0.00%	£234k permanent virement between ICT & Property Services requested in the revenue budget due to change in accounting treatment of disposal costs. Capital allocation removed after 2011/12. This means a £766k annual pressure in the revenue budget from 2012/13.
CORPORATE CORE CAPITAL PROGRAMME EXPENDITURE TOTAL	3,000	766	4,532	766	4,532	0	0	0	0	0.00%	0.00%	

TOTAL CS&SS CP RESOURCES	766	1,532	766	1,532	0	0
In-Year Programme Surplus (+) / Deficit (-)	0	0	0	0	0	0
Cumulative Programme Surplus (+) / Deficit (-)	0	0	0	0		

Capital Monitoring Report
Grant bids and allocations not yet included in the Capital Programme
October 2010

Ref.	Scheme/Programme Area	Status	Description	Amount £000	Year
(1) (2)	<u>Children, Young People & Families</u> Bicester Performance Reward Grant	1 3	LSC application Individual Service Target Areas	3,000 38	2010/11 & 2011/12
	<u>Sub-Total CYP&F</u>			3,038	
	<u>Social & Community Services</u>				
	<u>Sub-Total Community Safety</u>			0	
(4)	<u>Environmental & Economy</u> Bicester Eco Town	2	Public transport improvements will include a pedestrian-only route from Bicester North station to the town centre with enhanced railway crossing facilities for walkers and cyclists and extended bus routes with the provision of real time travel information	900	TBC
(5)	Banbury Connect 2	2	BIG Lottery funding secured by Sustrans for a cycle/pedestrian link over the Oxford Canal to connect the Bankside area of Banbury with Bridge Street. Also £100k developer funding. (British Waterways are carrying out a linked £150k scheme including £50k lottery funding.)	150	TBC
	<u>Sub-Total Environmental & Economy</u>			1,050	
	<u>Community Safety</u>				
	<u>Sub-Total Community Safety</u>			0	
(6)	LAA Performance Reward Grant	2	Revised allocations approved by the Public Service Board: Partnerships - Grant pot for Voluntary & Community Groups	125	2010/11
	Total			4,088	

Key:

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

Capital Programme Review 2010/11: Schemes Released from Moratorium

Ref	Scheme	Funding Released £000
(a)	Lord Williams' Autism Resource Base – Lower School site - two-classroom modular building	200
(b)	Northern House School, Oxford – New 6-classroom block with Food Technology Provision	1,150
(c)	Witney Young Peoples Centre- Phase 2	1,117
(d)	Redbridge Hollow Traveller Site Phase 2 (5 Additional Pitches)	400
(e)	Kidlington Household Waste Recycling Centre	200
(f)	Carbon Management Programme- Street Lighting Sub-Project	75
(g)	Countywide Speed Limit Changes	238
(h)	Chill-out Fund	75
(i)	Relocation of Oxford Youth Offending Services	6
(j)	The Grange Primary School, Banbury	1,600
	Total	5,061

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DIVISION(s): N/A

CABINET – 21 DECEMBER 2010

BUSINESS STRATEGY & SERVICE AND RESOURCE PLANNING 2011/12 – 2015/16

**Report by Chief Executive, Assistant Chief Executive (Strategy) and
Assistant Chief Executive & Chief Finance Officer**

Introduction

1. This is one in a series of reports on the Service and Resource Planning process for 2011/12 to 2015/16, providing councillors with information on budget issues for 2011/12 and the medium term. The report includes the Directorate Business Strategies, provides an update on the Service and Resource Planning process and sets out the review of charges.
2. The report to Cabinet in November 2010 set out the potential impact of the Spending Review, along with subsequent announcements, on Oxfordshire highlighting the uncertainties and the level of risk those uncertainties formed.
3. The following annexes are attached:

Annex 1:	Savings Proposals 2011/12 – 2014/15
Annex 2a	Children, Young People & Families Business Strategy
Annex 2b	Social & Community Services – Adult Social Care Business Strategy
Annex 2c	Social & Community Services – Community Services Business Strategy
Annex 2d	Social & Community Services – Community Safety Business Strategy
Annex 2e	Environment & Economy Business Strategy
Annex 2f	Customer Services Business Strategy
Annex 2g	Chief Executive's Office Business Strategy
Annex 3:	Revenue Budget Prioritisation
Annex 4a:	Review of Charges
Annex 4b & c:	Current and proposed charges
Annex 5:	Initial Capital Prioritisation Assessment (to follow)
Annex 6:	Overarching Equality Impact Assessment (to follow)

Draft Local Government Finance Settlement

4. The Draft Local Government Finance Settlement is due to be announced in December 2010. At the time of writing this report the settlement had not been announced and the date of the announcement was not known. An addendum to this report will be produced once the information is available. The announcement of the Draft Local Government Finance Settlement marks the

start of a six week consultation period with the final settlement being announced in mid to late January 2011. It is possible therefore that the figures contained in the settlement could be subject to change and remain draft until the final settlement.

5. The draft settlement is expected to provide provisional Formula Grant figures for 2011/12 and draft figures for the remainder of this term of Parliament. To align with the Government's planning period it is proposed that the final year covered by the Service and Resource Planning process, 2015/16 reflects the position for 2014/15. Furthermore, given the changes that are expected in 2013/14 due to the national review of Local Government Formula and the abolition of the Primary Care Trusts it is proposed that an indicative Medium Term Financial Plan is proposed and agreed for the two years 2013/14 and 2014/15.
6. A number of function changes are expected to be announced as part of the settlement. These are adjustments to the Formula Grant to reflect new or amended duties or responsibilities. The provisional Local Government Finance Settlement should also provided information on the nine remaining specific grants.

Directorate Business Strategies

7. Directorate Business Strategies have been completed which set out a direction of travel for what the Directorate will deliver in terms of range of services and standards over the medium term in the context of reduced funding. It pulls together the strands of work that comprise the Council's Business Strategy, and ensures that with such high levels of change being managed that there is a single focussed overview.
8. The table below sets out the savings which are proposed in the Business Strategies. These are set out in more detail at Annex 1. The Business Strategies which provide the information to support the proposals are set out at Annex 2a to 2g.
9. There are further areas of work under review, outside of the Directorate Business Strategies, which impact on the budget for 2011/12 and MTFP, these is are discussed later in the report (paragraphs 17 to 34).

Total proposals	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Cross Directorate	-10.6	-12.4	-14.8	-17.4
Children, Young People & Families	-10.3	-14.4	-15.7	-16.9
Social & Community Services	-16.7	-27.8	-33.8	-40.0
Community Safety	-0.5	-1.0	-1.5	-1.6
Environment & Economy	-11.0	-18.2	-24.1	-27.3
Customer Services	-1.8	-3.3	-3.9	-4.4
Chief Executives Office	-1.5	-1.8	-2.1	-2.1
TOTAL PROPOSALS	-52.4	-78.9	-95.9	-109.7
Possible reduction on passported specific grants	-3.9	-5.3	-4.9	-6.1
TOTAL ALL SAVINGS PROPOSED	-56.3	-84.2	-100.8	-115.8
Estimated changes to funding – compared to existing MTFP				
Taxbase	-0.7	-0.7	-0.7	-0.7
Collection Fund	-2.2			
TOTAL PROPOSALS	-59.2	-84.9	-101.5	-116.5

10. The report to Cabinet in November set out a savings target based on the latest planning assumption. This will be replaced with the actual savings required following the draft settlement but for now the savings proposed are compared to the planning assumption. This is set out below.

Total proposals	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Target Savings – November 2010	-58.6	-93.5	-107.4	-119.2
Total Savings Proposed	-59.2	-84.9	-101.5	-116.5
Shortfall (+) / Surplus (-) against target savings	-0.6	8.6	5.9	2.7

11. These figures show that if the Local Government Finance Settlement reflects the planning targets, then budget could be balanced in year one. However, there is still further work to balance year's two to four. This will need to be addressed once the Local Government Finance Settlement is known.

Service and Resource Planning process 2011/12 – 2015/16

12. At Strategy & Partnerships Scrutiny Committee on 18 November 2010, the Assistant Chief Executive & Chief Finance Officer reported that work had

been undertaken on a paper for developing revenue budget proposals in light of a set of priorities. It is intended that this will be used once the draft Local Government Finance Settlement is known if there is more funding available than the current planning target. The Cabinet is recommended to agree to adopt the prioritisation principles as out in Annex 3.

13. On 20 December 2010, all of the Scrutiny Committees will meet to consider the Directorate Business strategies and proposals for savings. The comments from each committee will be considered by Strategy & Partnerships Scrutiny Committee in January 2011 prior to be fed back to Cabinet in order that the Cabinet can take the comments into consideration in proposing their budget and MTFP.

Review of Charges

14. As part of the work in completing their Business Strategies, service managers have reviewed their charges. Annex 4a sets out the Councils charging policy and an analysis of the changes in income. The proposed charges are set out in detail in Annex 4b & 4c.
15. Where new charges are proposed or the proposed increase in charges is more than 1.5%¹, these will contribute towards the savings set out in the Business Strategies.
16. The information in the review of charges reflects, where appropriate, the increase in VAT to 20% from January 2011. Whilst the increase in VAT commences before the start of the new financial year, it was agreed by Cabinet in July 2010 that the increase in relevant fees from the VAT rate increasing would be absorbed in order to keep charges constant for whole of 2010/11.

Further areas under review

Strategic Measures

17. The Treasury Management Strategy Statement and the Annual Investment Strategy for 2011/12 will form part of the Service & Resource Planning report to Cabinet in January 2011. These will be finalised once the Local Government Finance Settlement is confirmed and capital funding is announced. The Treasury Management Strategy Statement will set out the forecast Bank Rate, along with a forecast of rates achieved on deposits and for long term borrowing. These will be reflected in the Strategic Measures budget for 2011/12 and over the medium term.
18. There are a number of known factors which will influence the Strategic Measures budget:

¹ Inflation included on income budgets for 2010/11

19. Long Term Borrowing: The report to Cabinet in September 2010 set out the assumptions of a 50% reduction in borrowing allocations from Government to support capital expenditure over the period 2011/12 to 2014/15. This will reduce the borrowing costs in the Strategic Measures budget. The announced increase of 0.87% in the cost of borrowing from the PWLB will though increase any borrowing undertaken.
20. Interest earned on cash balances: As funding for the organisation decreases over the medium term, so too will the level of cash balances held. This will have an impact on the interest earned on cash balances. Interest rates also have an impact. The MTFP is based on the forecast rates set out in the Treasury Management Strategy for 2010/11, with an average return of 2.35% in 2011/12, up from 1.23% in 2010/11. Latest economic forecasts predict that base rate will remain at 0.5% until the latter half of 2011, rising slowly thereafter. These predictions of a lower bank rate for longer mean that revisions to the forecast are necessary to take account of the reduction on interest earned on cash flows.

Inflation

21. The report to Cabinet in September 2010 highlighted the need to review the inflation assumptions built into the current MTFP. The existing MTFP had already included a reduction in pay inflation for 2011/12 and 2012/13 to 1.0% (from 2.5%) along with reductions in non pay inflation. Together these brought savings of £2.9m in 2011/12 rising to £5.3m in 2012/13. As part of the budget in June 2010, the Chancellor announced a two year freeze² on all public sector pay for 2011/12 and 2012/13. Based on this announcement, further pay inflation savings of £1.1m in 2011/12 rising to £2.3m in 2012/13 are proposed.
22. It is also proposed to freeze non-pay inflation budgets, allowing no inflation in 2011/12. This is expected to save £1.2m and is also shown in the cross directorate page of Annex 1. Although inflation is currently running above the government target of 2.0%, more efficient procurement is expected to allow the same amount of goods and services to be procured for a lower sum. The impact of not increasing budgets for inflation is therefore expected to be manageable. Inflation on contracts will still be provided for at 2.5% in 2011/12.
23. Beyond 2012/13, the current MTFP allows for inflationary increase of 2.5% for pay, 2.0% for non-pay and 3.0% for contracts. Although it is not proposed to change these currently, as funding for the organisation decreases over the medium term so does the amount of inflation required. Savings arising from a lower base are anticipated to be £2.5m in 2013/14 rising to £3.7m in 2014/15.
24. All of the inflationary savings are reflected in the cross directorate section of Annex 1.

² with the exception of those who earn less than £21,000 who will receive a flat increase of £250 p.a.

National Insurance

25. The current MTFP includes £1.4m of funding for an increase in employer National Insurance contributions of 1% from 2011/12 as announced in previous year's national budgets. The emergency budget in June 2010 included an increase in the threshold at which National Insurance applies for 2011/12 thereby creating a saving. This has been calculated as £0.662m and is reflected in the cross directorate section of Annex 1.

Terms and Conditions

26. The council has been looking for ways of making savings in ways that preserve services and do not lead to job losses. Building on the staff suggestion scheme and in line with many other councils we have decided to review staff terms and conditions. Negotiations have been opened with Unison about these proposed changes and Unison has agreed to consult its members on the following proposals:
- Reducing redundancy compensation from twice the statutory weeks' pay on actual rates to one and a half times statutory weeks on actual pay.
 - Freezing incremental rises for two years for those on Grade 8 or above (i.e. paid over £21,000 per year)
 - Reducing car mileage rates by 5 pence per mile to 35 pence per mile.
27. These proposed changes will bring savings in the region of £4.0m in 2011/12. Of this £1.9m is shown as Cross Directorate saving in Annex 1 for the two years of the increment freeze and car allowance reduction, however the further saving relates to a reduced redundancy cost.

Taxbase and Collection Fund

28. Some preliminary figures have been received from the district councils on the Taxbase for 2011/12. The Taxbase represents the number of properties Council Tax can be collected from. The existing MTFP includes an increase of 0.25% for 2011/12. Preliminary information from the district councils indicates that the increase from 2010/11 could be 0.49%. This would provide additional funding of £0.670m on an on-going basis compared to the MTFP. Actual taxbase figures will not be confirmed until January 2011. This additional funding has been reflected in the summary of savings proposals set out in Annex 1.
29. The county council receives annually a share of the district councils Council Tax Collection Fund surpluses or deficits. The amount can vary considerably and will not be confirmed until January 2010. Early indications from the district councils suggest that this could be in the region of £3.1m compared to £0.8m in the MTFP. This is one-off funding. As with the taxbase, this additional funding has been reflected in the summary of savings proposals set out in Annex 1.

Reserves

30. In line with the Financial Strategy³ and as part of the Service & Resource Planning process a review of earmarked reserves has been undertaken. The purpose of the review is to determine whether the purposes for which they are held are still valid and whether there are any which could be used to provide one-off funding. The current assessment of forecast reserves to 31 March 2011 is set out in Annex 4 of the Financial Monitoring Report (item CA6 on this agenda).
31. The review has identified that in the majority of cases, the level of reserves held are appropriate for the needs identified. There has been an increase in the number of earmarked reserves over the past two years which reflects the need to even out programme or cyclical spending patterns as the overall financial position becomes tighter.
32. An analysis of the Insurance Reserve has identified that within the forecast £6.0m at the end of 2010/11, a sum of up to £2.4m could be used for alternative purposes. This sum does represent an allowance for claims outside previous experience⁴. However, the likely calls on this element of the reserve are low; a one off contribution to revenue is proposed. This is included in the Cross Directorate page of the Summary Savings at Annex 1.
33. As part of the current MTFP agreed by Council in February 2010, funding of £6.0m was set aside from 2011/12 for pensions to ensure sufficient funds were available to manage the increased costs expected following the 2010 evaluation. Preliminary figures from the evaluation indicate that it will not be required. Therefore this sum could be utilised, either on an ongoing basis or on a one off basis for three years and allow more resilience to be held against a future revaluation when there is expected to be an implication from a reduced number of staff in the pension fund. It is proposed that no decision is taken on this at present until the final Local Government Finance Settlement is confirmed in January 2011.

Balances

34. The financial Strategy states that balances should be maintained at a level commensurate with identified risks, based on an annual risk assessment. The forecast balances over the medium term in the current MTFP are set out below. An updated risk assessment is being undertaken which takes into account 2010/11 financial projections and the risks in the 2011/12 budget. This will be finalised once the Final Local Government finance Settlement is known in January 2011.

³ Financial Strategy 2010/11 to 2014/15 approved by Cabinet in December 2009

⁴ e.g. the identification of a new illness that can be traced back to actions/inactions of the Council in the past

	2010/11 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
<u>Estimated Balances at Start of Year</u>	10.6	12.5	12.8	13.6	14.6
Budgeted Change in Balances per MTFP	3.9	2.3	2.8	3.0	3.0
<u>Total Balances at Start of Year</u>	14.5	14.8	15.6	16.6	17.6
Estimated Use of Balances	-2.0	-2.0	-2.0	-2.0	-2.0
<u>Estimated Balances at end of year</u>	12.5	12.8	13.6	14.6	15.6

Corporate Asset Management Plan and Capital Strategy

35. The Corporate Asset Management Plan is a high-level corporate strategy which establishes the role of the Council's assets in meeting strategic objectives and the business efficiency strategy. It is being updated and revised from 2010/11 to include the recommendations of the Asset Strategy work; to reflect the current financial context and consequent changes proposed in the Business strategies and to align with the priorities in the draft Corporate Plan 2011/12 to 2015/16.
36. The Capital Strategy which forms part of the Corporate Asset Management Plan is also being updated to align with the priorities in the draft Corporate Plan 2011/12 to 2015/16 and in light of the Spending Review 2010. The revised strategy is expected to be mainly consistent with the one approved in February 2010 demonstrating that the Council's approach to long-term capital investment is still sound despite the challenging financial environment. Its context however is being expanded to cover a number of key developments:
- A set of principles for prioritising capital investment proposals in order to support most effective use of capital resources. These principles are proposed to be used to determine capital investment priorities for the Council for the next five years.
 - The Council's commitment to achieving more flexible use of capital resources acknowledging this flexibility as a key to achieving most effective use of capital resources.
 - Managing growth effectively and establishing stronger links between infrastructure planning and the asset management planning process through the effective use of developer contributions.
 - A review of the recent consultations announced around new financial incentives for local economic growth (set out in the November Service & Resource Planning Report) and the Council's commitment to maximising

capital investment through the effective use of these where they prove to be affordable and value for money.

- further strengthen the capital programme management principles through clearly defining a policy for capital programme and provide flexibility by dividing the five year capital programme into two key components to respond to the uncertain funding environment: the firm capital programme (the first two years) and the provisional capital programme (the last three years).
37. Whilst the principles for prioritising capital investment proposals will be included in the draft Capital Strategy which will be presented to Cabinet in January 2011, they are set out below in order that they can be agreed now and adopted for drafting the Capital Programme for 2011/12 to 2015/16.
- **Priority 1:** projects which enable compliance with our legal/statutory duties including projects which address any infrastructure deficits related to statutory compliance. For projects in this category, there is still a need to justify the cost level.
 - **Priority 2:** projects where a major proportion (50% or more) of the capital is from external sources which will be lost if the project fails to go ahead but subject to consideration of future revenue requirements.
 - **Priority 3:** projects that generate revenue savings through the delivery of the new business strategy or service transformation proposals. For projects in this category, there is still a need to explore whether or not they could be self-financing, for example through prudential borrowing.
 - **Priority 4:** projects that contribute to the delivery of a smaller property portfolio through increased co-location or space utilisation or adaptation of new ways of working.
 - **Priority 5:** projects that facilitate economic development and housing growth - in particular in priority localities (Banbury, Bicester, Abingdon, Oxford City, Didcot and Carterton).
 - **Priority 6:** projects that address cross-cutting issues, facilitate joint-working with partners or generate new/additional income;

Capital Programme

The Capital Budget Setting Process 2011/12

38. On 18 October 2010, The Capital Investment Board (CIB), acting as the Capital Star Chamber, considered 56 capital projects or new pressures using the prioritisation principles for capital investment set out above. It was noted that this was the first iteration of the capital prioritisation process and agreement was made to revisit schemes with significant allocations and new pressures before final budgets are agreed for the capital programme. The

agreed principles will be upheld when assessing the relative merits of capital investment decisions with an aim to producing a balanced capital programme with sufficient level of contingency for January 2011.

39. During December 2010, the Board will also consider transport schemes that are solely or partially funded by developer contributions with an aim to maintain the level of capital investment in transport where possible through effective use of S106 resources. It is expected that most of the funding will be restricted to particular schemes at this stage, but it is considered as an important step in achieving better alignment of the main capital programme and the growth portfolio. Following this process, a proposed list of prioritised capital schemes will be circulated as Annex 5 (to follow).

Prudential Indicators

40. As part of the Service & Resource Planning process for 2011/12, Council will have to approve a set of Prudential Indicators which show that the Council's use of borrowing is prudent, affordable and in line with the Council's Treasury Management Strategy. These indicators will be taken to Council for approval in February 2011. Some of these indicators are around the Treasury Management Strategy and will be included in the Service & Resource Planning report to Cabinet in January 2011.
41. The remaining indicators are dependant upon either the final agreed budget position or the notified supported borrowing allocations and cannot be calculated at this time.

Consultation

42. In developing the Directorate Business Strategies set out in Annex 1 to this report, the Council has already taken into account the views expressed in the Oxfordshire Voice Budget Consultation Survey and the Oxfordshire Big Debate. The Council is now inviting comments on its overall proposed budget. A summary of the comments received will be presented for consideration as part of the Council's proposed budget in January 2011.
43. Where appropriate and as we are legally required to do, the Council will carry out separate formal consultation with service users and/or stakeholders where significant changes to services are proposed as part of the Directorate Business Strategies. These consultations are separate to the Business Strategy & Service and Resource Planning cycle.

Financial and Legal Implications

44. This report is mostly concerned with finance and the implications are set out in the main body of the report. The Council is required under the Local Government Finance Act 1992 to set a budget requirement for the authority and an amount of Council Tax. This report provides information on the financial position for the authority which forms a basis for those requirements,

leading to the budget requirement and Council Tax being agreed in February 2011.

Equality and Inclusion Implications

45. An overarching Equality Impact Assessment setting out how all communities in the county will be affected by the proposals reflected in the Business strategies along with the need for mitigating action is set out in Annex 6 (to follow). Service level Equality Impact Assessments are also being drafted. These will be completed in time for consideration alongside the Cabinet's proposed budget in January 2011.

RECOMMENDATION

46. **The Cabinet is RECOMMENDED to:**
- (a) **Note the report and that an addenda will be produced following the publication of the Draft Local Government Finance Settlement;**
 - (b) **Agree the revenue prioritisation principles set out in Annex 3;**
 - (c) **In relation to the review of charges:**
 - (1) **Note those charges prescribed by legislation;**
 - (2) **Approve those charges where there is local discretion as set out in Annex 4;**
 - (3) **Approve those charges for which an increase will commence before April 2011.**
 - (d) **Agree the use of £2.4m of the insurance reserve for alternative purposes in 2011/12;**
 - (e) **Agree the capital prioritisation principles set out in paragraph 37.**

JOANNA SIMONS
Chief Executive

STEPHEN CAPALDI
Assistant Chief Executive - Strategy

SUE SCANE
Assistant Chief Executive & Chief Finance Officer

Background papers: Nil

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Tel. 01865 323971

December 2010

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ANNEX 1

**Business Strategy & Service & Resource Planning Process
Summary of Savings Proposals 2011/12 - 2014/15**

	2011/12	2012/13	2013/14	2014/15
	£m	£m	£m	£m
Savings Proposals				
Cross Directorate	-10.561	-12.434	-14.804	-17.437
Children, Young People & Families	-10.298	-14.443	-15.708	-16.887
Social & Community Services	-16.669	-27.763	-33.834	-40.050
Community Safety	-0.546	-0.990	-1.460	-1.560
Environment & Economy	-11.037	-18.174	-24.060	-27.328
Oxfordshire Customer Services	-1.789	-3.268	-3.922	-4.400
Chief Executive's Office	-1.516	-1.818	-2.118	-2.108
Total Savings Identified	-52.416	-78.890	-95.906	-109.770
Reduction in Passported Specific Grants	-3.900	-5.300	-4.900	-6.100
Total Savings Identified including Passported Grants	-56.316	-84.190	-100.806	-115.870
Estimated changes to Funding:				
Taxbase - increase compared to existing MTFP Assumption	-0.670	-0.670	-0.670	-0.670
One off contribution from Council Tax Collection Fund	-2.259			
Total Savings Identified and Changes to Funding	-59.245	-84.860	-101.476	-116.540
Savings Target as per S&RP Report to Cabinet on 16 November 2010	-58.650	-93.468	-107.384	-119.245
Under(+) / Over (-) achievement of Savings Target	-0.595	+8.608	+5.908	+2.705

**Cross Directorate
Savings Proposals 2011/12 - 2014/15**

Line Reference	Service & Resource Planning Report Page		New (N)/ Existing (E)/ Combination (C)	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<u>Savings Proposals (-) & Changes to Pressures (+)</u>					
	5	Inflation Reductions					
1		Inflation Savings agreed in existing Medium Term Financial Plan	E	-2.900	-5.300	-5.300	-5.300
2		Reduce pay inflation and inflation on expenditure budgets to nil in 2011/12	N	-1.200	-1.200	-1.200	-1.200
3		Savings from freezing pay for two years	N	-1.121	-2.301	-2.301	-2.301
4		Future Years inflation savings (lower base)	N			-2.500	-3.750
		Subtotal Inflation Reductions		-5.221	-8.801	-11.301	-12.551
5	5	National Insurance savings (announced in National Budget)	N	-0.662	-0.662	-0.662	-0.662
6	4	Savings in Strategic Measures budget to reflect reduction in size of Capital Programme	N	-0.378	-1.071	-2.511	-3.894
7	6	Terms & Conditions (subject to consultation)	N	-1.900	-1.900	-0.330	-0.330
10	7	One off Contribution from Insurance Fund	N	-2.400			
		Total		-10.561	-12.434	-14.804	-17.437

**Children, Young People & Families
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Reference		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<u>Savings Proposals (-) & Changes to Pressures (+)</u>							
		<u>New Pressures</u>							
1		External Contributions to Youth Offending Service ceasing		N	4.175	0.259	0.259	0.259	0.259
2		Speech & Language and Paramedical Services		N	0.656	0.135	0.065	0.065	0.065
3		Post 16 Special Educational Needs		N	1.126	0.137	0.137	0.137	0.137
4		Deferred Interest Loans		N	7.134	0.034	0.052	0.072	0.090
5	7.4	Training and staff development towards new ways of working		N	n/a	0.300	0.200		
6		Premature Retirement Compensation (Severance Panel)		N	3.435	0.350	0.350	0.350	0.350
7		All Rights Exhausted (ARE) - continuation of support to asylum seeker children following Appeal Court case		N	n/a	0.500	0.500	0.500	0.500
		<u>Savings arising from past decisions / external events</u>							
8		Building Schools for the Future - project funding no longer required - remove all future budgets		N	0.835	-0.996	-0.996	-0.393	-0.393
9		City Schools Reorganisation - savings realised post repayment of costs		N	0.597	-0.413	-0.594	-0.594	-0.594
10		Cessation of National Strategies within School Advisory Services		N	1.227	-0.672	-0.672	-0.672	-0.672
11		Cessation of Contactpoint and Play Pathfinder (full year impact)		N	0.166	-0.166	-0.166	-0.166	-0.166
12		Cessation of spend on Huntercombe - Youth Offending Service		N	0.055	-0.055	-0.055	-0.055	-0.055
		<u>Savings Proposals</u>							
13	7	New Early Intervention Service replaces a number of previous services		N	16.042	-3.700	-4.200	-4.200	-4.200
14	9.4 & 9.5	Special Educational Needs - out of county placements		N	6.823		-1.000	-1.000	-1.000
15	8.0	Children's Social Care		N	36.349	-0.500	-0.500	-0.500	-0.500
16	6	School Improvement		N	7.939	-0.318	-0.680	-0.798	-1.150
17	6.2	Outdoor Education Centres - move to self financing model		N	1.913	-0.100	-0.200	-0.300	-0.400
18	6.2	Equality and Diversity Achievement Service reduced		N	2.531	-0.240	-0.330	-0.380	-0.380
19	6.2	Restructure 16-19 Teams		N	0.564	-0.250	-0.500	-0.500	-0.500
20	6.2	Home to School Transport - procurement and route efficiencies		N	16.559	-1.556	-1.556	-2.056	-2.256
21	7.7	Early Years & Children's Centres		N	37.575	-1.500	-3.000	-3.500	-4.000
22	5.2	Commissioning, Performance & Quality Assurance will become a cross directorate service with S&CS		N	7.887	-0.400	-0.400	-0.400	-0.400
23	5.3	Family Information Service		N	0.356	-0.010	-0.020	-0.040	-0.040

**Children, Young People & Families
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Reference		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
24	6.2	Review existing local authority contribution to Schools Budget		N	2.195	-1.000	-1.500	-2.000	-2.195
25	9.6	Termination of some external contracts (ending 31.03.11)		N	0.137	-0.137	-0.137	-0.137	-0.137
		Less:							
26		Estimate of potential double counting within above			n/a		0.500	0.600	0.750
		Total			156.276	-10.298	-14.443	-15.708	-16.887
27		Delegated Schools Budgets - Protected			363.740				
28		YPLA Funding for FE Colleges - no longer OCC			41.327				
29		Inter-Directorate recharges			15.535				
30		Other Services			4.992				
		Total Gross Budget			581.870				

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements.

**Social & Community Services - Adult Social Care
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<u>Savings Proposals (-) & Changes to Pressures (+)</u>							
	25	<u>New Pressures - All Client Groups</u>							
1		Prudential Borrowing costs - Deferred Interest Loans and Adult Social Care ICT system				0.074	0.163	0.241	0.282
	24	<u>New Pressures - Learning Disabilities</u>							
2		Independent Living Fund - change to national policy.				0.175	0.350	0.525	0.700
3		Funding of Further Education - change to national policy				0.080	0.160	0.240	0.240
	18-19	<u>All Client Groups</u>			19.549				
4		Occupational Therapy - services & equipment that encourage independence		E		-0.273	-0.405	-0.536	-0.549
5		Staff reductions following the introduction of Self Directed Support		C		-0.682	-0.772	-0.851	-0.920
6		Limit Contract Inflation		N		-0.038	-0.087	-0.137	-0.189
7		Other		C		-0.136	-0.172	-0.173	-0.173
	7-9	<u>Older People</u>			83.292				
8	23	Demography Increase - Older People	(1)	N		0.895	1.158	1.289	1.394
9		Limit Contract Inflation		N		-1.117	-2.931	-5.099	-7.024
10		Review of Oxfordshire Care Partnership		E		-0.495	-1.236	-2.973	-3.857
11		Reduce costs of Internal Home Support		E		-1.000	-1.000	-1.000	-1.000
12		Cease Provision of Transport for Day Services	(2)	N			-1.300	-1.300	-1.300
13		Savings from Resource Allocation System		N		-1.917	-3.053	-3.230	-3.621
14		Care Home Placement Reduction		N		-0.982	-1.314	-1.861	-2.351
15		Personal Care at Home Act - not implemented	(3)	E		-2.800	-2.800	-2.800	-2.800
16		Other		E		-0.388	-0.337	-0.339	-0.342
	15	<u>Physical Disabilities</u>			7.512				
17	24	Demography Increase -Physical Disabilities	(1)	N		0.102	0.206	0.370	0.534
18		Savings from Resource Allocation System		N		-0.487	-0.763	-0.882	-0.980
	12-13	<u>Learning Disabilities</u>			42.738				
19		Demography Decrease - Learning Disabilities	(1)	E		-0.535	-1.152	-0.034	-0.835
20		Deregistration of Home Farm Trust Residential Services at Milton Heights and Banbury		E		-0.500	-0.256	0.088	0.088
21		Limit Contract Inflation		N		-0.118	-0.386	-0.674	-0.983
22		Framework Tender efficiency savings		E		-0.503	-0.754	-0.754	-0.754
23		Review of Internal Disabilities Service		E		-0.500	-1.000	-1.000	-1.000
24		Savings from Resource Allocation System		N		-0.680	-1.980	-3.280	-4.580
25		Other		E		-0.125	-0.250	-0.250	-0.250

**Social & Community Services - Adult Social Care
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
	17	<u>Mental Health</u>			8.361				
26		Savings from redesign of services delivered by the voluntary sector, workforce restructure in the Oxfordshire & Buckinghamshire Mental Health Trust and from the new Support to Independent Living contract.		C		-0.219	-0.474	-0.691	-1.025
	22	<u>Strategy & Transformation</u>			33.818				
27		Transforming Adult Social Care: ending of the Social Care Reform Grant & project (saving relates to removal of expenditure budget)				-2.295	-2.295	-2.295	-2.295
28		Restructuring of Service and reduce management costs through merger with the Commissioning, Performance & Quality Assurance (CPQA) team in Children, Young People & Families Directorate.	(4)	N		-0.523	-0.753	-0.778	-0.778
29		Restructuring of Senior Management				-0.180	-0.180	-0.180	-0.180
30	23	Supporting People - reduction in spend (5% per annum)		N		-0.808	-1.576	-2.306	-2.306
		Total			195.270	-15.975	-25.189	-30.670	-36.854

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements.

Notes

- (1) Demography reflects changes in demand for services resulting from changes in population in relevant service groups and increases in need .
- (2) Impacts on Integrated Transport Unit
- (3) £1.4m included in 2010/11 budget, plus a further £1.4m would have been added in 2011/12. Not now required as the Personal Care at Home Act will not be implemented.
- (4) Linked with Children, Young People & Families saving reference 22

Social & Community Services - Community Services
Savings Proposals 2011/12 - 2014/15

Line Reference	Business Strategy Page		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<u>Savings Proposals (-) & Changes to Pressures (+)</u>							
	20	<u>Library Service</u>							
1		Restructure our library service.		N	8.700	-0.275	-1.613	-1.867	-1.887
	4	<u>Heritage & Arts Services</u>							
2		Museums Service	(1)	C		-0.078	-0.277	-0.377	-0.377
3		Victoria County History		E		-0.112	-0.112	-0.112	-0.112
4		Heritage & Arts Office		N		-0.051	-0.102	-0.102	-0.102
5		Restructure History Service		N		-0.077	-0.163	-0.209	-0.221
6		Partnerships with Arts Organisations		N		-0.010	-0.153	-0.153	-0.153
7		The Mill Arts Centre		N				-0.090	-0.090
					2.879	-0.328	-0.807	-1.043	-1.055
	18	<u>Cultural & Community Development</u>							
8		Cultural Development		C	0.868	-0.034	-0.034	-0.034	-0.034
	21	<u>Music Service</u>							
9		Restructure service and increase fees and charges		E	2.736	-0.057	-0.120	-0.220	-0.220
		Total			15.183	-0.694	-2.574	-3.164	-3.196

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements.

Notes

(1) Includes removal of funding from Cogges Museum.

**Social & Community Services - Community Safety
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<u>Savings Proposals (-) & Changes to Pressures (+)</u>							
		<u>New Pressures</u>							
1		Fire & Rescue - Breathing Apparatus Training		N		0.050	0.050	0.050	0.050
	7	<u>Fire & Rescue</u>							
2		Removal of one fire engine from the fleet. Savings, including staff reductions in support functions. Reductions in training, extension of fire appliance life, reduction in the wholetime firefighter establishment, more effective procurement.		C	24.675	-0.292	-0.464	-0.830	-0.830
	7	<u>Emergency Planning</u>							
3		Renegotiation of contracts, reduction in supplies and services and increased income from training.		E	0.370	-0.023	-0.028	-0.032	-0.032
	10	<u>Safer Communities</u>							
4		Reduced grant funding to Safer Community partnerships and/or make efficiencies through absorbing function into the new cross-directorate Communities Team.		N	0.884	-0.141	-0.141	-0.141	-0.141
	12	<u>Trading Standards</u>							
5		Reprovision of the Council's Consumer Advice Service through redirecting Oxfordshire residents to a national call centre		E			-0.102	-0.102	-0.102
6		Increase the level of grant funding		E		-0.020	-0.070	-0.070	-0.070
7		Management and Organisational Restructure		N		-0.120	-0.235	-0.235	-0.235
8		Review the provision of a trading standards service		N				-0.100	-0.200
					2.551	-0.140	-0.407	-0.507	-0.607
	15	<u>Gypsy & Traveller Service</u>			0.894				
		Total			29.374	-0.546	-0.990	-1.460	-1.560

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements.

Environment & Economy
Savings Proposals 2011/12 - 2014/15

Line Reference	Business Strategy Page		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<u>Savings Proposals (-) & Changes to Pressures (+)</u>							
		<u>New Pressures</u>							
1		Waste Treatment Procurement (delay in savings realisation)		N				0.734	
2		Restructure Waste Recycling Centres		N		0.076	0.354	0.250	0.373
3		Investment in Automated Energy Readers plus loss of LABGI funding assumed to be available in 2014/15.		N		0.020	0.020	0.020	0.070
4		Pump Priming Investment to deliver reduction in the number of council properties		N		0.500	0.928		
5		Carbon Reduction Tax (streetlighting & non - schools)		N		0.294	0.343	0.416	0.489
6		Carbon Reduction pressures due to change in government policy		N		0.127	0.195	0.248	0.293
	8	<u>Highways & Transport</u>							
8		Updated contribution to (+)/from (-) On & Off Street Parking Account following: a) re-introduction of street parking charges (£0.600m per annum) b) re-introduction of charges at park and ride car parks (£1.000m per annum from 2012/13)		C		0.741	-1.091	-1.038	-2.136
9		Transformation & Restructuring Management and staffing changes following the implementation of the new Transport Contract in 2010/11.		C		-0.330	-0.904	-1.054	-0.936
10		Street Lighting Increase part night lighting by 28,000 units (2 phases of 14,000 units) and decommission areas of lighting.		C		-0.050	-0.150	-0.250	-0.350
11		Public Transport Review current supported bus routes, improve contract efficiency and reduce levels of subsidy.		C		-0.900	-1.252	-1.853	-1.927
12		Road Safety Ceasing of grant to the Safer Roads Partnership		C		-1.427	-1.327	-1.327	-1.327
13		Oxfordshire Highways Efficiency & contract savings		E		-0.828	-2.198	-3.269	-3.269
14		Highways Maintenance Reduction in highways repair and maintenance and response time.		C		-2.596	-2.596	-2.896	-2.896
		Subtotal Highways & Transport			47.979	-5.390	-9.518	-11.687	-12.841

**Environment & Economy
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
15	15	Growth & Infrastructure							
16		Transformation & Restructure (Integrated Organisation Structure) Directorate wide management and staffing changes.		C		-0.119	-0.450	-0.450	-0.450
17		Service Transformation & Restructure Service, management and staffing changes including the rationalisation of Waste Recycling Centres.	(1)	N		-0.193	-0.151	-0.509	-1.091
18		Service Prioritisation and Partnerships Review including the Oxfordshire Waste Partnership (OWP).		N		-0.425	-0.984	-0.944	-1.797
19		Income realisation in Planning, Waste Management and Countryside		C		-0.057	-0.089	-0.215	-0.245
20		Waste Management Procurement Efficiencies		E		-0.237	-0.475	-1.697	-1.697
21		Offset taxation pressures from increased waste recycling and landfill diversion programmes		E		-4.155	-5.291	-7.638	-7.984
22		Carbon Reduction		C		-0.081	-0.149	-0.202	-0.247
23		Remove one off funding from the Waste Management Reserve		E		0.384	0.384	0.384	0.384
		Subtotal Growth & Infrastructure			33.056	-4.883	-7.205	-11.271	-13.127
	23	Property Asset Management							
24		Reduction of non - schools Repairs & Maintenance by 40%		E		-1.270	-1.298	-0.524	-0.344
25		Procurement Savings		E			-0.550	-0.550	-0.550
26		Reduction of operational costs through Strategic Management of Property		C		-0.220	-0.852	-1.105	-1.100
27		Transformation & Restructuring of Property Services & Facilities Management		C		-0.230	-0.530	-0.530	-0.530
28		Utilise Section 106 funding		E		-0.061	-0.061	-0.061	-0.061
		Subtotal Property Asset Management			18.012	-1.781	-3.291	-2.770	-2.585
		Total			99.047	-11.037	-18.174	-24.060	-27.328

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements.

Notes

(1) Requires capital investment

	Net savings by Service Area after Pressures (line reference 1-7)								
	Highways & Transport					-5.390	-9.518	-11.687	-12.841
	Sustainable Development					-4.366	-6.293	-9.603	-11.902
	Property Asset Management					-1.281	-2.363	-2.770	-2.585
	Total					-11.037	-18.174	-24.060	-27.328

**Oxfordshire Customer Services
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<u>Savings Proposals (-) & Changes to Pressures (+)</u>							
1	5	<u>Cross Service</u>		C	0.426	-0.426	-0.427	-0.427	-0.427
		Business case savings.							
2	5	<u>Management & Administration</u>		N	3.037	-0.181	-0.211	-0.211	-0.211
		Delete head of service post, change arrangements for postal services plus staff relocation expenses end in 2011/12.							
					3.463	-0.607	-0.638	-0.638	-0.638
3	7	<u>Human Resources</u>		C	7.954	-0.232	-0.420	-0.608	-0.796
		Review of function and processes, 20% reduction in staffing establishment, 20% reduction in Learning & Development budgets over four years, removal of area based grant.							
4	9	<u>Financial & Management Accounting</u>		C	4.276	-0.023	-0.048	-0.085	-0.184
		Review of function, reduction in establishment reflecting the new directorate structure resulting from the Business Strategy. Reduction in bank charges in 2013/14, assuming reduced activity.							
5	18	<u>ICT</u>		C	21.992	-0.636	-1.560	-1.837	-1.911
		Retendering of the SAP support contract, review of staff structure, reduction in equipment refresh, virtualisation of the desktop estate, savings on Ordnance Survey mapping charges, audit of software usage, review of desktop support.							
6	11	<u>Customer Services Centre</u>		C	1.278	-0.261	-0.572	-0.724	-0.811
		Savings as identified in the original project business case.							
7	17	<u>Procurement</u>		E	0.671	-0.030	-0.030	-0.030	-0.060
		Savings resulting from a review of Procurement Services.							
	14	<u>Financial Services</u>			3.047				
	21	<u>Adult Learning</u>			4.987				
		<u>Food with Thought/QCS Cleaning</u>			8.400				
		Total			56.068	-1.789	-3.268	-3.922	-4.400

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements. Includes internal recharges and one off budgets.

Chief Executive's Office
Savings Proposals 2011/12 - 2014/15

Line Reference	Business Strategy Page		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<u>Savings Proposals (-) & Changes to Pressures (+)</u>							
		<u>New Pressures</u>							
1		Coroner's Service - transfer of function from Thames Valley Police, possible repatriation of military personnel to Brize Norton				0.051	0.131	0.137	0.193
2	4	<u>Personal Office/Business Support</u>		C	1.201	-0.165	-0.165	-0.165	-0.165
		Includes deletion of senior management and business manager posts							
3	4	<u>Change Fund</u>							
		Reduce annual contribution to the Change Fund		N	0.508			-0.100	-0.100
					1.709	-0.165	-0.165	-0.265	-0.265
4	5	<u>Human Resources (HR)</u>			2.053	-0.052	-0.213	-0.281	-0.281
		Includes review of provision of HR services and reduction in organisational development budget.		C					
5	7	<u>Corporate Finance & Internal Audit</u>							
		Includes reduction in the Audit Fee, review and restructuring of services.		C	2.923	-0.289	-0.406	-0.460	-0.495
	9	<u>Law & Governance Services</u>							
6		Legal Services - includes reduced use of counsel and increased income generation		E	2.104	-0.026	-0.083	-0.110	-0.110
7		Restructure Democratic Services		N	1.155	-0.283	-0.283	-0.283	-0.283
8		Coroner's Service - Review of Service		E	0.958	-0.012	-0.012	-0.012	-0.012
9		Members' Services - reduce number of members, deletion of political assistant posts		C	1.485	-0.146	-0.153	-0.210	-0.221
					5.702	-0.467	-0.531	-0.615	-0.626
	13	<u>Policy & Partnerships and Communications, Marketing and Public Affairs</u>							
10		Review & restructure of Strategy & Partnerships.		N	2.463	-0.331	-0.371	-0.371	-0.371
11		Cease publication of "Oxfordshire" magazine		N	1.021	-0.263	-0.263	-0.263	-0.263
					3.484	-0.594	-0.634	-0.634	-0.634
		Total			15.871	-1.516	-1.818	-2.118	-2.108

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements. Recharges to Corporate & Democratic Core excluded to remove double count.



Business Strategy

2011/12–2014/15

Children, Young People & Families Directorate

Business Strategy Summary

Introduction

Our directorate Business Strategy outlines how, in order to achieve the significant savings required by the spending review and to be confirmed within the detail of the local government settlement, we propose to redesign and reshape our services for children, young people and families.

As part of the Council's Medium Term Financial Plan (MTFP) for 2010/2011 our Directorate already had a total of £6.5m savings required in this financial year plus pressures from previous financial years of £2.5m. This equates to £9.0m. Following the Emergency Budget in June 2010, we have also had to find savings on the in-year reductions in Area Based and Specific Grants of a further £2.2m. Therefore for this financial year we must reduce our budget by £11.2m. To date we are on track with meeting this years financial reductions (see Financial Monitoring Reports to Cabinet).

The nature of the financial challenges for 2011 onwards, in addition to the existing MTFP requires significant further savings from our Directorate. In order to meet these we need to fundamentally change the way our services are delivered. This includes how they are structured, consolidated and reduced whilst at the same time shaping them in a more co-ordinated way, based on research of what interventions work and how the most cost effective use of resources can be made in order to ensure children, young people and families are supported effectively.

Equality Impact Assessments (EQIAs) have been undertaken for the savings outlined as part of our business strategy proposals (Annex 1). We have taken the assessments into consideration in shaping our business strategy and will continue to review our EQIAs as part of our Service and Resource Planning for 2011 onwards.

1. Context

1.1. Our Directorate Business Strategy context has and will continue to change over the coming years. Our business strategy takes account of the County Council Business Strategy 2010 – 2016 that was published in June 2010, the priorities in Oxfordshire's Children and Young People's Plan and the Oxfordshire Safeguarding Children Board Business Plan.

1.2. Financial changes, new policy direction and new regulation systems are likely to have a considerable impact on our directorate, the whole council and importantly on the children, young people and their families who live in Oxfordshire. There are considerable challenges ahead for us, but also significant opportunities to seize in order to ensure our support for families and their children. Our business strategy must:

- Deliver good outcomes for all children and young people
- Secure for the poorest and most vulnerable in society, the ability to improve their outcomes by effectively targeting resources to those most in need¹
- Engage non-state providers, communities or partnerships in delivering those outcomes locally
- Improve the economic efficiency and effectiveness of our activities.

¹ HM Treasury Approach of Spending Review June 2010

- 1.3. The nature of our funding, which is predominately through grant funding either through the Area Based Grants (ABG) or Specific Grants, is radically changing. Appropriate planning has been undertaken in the last few months in order to develop draft plans for our Service and Resource planning for the coming financial years. We have developed scenario planning to support us in the detail of our final proposals which will become firmer as soon as the Council receives sufficient detailed information on our Revenue Support Grant and on the capital resources allocated to us.
- 1.4. At the same time as the financial changes there are a number of national policy changes, not least within the schools' system. The Government recently published the Schools White Paper 'The Importance of Teaching' and this outlines the proposals for Schools and Local Authorities (LA). The White Paper proposes that LAs will have a 'strong strategic role as champions for parents, families and vulnerable pupils; promote educational excellence, through ensuring a good supply of school places, co-ordinating fair admissions and developing their own school improvement strategies to support local schools'. This role will be set in a significantly different environment both across Schools and across health, with greater autonomy for individuals, whether they are Head Teachers, General Practitioners or through the personalisation agenda, for individual families and children themselves.
- 1.5. The policy changes affecting our directorate do not only come from the Department of Education (DfE). For our children, young people and families we must also look at the whole range of government departments that directly and indirectly impact upon them. Some examples to illustrate this are:
 - Communities & Local Government - Place Based Budgeting
 - Department of Work & Pensions - Benefit changes, Early Intervention Commission, youth unemployment
 - Ministry of Justice - Public law review
 - Home Office - Youth offending, drug strategy, changes to anti-social behaviour
 - Department for Culture, Media and Sport - review of music education
 - Department for Business, Innovation and Skills - Skills strategy, funding for Further Education, apprenticeships
 - Department of Health - Equity & Excellence for children's health, Kennedy Review
 - Foreign and Commonwealth Office - child trafficking, inter-country adoption
 - Ministry of Defence - service families' welfare and education.

Much of the legislation and change for children has yet to be announced in detail. For example:

- DfE have recently launched a consultation that will lead to a Green Paper on Special Educational Need (SEN). This is a significant area of financial pressure for us and we do not know how this will impact on us
 - The Munro Review of Child Protection (part one was published on 1st October 2010 part two will follow next year) is likely to have an impact on our practice and resources
 - Findings of the Early Intervention Commission – led by Iain Duncan Smith, Graham Allen and Sarah Teather which has in its remit financial resourcing.
- 1.6 We need to build our business strategy in a way that will be flexible and adaptable for the changes to come. Radically changing our resource allocation, getting the foundations right and continuing to meet our statutory responsibilities to give the most effective and efficient improvements in the outcomes for our children will require a redesigned approach.

2. Statutory Duties & Responsibilities (see Annex 2)

- 2.1 Our directorate is legislatively responsible and accountable for meeting the needs of children, young people and their families. The statutory and regulatory framework within which we operate is a complex one. Thresholds and interpretations of our duties are often the subject of challenge or judicial review. The Southwark judgement is an example which set a legal precedent affecting both our practice approach and our resource allocation. There are over 160 national indicators relating to the work of the directorate, we are aware that there is likely to be change to our national indicators in the coming few years. In the meantime we are required to submit data on these indicators and they form part of the statistical data releases that are scrutinised in the public domain.
- 2.2 We are responsible for ensuring that services meet the needs of children, young people and families across the entire spectrum of needs. The continuum of needs is best expressed as:
- **Universal** – for all children i.e. nursery education and school places with an emphasis on meeting universal needs in a way that provides good prevention for them and families to avoid their needs escalating
 - **Additional Needs** – for children who need more support than universal services provide in order to promote their wellbeing or who otherwise may become vulnerable children
 - **Specialist/Complex Needs** – for children in need of protection or with complex needs that require other specialist assessment and provision of services such as special educational needs. Annex 3 showing this continuum of needs as diagram, often referred to as ‘the Windscreen’.
- 2.3 As a directorate we have been reviewing our work, drawing on a number of sources to assist us including the Green Book (HM Treasury updated in August 2010), the framework of the Spending Review (HM Treasury June), knowledge reviews of research from the Centre for Excellence in Outcomes (C4EO) and Research in Practice to consider:
- What our statutory responsibilities are
 - How we are discharging our statutory responsibilities and how we might discharge them differently
 - Whether there are any activities that we are not statutorily required to deliver and how we might propose they are delivered differently
 - How to commission or provide services differently to ensure there is no duplication and that services are efficient and effective
 - Whether and how our activities might be provided by non-state providers, by citizens, wholly or in partnership
 - Whether we could commission our services differently using payment by results;
 - Where by changing our internal investment, savings could be achieved, service quality sustained or improved
 - How we can have a robust cost benefit approach to further improve our efficiency.
- 2.4 We have conducted staff seminars reaching over 400 staff and partners in our integrated teams (non-Schools FTE), setting out the challenges and opportunities facing us.
- 2.5 We have held a number of extraordinary Schools Forum meetings to discuss with our schools and governors the possible changes ahead. The changing landscape of commissioning requires us to prepare the ground and collaborate with a range of stakeholders to increase the likelihood of success.

- 2.6 Our draft business strategy will be circulated to all of our partners for comment and once the detail of our financial settlement is known further work will take place to finalise the budget proposals for the coming financial years.

3. Directorate Redesign (see diagrams in Annex 3)

- 3.1 In order to get our foundations right and enable flexible adaptation of our business to the changes ahead, we are focusing on fundamental reshaping and redesign to:
- Eliminate duplication of service delivery
 - Consider how services can be re-commissioned internally or externally to reduce cost and ensure our statutory responsibilities are delivered effectively
 - Consider how we can consolidate and reduce similar functions across the directorate to give a more focused resource and capitalise on the partnership working that has been well established in our locality working
 - Enable our services to deliver in a cost effective way, ensuring the quality of service is maintained and continuously improved particularly for those in need of early support and our most vulnerable children in need of protection.
- 3.2 We have been focusing on the pathway for all children and young people (see diagram Annex 3) focusing on what research tells us about the most crucial points in children's lives to ensure they achieve best possible outcomes, how they can be identified early if they are not likely to achieve these outcomes and what evidence based support can be given to them and their families to enable them to recover and achieve those outcomes.
- 3.3 We recognise that all universal services available for children and families should promote their resilience offering effective preventative services to avoid needs from escalating. Where additional needs occur these are identified early to ensure that appropriate support can be provided to meet those needs. For children and families with specialist or complex needs services are provided to effectively meet their needs, reduce the risk of family breakdown and appropriately safeguard their welfare.
- 3.4 The recently published White Paper on Schools will be a key driver for business change in our role in education and schools and in shaping our services (See Para 6.1).

4. Children, Education & Families – Overview of Proposals

- 4.1 As outlined in our corporate Business Strategy, from April 2011 the Directorate will be known as Children, Education & Families.
- 4.2 Our strategy for determining how best to use future and reduced resources has been to make sure that our proposals have been developed using a strong body of research evidence of what works best internationally, nationally and locally. We have taken into account our statutory responsibilities alongside the need to intervene earlier to prevent the need for more specialist and high cost services. Our priority has been to protect vulnerable groups and front line services above all else.
- 4.3 A significant part of our service re-design involves merging a number of teams into one new early intervention service. Our savings proposals therefore refer to the new team rather than titles of teams formerly used and understood such as Attendance Service, Inclusion Service, Youth service and Connexions. For further explanation please see section 7.
- 4.4 Our business strategy and Annex 1 are cross referenced LR = Line Reference to Annex 1 marked numbers 1-30.

Our proposals are grouped into four main headings:

- 1) Management Review (including business & administrative functions)**
- 2) Education (including School Improvement & National Strategies)**
- 3) Communities (redesign of Early Intervention Services)**
- 4) Social Care & Safeguarding**

5. Management Review (including business and administrative functions)

- 5.1 Earlier this year we undertook a review of our management arrangements (above Team Manager Level). Our managers took part in the review and feedback has informed our proposals particularly around clear lines of accountability, spans of control and avoidance of duplication. We propose to reduce the number of managers in the Directorate whilst maintaining responsibility for high quality service delivery and accountability for improved outcomes which would mean a reduction from 50 to around 36. Associated administrative and business functions will also be affected accordingly. Where management and administrative savings arise these are included in the service specific budget proposal to avoid any double counting. (LR 13-23)
- 5.2 We propose to share business support functions with the Social and Community Services Directorate which will enable us both to become more efficient and make further savings in our Directorate of around £400,000. (LR 22).
- 5.3 The Family Information Service is also proposed to become part of our wider customer service offer from the council and savings are also expected to be made there through more efficient staffing structures of £10,000 in year 1 rising to £40,000 by year 4. (LR23).

6. Education (including School Improvement & National Strategies)

- 6.1 In proposing to reshape these services we have taken into account the following assumptions:
 - Headteachers and Governing bodies will be primarily responsible for school improvement
 - The LA will remain a local champion for children ensuring that children have a place in a good local school or early years provision, admissions are fair and vulnerable children supported
 - Parents/carers will be able to exercise greater choice in the provision for their child
 - Education commissioning (Nationally & Locally) will ensure high quality provision
 - Schools/Settings will need to be able to innovate and will have more curriculum freedoms
 - Services around schools and settings are determined by need
 - The most secure schools; our outstanding and good schools will be enabled to become autonomous and will be expected to support other schools/settings
 - Bespoke support to be brokered in from other strong schools, outside providers or necessary services.
- 6.2 **We propose:**
 - Review Governor services with a view to either a) retaining a core service or b) potentially traded service or c) commission externally (LR16)
 - Ensure Schools Forum is presented with other options for services they may choose to commission and pay for from their funding (LR 16-18)
 - Reduce the supply of school improvement services to a proportional offer with outstanding and good schools receiving less support than satisfactory schools. (LR 16)

- Open discussions with Schools and Governors on expanded use of their school buildings.
- Outdoor education centres move to become self financing (LR 17)
- Rationalisation of other service structures in Equality & Diversity Achievement Service and 16-19 teams to reduce management and support costs (LR 18 – 19)
- Renegotiate contracts with transport companies for home to school transport alongside the impact of phased introduction of changes agreed in previous years (LR20). A £2.2m saving has been proposed in home to school transport up to 2015. However, £1.5m of this is already on course to be achieved through driving down the costs of contracts with suppliers of transport such as bus companies. The remainder of the money would be saved via the phased introduction of new arrangements for home to school transport, as extensively covered in the media in early 2010. Oxfordshire County Council was providing home to school transport to a level beyond its legal obligations. Cabinet approved a revised policy and the savings proposed are based on our implementation of that revised policy in the coming financial years.
- Review our contribution to Schools Budget to bring in line with government regulations and statutory levels (LR24). The county council currently makes an additional contribution of £3.3m per annum to the Schools Budget above the level required by government regulations. £1.2m of this additional contribution relates to providing places for pupils aged above 16 in the county's special schools, this budget is proposed to increase for 2011-12. The remaining £2.2m supports several functions within the Schools Budget including behaviour support and support for ethnic minorities. Government regulations anticipate that these budgets will be fully funded from Dedicated Schools Grant without an additional contribution from the local authority, therefore it is planned to withdraw the additional contribution of £2.2m over the four year period. Since June we have been discussing and updating Schools and Schools Forum in the light of the Emergency Budget and subsequent Spending Review. At the last Schools Forum they were made aware of the need for these issues to be considered, alongside other historic anomalies.
- Schools Forum retains a statutory function and as such any proposals will be taken through to Schools Forum for consideration.

7. Communities (Redesign of several existing services into integrated Early Intervention Service)

7.1 In reshaping these services we have taken into account:

- That further changes to early intervention will be made following the Early Intervention Commission and SEN Green Paper
- Prevention and early intervention is more cost effective and leads to better outcomes for children that prevent their needs escalating until they require more expensive and specialist service delivery
- The direction of travel outlined in the NHS consultations for Children, primary care and public health
- A review of Early Years Foundation Stage is currently underway and likely to lead to changes that will affect children's centres, early year's settings and link to the Allen Review of Early Intervention.
- A stronger evidence base of what interventions work with children, young people and their families continues to develop to enable more effective and cost efficient commissioning
- Significant resources have been developed to support learning, development, practice and management skills to support integrated working across disciplines and agencies.
- Enabling reductions in duplication of parts of existing job roles, enabling better use of capital resources to deliver cashable savings

- We have appraised the weaknesses and strengths of our current early intervention/youth service delivery

7.2 We propose:

- To re-design our existing resources to provide at a reduced cost a **single integrated Early Intervention Service. (LR13)**
- Base the new service on evidence from research about the most effective way of working with children, young people and their families to support their achievement of good outcomes.
- Add a locality to our service delivery model from 13 to 14 localities to be co-terminus with our 14 corporate localities.
- To work with our parents, carers, children and young people to help explore key features of the overall service design, to name the new teams and also to assist in the design of the services.
- The service will be capable of working locally with children, young people and families in all parts of the county, providing enhanced universal prevention/early intervention support to children and families with additional to complex needs; flexibly providing the right length, type and intensity of intervention. Provided by multi-disciplinary professionals. We have already had initial positive discussions with some colleagues in health, the police and schools and we will engage with them more formally about the service design and the possibilities of multi-agency professionals within these teams starting by sharing with them our draft Business Strategy.
- The services will be provided from seven hubs across the county, utilising youth centres and maximising the assets within our portfolio. Delivery of the service will be deployed out from the hubs as well as providing venues for activities, training, mobile working bases. Other resources would become spokes to the hubs to ensure that every locality was able to access services. Spokes would include Children's Centres and potentially GP surgeries, Schools and other locally provided services.
- To re-commission the services formerly provided by Connexions at the end of March 2011. We have considered three options assessing how to re-provide with a reduced sum of £1.9m including; 1) extending the contract and re-negotiating a reduced total amount let 2) ending it completely with a view to tendering a reduced cost service and 3) extending the contract for a few months more to ensure the existing provider is able to taper the reduction in order to protect service delivery for the most vulnerable NEET population.
- Some of our other current services would be recast in order to deliver the savings required and enable the services to be re-commissioned to improve the service offered. Other services/teams/workers making a contribution to delivery of the Early Intervention service and reducing their central function include behaviour, attendance, educational psychologists, children's centre outreach, youth offending pre-court prevention and diversion, integrated youth support.
- Once the total quantum of the financial resources is known (through the Local Government Settlement) we will then be in a position to outline the total number of staff that can be employed to provide the new Early Intervention Service.

7.3 Hubs would:

- Provide a platform from which frontline staff are deployed to deliver services locally, and from other sites or/and on an outreach basis
- Provide a venue for supervision, meetings and training
- Be managed by an experienced Manager based in the hub.

- Be staffed by a team with a mix of experience and expertise from each of the professional backgrounds below, able to respond to identified needs and draw upon available resources:
 - **Early Years Development and Parenting**
 - **Health and Wellbeing (Physical, Mental, Sexual)**
 - **Education, Employment and Training (EET)**
 - **Youth Justice/Anti-Social Behaviour**
- Include additional staff /resources from partner agencies (subject to our discussions with them)
- Harness additional resource through local volunteers; building on aspirations around community investment

7.4 Challenges and Opportunities for Delivery of this Model:

- It will be a significant challenge to have our new Early Intervention Service all in place for financial year 2011-12. We anticipate that we will need to phase in the service to ensure that existing statutory services are appropriately transferred into the new arrangements.
- Capacity of existing managers to manage processes alongside business as usual will be challenging although we have a significant number of managers who are experienced and looking to develop services in a new and innovative way for the benefit of local children, young people and their families.
- Practice, managerial and cultural change will be essential to support our new ways of working and we propose to invest in appropriate training, development and support for our new model of service delivery, including thresholds for support, procedures and redesigned business processes. Research on integrated practice is clear that it is essential to invest in on-going training and support to enable practice and cultural change to embed. We have identified an amount in next years budget (LR 5) for this purpose.

7.5 What would the revised Early Intervention Service hubs look like?

- The Early Intervention Service would be delivered through seven hubs across the county. This would mean a reduction in youth centres and maximising the assets within our portfolio, this needs to be in line with proposals from other Directorate Business Strategies and the corporate asset strategy will outline the approach across the county.
- Service delivery will be deployed from the hubs into localities as well as the hubs providing venues for activities, training, and mobile working bases.
- Other resources would become 'spokes' to the hubs to ensure that every locality was able to access services. Spokes would include Children's Centres, potentially GP surgeries, Schools, colleges and other provision. The work of the following will be included in the design of the new service:
 - Youth service
 - Youth offending service
 - Connexions service
 - Early years
 - Children's Centres
 - Parenting services
 - Substance misuse
 - Attendance and behaviour
 - Inclusion, Early Intervention, localities & extended services
- The Seven proposed hubs for the delivery of early intervention service will be capable of doubling up and delivering youth work in the evenings and weekends. The proposed hubs are:

- Banbury Young People's Centre - Wood Green
 - Bicester Courtyard
 - Witney Young People's Centre
 - Abingdon Net
 - Didcot Vibe
 - Two centres in Oxford – most likely to be East Oxford Union Street Young People's Centre and one other venue yet to be proposed
- We would continue small staffing eve/weekends in other centres in particular areas of need for example:
 - Blackbird Leys
 - Rose Hill
 - Barton
 - Berinsfield
 - Kidlington
 - We propose to continue with Riverside at Donnington Bridge as it generates income, and continue to run Duke of Edinburgh Award Scheme from that base, possibly seeking to align Princes Trust activity with this as well.
 - Most other youth work will need to be delivered through a community led and funded approach or would be de-commissioned and face closure. These include Eynsham, Wheatley, Wantage, Chiltern Edge and Thame on school sites and at Wolvercote, Saxon Centre (Headington), Cutteslowe, Carterton, Bampton, Standlake, Chipping Norton, Burford, Faringdon, Wallingford, Henley, Cholsey, Chalgrove, Chinnor and Watlington.
 - We have conducted a review of all of our youth centres, taking account of the needs of the local population of young people, premises information, condition of buildings, lease arrangements, use of by young people and other groups and what other youth activity takes place locally. This audit has informed our proposals.
 - A wide range of organisations including schools are being encouraged to enter into discussions with the council with a view to developing innovative community partnerships to run these centres.
 - We are in the process of developing a single children and young people's website. The current IYSS site will be incorporated into that; it will continue to provide up to date, interactive signposting services, advice and guidance and some resource will be required to support it.

7.6 What would ex-Connexions provision – Information, Advice & Guidance (IAG) look like?

- We plan to ensure that schools, special schools and colleges will continue to receive an IAG service pending the central government policy changes heralded around creating an all age careers advice and guidance service.
- A web site and advice line & data facility linked to single children's web site will provide IAG on line.
- One drop in centre retained – potentially Gloucester Green, other centres to be incorporated into hubs.
- Resource to support post 16 NEET would be incorporated into the hub teams.

7.7 What changes would we see in support to Early Years and Children's Centres? (LR 21)

Our strategy is to protect frontline services whilst streamlining central services to integrate current field and specialist roles and functions, this will mean;

- Funding for frontline services funded through formula (NEF and Children's Centres) would be protected, where possible, in accordance with any changed funding methodology through the Local Government Settlement and articulated by the Department of Education. Formula funding changes will be addressed through the separately announced national review of Dedication Schools Grant, Single Formula funding.
- We will be de-layering central management; this will involve redesign of support services and integration of a range of currently separately managed teams (Childcare Development, Advisory Teachers, Workforce Development, Children's Centre support, Parenting development, EY SEN Inclusion Teachers etc.)
- We will align centrally managed early years and children's centre teams with the overall Directorate re-design and shaping of the early intervention service, avoiding duplication and creating a seamless management structure
- We will create more efficient administrative processes
- Any consultation on changes to existing grants or subsidies to providers will be undertaken as part of our service and resource planning in accordance with appropriate legislation.

8. Social Care & Safeguarding

8.1 In reshaping our services we have taken into account:

- All the services provided by social care and safeguarding are for children with specialist/complex needs and include:
 - Contact, referral and assessment of statutory social care and child protection
 - Family support for children and families assessed under the Children Act as Children In Need (CIN)
 - Child protection services including services to children with a child protection plan
 - Support and services for children at risk of significant harm
 - Disabled children's services including respite care (day & night)
 - Looked After Children (LAC) regulated provision and support
 - Asylum seeking children and families
 - Leaving care services (depending on age of accommodation until the age of 25)
 - Children who are carers, parents who are carers
 - Adoption
 - Fostering
 - Children's Homes.

Within our new arrangements all of these services are to be retained but will be managed differently.

Following the death of Baby Peter Connolly in Haringey there has been both nationally and locally a significant increase in demand for child protection services from the Local Authority and partner agencies. Detailed data is available about this if required. Our revised arrangements proposed will seek to support our staff in continuing to meet these demands and support them in ensuring there is sufficient supervision, support and training for them.

8.2 We propose:

- To reconfigure our management arrangements of the service (above Team Manager level). These changes will maintain clear accountability, improve spans of control and ensure effective prioritisation of workloads. At Team Manager Level and below we are not proposing a reduction of the number of staff responsible for the delivery of services. (LR 15)

- Further discussions with our statutory partners Police and Health to consider how we jointly can support more multi-agency assessment across our safeguarding responsibilities. To date we have had a number of positive discussions on how we might work more closely together to support child protection services.
- Initiate further work to drive down unit costs, ensuring internal resources consistently maintain occupancy; recruit and retain foster carers at less cost than externally commissioned placements; consider how further efficiencies and value for money can be achieved. (LR 15).
- We have received as part of the previous Government's Aiming High for Disabled Children's programme significant financial resource to expand the available short breaks for disabled young people and promote new ways of working across health, social care and other partners. This funding was due to end next year with resources to maintain provision to be given within the Local Government settlement. In developing the revenue budget for 2011/12 and beyond we have planned that the total available Aiming High funding would be available.
- Given the overall budget position and the need to meet a £500k reduction within Children's Social Care it is proposed that a total of £300k is found within the overall provision of contracts. This will leave a significant level of resource to provide continuing support for disabled children. Within 2011/12 we propose to explore the possibility of whether a charge (based on ability to pay) could be considered. The balance of £200k will be met from the agency placement budget currently utilised to make out of area placements. (LR15).

9. Capital, Contracts & Service Level Agreements

9.1 We are still awaiting the DfE's decisions on a number of capital schemes and once the entire capital allocations are known along with the revenue grant funding for the LA and for schools we may need to consider our options. This may include the need to explore the continuing viability of small schools across the county.

9.2 Overview

- The top priority is keeping existing schools 'safe, dry and warm' i.e. essential Repairs and Maintenance and Health and Safety
- Next is 'Basic Need' i.e. ensuring sufficiency of school places: c£18m (made up of specific 'Basic Need' allocation, Primary Capital Programme funding and temporary classroom programme)
- Other pressures include: major housing developments c£40m not funded through development requiring 15+ primary schools and 3 secondaries.
- Programmes dependent on funding 'left over': secondary modernisation, primary modernisation.

9.3 Early Intervention Service – possible capital implications

We propose to:

- Retain 6 young peoples centres as premises for 'hubs' and select another City location
- Review existing lease arrangements on other premises
- Dispose of or make new arrangements for running & maintenance responsibility of 20 Oxfordshire County Council owned sites
- Options include:
 - A community led model with robust short term lease arrangements
 - Further develop co-location opportunities to rationalise premises with partners and voluntary and private sector
 - Disposal with capital receipt

9.4 Invest to save proposal to reduce Residential SEN expenditure on Out of County (OOC) placements by utilising existing but decommissioned capital asset

- We currently have 23 children with Autistic Spectrum Disorders (ASD) placed in OOC SEN residential placements at a cost of £2.7m per annum. ASD diagnosis/prevalence is increasing and we have recently had a tribunal upheld against us that illustrates the difficult position the LA have under current SEN regulations. (LR14)

9.5 Opportunities

- If we could utilise an existing OCC capital asset (one that is proposed for decommissioning) we could provide an 8 bedded ASD residential unit in county.
- Outline Costs:
 - **CAPITAL:** Assume use existing council building
 - 350m2 for 8-bed unit @ £1,000 per m2 = £350,000
 - Add in furniture & fittings + contingency = **£400,000**
 - **REVENUE:** £60k per unit cost x 8 = £480,000
 - Potential Saving full year effect around **£1.5 - 2m**

9.6 Contracts/Service Level Agreements (SLAs)

- The majority of our contracts and SLAs are grant funded. We have outlined above where we are proposing changes to particular contracts that are due to cease at the end of March 2011. We will be discussing the process of how best to review our existing contracts and SLAs with Oxfordshire Community and Voluntary Action (OCVA). In addition we have commenced a review of other contracts and SLAs to:
 - Profile and confirm the contracts/SLAs ending March 2011 and onwards.
 - Identify contracts where efficiencies are feasible through service re-design
 - Review remaining contracts and SLAs against the Business Strategy and consider whether further re-commissioning is needed.
 - Assess whether or not the service provided is statutory.
 - If statutory, assess whether reductions can be made in the volume purchased
 - Negotiate with the provider to reduce costs/charges against existing provision and/or introduce other efficiencies.
 - Consider alternative ways of delivering the services with the community, voluntary, independent or business sector.
- The volume of our contracts and SLA's will be a challenge for the directorate, compliance with statutory procurement requirements and the Voluntary Sector Compact (National/Local) will mean that this process will take time to complete. Engagement with the community, voluntary and independent sector will be essential to manage this process.
- In addition to items referred to above as part of early intervention and social care services we are proposing to save £137k in year 1 based on contracts already renegotiated or ending (LR25).

10. Proposed Policy Changes

- 10.1 In order to support the above proposals there are a number of policy changes that would be needed. The main ones are listed below:
- Changes to our School Improvement offer for Schools following the recent publication of the white paper 'The Importance of Teaching' (LR16)
 - Reshaping of integrated youth support, inclusion and other early intervention services to create a single early intervention service with consequential changes to youth centres (LR13)

- Re-visiting eligibility criteria and charging policy (based on ability to pay) for access to some specialist services including respite care for disabled children, looked after children's services where children are accommodated at the request of their parents (S.20 Children Act 1989) (LR15)
- Revise our policy on providing financial support to those where All Rights have been Exhausted (ARE).

11. Conclusion

Our business strategy aims to continue to deliver high quality services within a smaller financial envelope and to focus on the children, young people and families in greatest need whilst at the same time investing in preventative work to prevent their needs and the costs of meeting their needs escalating.

Given the significant changes to the ABG and Specific Grants outlined we cannot simply take the funding of those grants out and leave the rest of the Directorate as it is. Many of the grants are supporting activities which have a statutory basis and some of our core budget is supporting activities with lesser or no statutory requirement. In order for us to achieve the savings we must take a directorate wide approach and our business strategy set out what our radically re-designed service that will deliver the statutory requirements, at a reduced cost, taking into account evidence of what we know works best for children, young people and their families and what provides best value for money.

We propose in our business strategy simpler structures , combined teams to significantly streamline our management and administrative functions; creating lean teams, with decision making closer to the front-line, capable of acting swiftly rather than signposting to others and reducing duplication for children, young people and their families. This will make better use of our limited financial resources and uses multi-disciplinary and multi-agency working to best effect.

We plan to work closely with communities, our partners to broker new ways of working to deliver some aspects of our services that we can no longer fund in the same way as before. We have existing consultation routes to children, young people and their families through our sounding boards within Oxfordshire Children & Young People's Trust Board and will use these and other ways to ensure that those who use our services are consulted about the changes we propose and on how we can best design services to meet their needs. Our business strategy will go to all of the staff working with the Directorate and they too will be involved in the development of our strategy.

We are aware that until the financial envelope for the coming years is known we cannot give a definitive number of how many jobs will be changed or precisely how many staffing reductions will have to be made. We are awaiting the financial settlement which will ultimately determine the level of resource available to us.

**Meera Spillett Director for Children, Young People and Families
& Directorate Leadership Team**

Line Reference	BS Reference	Proposed Change to Budget	2010/11 Gross Budget (Original Estimate) £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
		Savings Proposals (-) & Changes to Pressures (+)					
		New Pressures					
1		External Contributions to Youth Offending Service ceasing	4,175	+259	+259	+259	+259
2		Speech & Language and Paramedical Services	656	+135	+65	+65	+65
3		Post 16 Special Educational Needs	1,126	+137	+137	+137	+137
4		Deferred Interest Loans	7,134	+34	+52	+72	+90
5	7.4	Training and staff development towards new ways of working	n/a	+300	+200	+0	+0
6		Premature Retirement Compensation (Severance Panel)	3,435	+350	+350	+350	+350
7		All Rights Exhausted (ARE) - continuation of support to asylum seeker children following Appeal Court case	n/a	+500	+500	+500	+500
		Savings arising from past decisions / external events					
8		Building Schools for the Future - project funding no longer required remove all future budgets	835	-996	-996	-393	-393
9		City Schools Reorganisation - savings realised post repayment of costs	597	-413	-594	-594	-594
10		Cessation of National Strategies within School Advisory Services	1,227	-672	-672	-672	-672
11		Cessation of Contactpoint and Play Pathfinder (full year impact)	166	-166	-166	-166	-166
12		Cessation of spend on Huntercombe - Youth Offending Service	55	-55	-55	-55	-55
		Savings Proposals					
13	7	New Early Intervention Service replaces a number of previous services	16,042	-3,700	-4,200	-4,200	-4,200
14	9.4&9.5	Special Educational Needs - out of county placements	6,823	+0	-1,000	-1,000	-1,000
15	8	Children's Social Care	36,349	-500	-500	-500	-500
16	6	School Improvement	7,939	-318	-680	-798	-1,150
17	6.2	Outdoor Education Centres - move to self financing model	1,913	-100	-200	-300	-400
18	6.2	Equality & Diversity Achievement Service reduced	2,531	-240	-330	-380	-380
19	6.2	Restructure 16-19 Teams	564	-250	-500	-500	-500
20	6.2	Home to School Transport - procurement and route efficiencies	16,559	-1,556	-1,556	-2,056	-2,256
21	7.7	Early Years & Children's Centres	37,575	-1,500	-3,000	-3,500	-4,000
22	5.2	Commissioning, Performance & Quality Assurance will become a cross directorate service with S&CS	7,887	-400	-400	-400	-400
23	5.3	Family Information Service	356	-10	-20	-40	-40
24	6.2	Review existing local authority contribution to Schools Budget	2,195	-1,000	-1,500	-2,000	-2,195
25	9.6	Termination of some external contracts (ending 31.03.11)	137	-137	-137	-137	-137
		Less:					
26		Estimate of potential double counting within above	n/a		+500	+600	+750
		Total Savings Proposals net of new pressures	156,276	-10,298	-14,443	-15,708	-16,887
27		Delegated Schools Budgets - protected	363,740				
28		YPLA Funding for FE Colleges - no longer OCC	41,327				
29		Inter-Directorate recharges	15,535				
30		Other Services	4,992				
		Total Directorate Original Budget 2010-11	581,870				

CYP&F Summary of Current Statutory Duties & Responsibilities

N.B. a number of these are already scheduled to change due to recent legislative proposals.

Main Areas of Statutory Duty:

Education
Social Care/Youth Services

Education

There are four main areas of statutory responsibility relating to schools:

1. **Strategic Management**
2. **Special Educational Needs, Behaviour & Education**
3. **School Improvement, Inclusion & Attendance**
4. **Access**

1. Strategic Management:

- Planning for the education service as a whole
- The administration of committees dealing with education
- Revenue budget preparation, the production and publication of accounts and central/internal audit
- Administration of grants to the authority
- Authorisation and monitoring of expenditure which does not form part of schools' delegated budgets
- Recruitment, training and personnel management of staff funded by expenditure not forming part of schools' budget shares
- Investigations which the authority carries out on employees or potential employees of the authority or governing bodies of schools
- Functions of the authority as employer in relation to superannuation which it is not reasonably practicable for another person to carry out
- Advice, in relation to the authority's statutory functions, to governing bodies in relation to staff employed at a school
- Determination of conditions of service for non-teaching staff and advice to schools on the grading of such staff
- Consultation with governing bodies and persons employed at schools or their representatives
- Compliance with the authority's duties under the Health and Safety at Work Act 1974 through functions delegated to the governing bodies of schools
- Legal services relating to the statutory functions of the authority
- The preparation and review of plans involving collaboration with other local authority services or with public or voluntary bodies
- The preparation and review of plans involving collaboration with other local authority services or with public or voluntary bodies
- The preparation, modification and revision of an Early Years Development Plan and Children & Young People's Plan
- Provision of information to or at the request of the Crown and the provision of other information which the authority is under a duty to make available
- SACRE (Standing Advisory Council for Religious Education) expenditure

- Expenditure on establishing and maintaining electronic computer systems, including data storage, in so far as they link, or facilitate the linkage of, the authority to schools which they maintain, such schools to each other or such schools to other persons or institutions
- Expenditure on the appointment of governors, the making of instruments of governance, the payment of expenses to which governors are entitled and which are not payable from a school's budget share and the provision of information to governors
- Advice and approval regarding the provision of extended services and Governors exercise of community facility powers
- Duties under the Childcare Act 2006 including adequate integrated early years provision and facilitating access to that provision
- Arrangements for the sufficient provision of Children Centres
- Duties to provide assistance to and to assess those who provide Childcare.

2. Special Educational Needs, Behaviour and Education

Every Local Authority must ensure appropriate assessment provide for the needs of children with a Special Educational Need (SEN). The LA is responsible for behaviour support and education out of school. The legal definition of SEN:

- To promote high standards of educational achievement and ensure fair access to educational opportunity
- The quality of teaching
- The quality of leadership and management
- School Improvement Partners
- Monitoring of home education arrangements
- Governor Support Services supporting and advice for governors and governing bodies. Governing bodies have a crucial role to play in school improvement. This involves setting the direction for their school
- Serve notices and School Attendance Orders under Section 437 of the Education Act 1996 on the parents of a child who does not appear to be receiving suitable education
- Institute and conduct proceedings under Section 443 of the Education Act 1996 against parents who have failed to comply with the requirements of a School Attendance Order
- Institute and conduct proceedings under Section 444 of the Education Act 1996 against parents where a child fails to attend regularly at school
- Issuing of penalty notices for school non-attendance
- Making applications for and supervising parenting orders
- Conduct proceedings under Section 36 of the Children Act 1989 for an Education Supervision Order to safeguard the child's welfare
- Prevent breakdown of discipline in schools by exercise of powers conferred by Section 62 of the School Standards and Framework Act 1998 following the issue of a warning notice under Section 15(2) of that Act
- Determine for the purposes of the regulations whether any person is to be treated as a parent of a registered pupil at a school (Section 41 School Standards and Framework Act 1998)
- Make arrangements under section 67 and Schedule 18 of School Standards and Framework Act 1998 for enabling the relevant person to appeal against any decision of the governing body of a school under Section 66 of the School Standards and Framework Act 1998 to reinstate a pupil who has been permanently excluded from a school maintained by the Authority
- Make arrangements under section 52 Education Act 2002 to enable a relevant person to appeal against a decision of a headteacher of a maintained school to permanently exclude a pupil

- In conjunction with the governing bodies bring proceedings to remove any person from educational land or property who causes or permits nuisance or disturbances to the annoyance of persons who lawfully use the premises (Section 547 Education Act 1996)
- Serve notice on employers or parents to prohibit or restrict employment of school children in such a manner as to be prejudicial to health or from obtaining the full benefit of education (Section 559 Education Act 1996)
- Proposing the making and amending of byelaws relating the children

Each LA must establish a Parent Partnership Service to provide parents with a whole range of advice and information about the special educational needs process.

The local authority must publish information about the services it provides for children in need and their families. This must be made available to the people who might benefit from the services.

The LA must establish a mechanism for resolving disputes about the assessment and statementing process.

2. School Improvement, Inclusion and Attendance

- To promote high standards of educational achievement and ensure fair access to educational opportunity
- The quality of teaching
- The quality of leadership and management
- School Improvement Partners
- Monitoring of home education arrangements
- Governor Support Services supporting and advice for governors and governing bodies. Governing bodies have a crucial role to play in school improvement. This involves setting the direction for their school.
- Serve notices and School Attendance Orders under Section 437 of the Education Act 1996 on the parents of a child who does not appear to be receiving suitable education;
- Institute and conduct proceedings under Section 443 of the Education Act 1996 against parents who have failed to comply with the requirements of a School Attendance Order
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- Make arrangements under section 52 Education Act 2002 to enable a relevant person to appeal against a decision of a headteacher of a maintained school to permanently exclude a pupil
- In conjunction with the governing bodies bring proceedings to remove any person from educational land or property who causes or permits nuisance or disturbances to the annoyance of persons who lawfully use the premises (Section 547 Education Act 1996)
- Serve notice on employers or parents to prohibit or restrict employment of school children in such a manner as to be prejudicial to health or from obtaining the full benefit of education (Section 559 Education Act 1996)
- Proposing the making and amending of byelaws relating the children

4. Access

Responsibility to provide an “Education infrastructure” of school places, buildings and facilities; for ensuring that children can take up a place at school and ensuring that pupils attend school.

It includes the following activities:

- Securing sufficient schools for providing primary and secondary education to meet the needs of the population
- Management and implementation of the LA’s Asset Management Plan and capital programme
- The planning and supply of school places, including the preparation of the School Organisation Plan
- Admissions, including appeals arrangements, for Community and VC schools
- Servicing school organisation committees and admissions forums
- Administrative costs involved in the exclusion of pupils from schools including advice to parents of an excluded pupil and provision of tuition
- Processing applications for Home to school transport, making transport provision and arranging for appeals against school transport decisions
- Provision and administration of clothing grants and board and lodging grants. Provision and administration of educational maintenance allowances (i.e. scholarships, exhibitions and bursaries or other allowances for pupils over compulsory school age to enable them to take advantage of any educational facilities available to them), where such expenditure is not supported by grant
- The Education Welfare Service and other expenditure arising for school attendance functions
- School meals and the maintenance and repair of kitchens at primary and special schools which have elected not to receive delegated funding;
- The assessment of eligibility for Free school Meals
- The provision of milk in any school, including expenditure supported by EU subsidies

Other Educational statutory responsibilities:

- The identification of children of compulsory school age who are not enrolled at a school or being satisfactorily educated otherwise (section 436A Education Act 1996)
- Arranging for the provision of education for those pupils unable to attend school (section 19 Education Act 1996)
- Dealing with certain complaints as to the exercise of statutory responsibilities
- secure that the facilities for primary and secondary education provided for the area include adequate facilities for recreation and social and physical training for children who have not attained the age of 13 (section 507A Education Act 1996)
- Secure for qualifying young persons in the authority's area access to sufficient educational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities; and sufficient recreational leisure-time activities which are for the improvement of their well-being, and sufficient facilities for such activities
- Make arrangement to promote cooperation between the authority itself, its relevant partners and such other persons or bodies as it considers appropriate to improve the well-being of children (section 10 Children Act 2004)

- Promote cooperation between partners for those involved in provision of education or training for 14 – 19 year olds
- Promote the effective participation in education or training of persons of persons over compulsory school age but under 18 and identify those not so participating
- Make available to young persons and young adults with learning difficulties for whom it is responsible such services as it considers appropriate to encourage, enable or assist the effective participation of those persons in education or training

Social Care/Youth

There are 8 main areas of responsibility:

1. Children in Need
2. Family Support & Well Being of Children
3. Safeguarding, Accommodation and Looked After Children
4. Assessment and provision on support to specific groups of children
5. Information, Advice, Guidance (IAG) and assistance
6. Consultation & Views
7. Safe management of young offenders and prevention of offending/re-offending
8. Secure so far as reasonably practicable access to sufficient educational leisure-time activities and sufficient recreational leisure-time activities

1. Children In Need

- Every local authority (LA) must protect and promote the welfare of **children in Need** in its area. To do this it must work with the family to provide support services that will enable children to be brought up within their own families

The legal definition of **Children in Need** includes children under age of 18 years old who need local authority services to:

- Achieve or maintain a reasonable standard of health or development
- Prevent significant or further harm to health or development or where they are disabled.

2. Family Support & Well Being of Children

As a LA we have a 'general duty' to provide family support services for all children in our county. We have broad discretion about how to use resources to best meet the needs of the most vulnerable children and families. We also must improve the well-being of young children, reduce inequalities between young children. The Apprenticeship, Skills, Children and Learning Act 2009 defines wellbeing to include:

- Physical, mental health and emotional well-being
- Protection from harm and neglect
- Education, training and recreation
- The contribution made by them to society
- Social and economic well being

3. Safeguarding, Accommodation and Looked After Children

As a LA we have a duty to safeguard and promote the welfare of children and undertake child protection enquiries with our statutory partners Health and the Police where risk of significant

harm is suspected. Once looked after we have responsibilities to our looked after children. Depending on when they become looked after these duties can extend to the age of 25. We must also comply with regulations governing inspected social care services including fostering, adoption, children's homes and domiciliary care for children. We have specific legal duties to provide post adoption support to any children adopted

4. Assessment and provision of support to specific groups of children

As a LA we have duties to assess particular groups of children, these include:

- Disabled children
- Children/parents who are carers
- Children affected by HIV/Aids
- Asylum seeking children
- Families without recourse to public funds

5. Information, advice, guidance (IAG) and assistance

As a LA we have duties to ensure information, advice, guidance and assistance is provided to:

- Parents or prospective parents on childcare, other services, facilities or publication that may be of benefit to them;
- Publish services provided (by us or other providers) under the above legislation;
- Ensure particular groups including parents/carers of disabled children or young people have access to IAG and assistance through assessment of their needs;
- Young people, including publishing information about positive leisure time activities and keep this information up to date
- publicise up to date information about positive leisure-time activities, and facilities for such activities, in the authority's area

6. Consultation and Views

As a LA we are required to 'have regard' to information about the views of young children in making arrangements for early childhood services.

We have duty to consider the 'wishes and feelings' of children and young people as part of any assessment of their needs.

For young people we also must take steps to ascertain the views of young people about positive leisure time activities and facilities.

7. Safe management of young offenders and prevention of offending/re-offending

The YOS meets the local authority's statutory responsibilities to reduce offending and reoffending in accordance with the 1998 Crime and Disorder Act and the 2008 Criminal Justice and Immigration Act. This includes a wide range of interventions to prevent offending and where appropriate to divert young people from the youth justice system, as well as to supervise, support and enforce statutory pre-court and post-orders and together with a wide range of partners to meet responsibilities in relation to safeguarding, risk and vulnerability management and public protection.

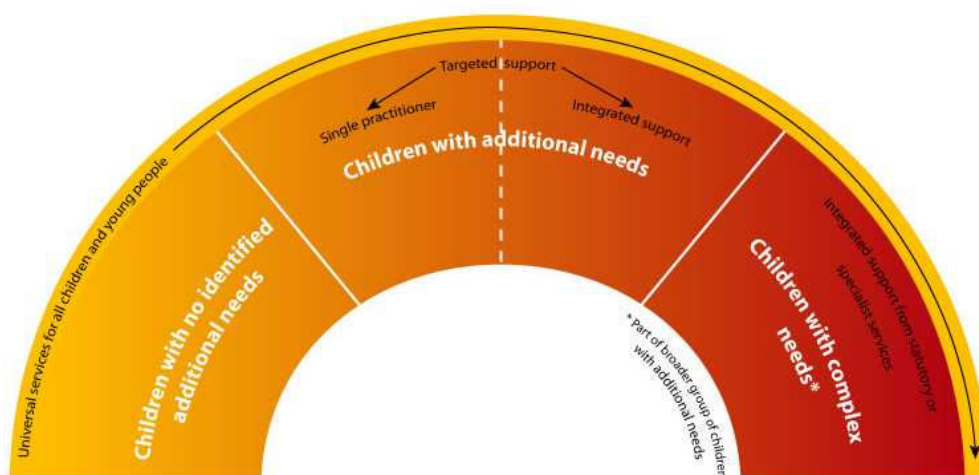
8. Sufficient educational leisure-time activities and sufficient recreational leisure-time activities

Education Act 1996; we have a duty to secure so far as reasonably practicable access to sufficient educational leisure-time activities and sufficient recreational leisure-time activities for young people aged 13 to 19 and up to 25 for those with disabilities.

Annex 3

Our Service Re-Design Pathways

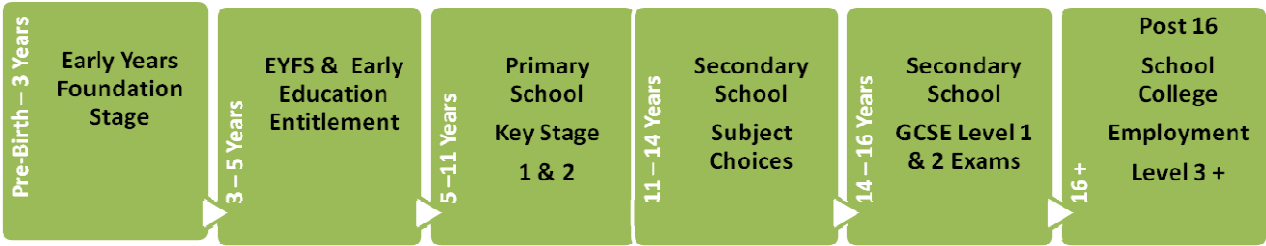
Universal to Specialist Services



The diagram above helpfully illustrates the range of services provided by our Directorate from universal services at the left hand side of the 'windscreen' accessed by all, to more targeted services aiming to prevent problems from worsening in the middle sector. Evidence tells us that intervening early is essential to prevent problems escalating for children young people and families and reduces the need for more specialist services at the right hand side of the windscreen.

The diagram below outlines the pathway we have used to form the basis of our re-design template. Periods of transition are key for our children and we have used evidence of what works best at each stage of a child's life to inform the shape of our future approach.

Continuum of Provision



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Business Strategy

2011/12 – 2014/15

Social & Community Services Adult Social Care

Directorate Statement

The Social & Community Services vision is to support and promote strong communities so that people live their lives as successfully, independently and safely as possible.

The directorate has two primary functions:

- 1) the delivery of targeted services to the most vulnerable members of the community of Oxfordshire to keep them safe and well *and*
- 2) the delivery of universal community services to the whole population in Oxfordshire.

There are four key elements of our overall Social & Community Services strategy as explained below:

1) Prevention “keeping people well”

By supporting people early on some individuals may not need to use adult social care services. Other people may need less support or not need it until later. Savings will be delivered through developing long term support options that prevent more people from having to go into hospital or a care home. We can also create other ways to care and support people safely which will save money at the same time.

2) Personalisation “promote choice and control”

Eligible people now access social care via ‘self directed support’. Self Directed Support is the means by which people are allocated money – a personal budget – to arrange and purchase their own care and support to meet their assessed eligible needs. The Resource Allocation System (RAS) calculates personal budgets to people who are eligible for support from adult social care.

Personalisation is also about developing services that can be used by anyone and not only people who have care and support needs. This is about supporting the development of communities e.g. information/ advice; libraries that provide information and knowledge; day opportunities; employment; support to carers; volunteering and opportunities that can improve quality of life through cultural and community activity.

3) Protection “keeping people safe”

We have to ensure that people do not have to worry about becoming vulnerable. We have to ensure that they can live a life free from both abuse and the fear of abuse and can have care and support which meets their needs. We will treat people as individuals and with dignity and respect.

4) Partnerships “working together”

We will achieve our overall strategy and efficiencies through working together with people who use services, carers and the wider community alongside our partners in the

- health sector
- district, parish and town councils
- community, voluntary and faith sector
- fire & rescue and police services
- independent sector.

Adult Social Care

In partnership with the Health Service, Social & Community Services delivers crucial care services to the adult population of the county. We support the health and wellbeing of all adults by managing, designing and delivering/ procuring adult care services – this includes services for older people, adults with learning disabilities, adults with mental health problems and those with physical and sensory impairments.

The key elements of the strategy over the next 5 years are:

- 1) Keeping people well through investment in prevention and early intervention that deflects some people away from needing to access social care services as well as reducing or delaying the need for care for others. The types of services include information and advice, reablement, falls prevention, continence services, dementia services, carers support services, services for social isolation, employment, assistive technology, occupational therapy, equipment and day opportunities.
- 2) To ensure people can live a life free from abuse and the fear of abuse and can have care and support which meets their needs. We will treat people as individuals and with dignity and respect. We will take action to protect people where appropriate.
- 3) Self directed support is the means by which people are allocated money – a personal budget – to arrange and purchase their own care and support to meet their assessed needs. This new way of working enables people to decide how they want to be supported. Most services are currently purchased from providers external to the County Council. The Resource Allocation System (RAS) calculates personal budgets to people who are eligible for support from adult social care. While the level at which the RAS is set will determine the amount of savings, this personalisation stream will significantly change both our workforce and our relationship with service users and providers. We need to manage unit costs and inflation and we need to do this in partnership with service providers to ensure that personal budgets will be sufficient to enable people to purchase their care from a range of providers and still meet their needs.

- 4) To develop long term support options that increasingly reduce the number of people admitted to care homes and increases alternatives to care and support that continue to keep people safe in their own homes. This will provide better outcomes for people as well as achieving efficiencies for the council. We have to reduce the number of people going into residential care and we are generally low users of residential care. However, we have relatively limited provision of Extra Care Housing which we are addressing alongside developing other models of care.
- 5) To promote services that can be used by everyone and that support the development of communities and opportunities for meaningful occupation e.g. information and advice, day opportunities, employment, support to carers, volunteering and opportunities that can improve quality of life through cultural and community activity.

We will achieve this strategy through working together with people who use services, carers and the wider community alongside our partners in health. There is scope for much closer working with health and in genuinely pooling resources which could achieve more effective use of public resources.

Employees 2010/11	1239.62 FTE This does not include those employed by externally purchased services Internal Providers (805.10 FTE) Commissioning & support staff (410.10 FTE)			
2010/11 Gross Budget	£195.27m (including £18m recharges)			
Cumulative	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Net Savings Total	-15.975	-25.189	-30.670	-36.854

	2011/12	2012/13	2013/14	2014/15	Total
Planned FTE savings (Commissioning & Support Staff only)	-35.30	-2.00	0	0	-37.3

Comparative Spending

- Overall Oxfordshire is a very low spending authority on adult social care being the 6th lowest spending authority in 2009/10 of the 144 authorities who have published figures (6 authorities are yet to publish). Authorities are split into families of similar demographic characteristics. Oxfordshire are the 3rd lowest in our family of 14 reporting authorities.

Annual Performance

Overall adult social care is a low spending, but high performing service. Performance has improved in 2010/11, with the performance improvements driven by changes in how we provide service (e.g. better consultation) rather than in the amount or cost of the service we provide. In 2010/11 financial pressures have had an adverse impact on how we get people out of hospital. However for older people, who make up most of the hospital population, Oxfordshire spends comparatively more per person than other client groups. This implies this is not a simple issue of amount of resources, but more how the pathway into and out of hospitals is working.

General risks and opportunities

- The strategy assumes a greater reliance on informal carers to continue caring. This is the greatest risk facing adult social care. The value of the contribution from carers is several times greater than the resources spent by the local authority. Spending on carers has been protected in recognition of their contribution.
- The future funding of adult social care at a national level. The Government has established a Commission to make recommendations on the funding of long term care. Legislative proposals are expected in early 2012
- The implications of the NHS White Paper. This could be a major opportunity which encourages joint working across health and social care that focuses on the best outcomes for individuals and ensures the best use of limited public resources.
- Changes in eligibility for continuing health care means there is more demand for adult social care funding
- Health and adult social care have a duty to provide after care services for certain people detained under the Mental Health Act for free. This is referred to as Section 117 and the demand for this is increasing.
- The experiences this year have shown that the health and social care system is under considerable pressure. This is leading to delays in the provision of care. The solution has been to work much more closely together to achieve the changes necessary.
- There is the possibility that some service users may not have sufficient personal budget to purchase their care in the way they do now. The brokerage service will support service users to design support in a more efficient way that meets their needs.
- Management capacity to cope with the scale of change that we are managing will continue to be a challenge.

Statutory minimum

- Statutory requirement to assess and meet care needs providing people meet our eligibility criteria
- Individuals have to pay towards their care if they have the means to do so (currently being reviewed nationally)

- The council can decide how we meet care needs
- Care plans cannot be changed without a reassessment of need
- Offering direct payments if individuals want one
- Keeping people safe but also ensuring that they can do what they want to do providing they are capable of making decisions
- Support informal carers to care
- Advocacy and Involvement e.g. Local Involvement Network

We also provide some services which are generally available. They are intended to prevent people needing care or avoid needing more expensive forms of care

Main Statutes

National Assistance Act 1948; Health Services & Public Health Act 1968; Chronically Sick & Disabled Persons Act 1970; Mental Health Act 1983; Disabled Persons Act 1986; Community Care Act 1990; Carers Act 1995; Community Care (Direct Payments) Act 1996; Carers and Disabled Children Act 2000; Community Care (Delayed Discharges etc) Act 2003; Carers (Equal Opportunities) Act 2004; NHS Act 2006; Local Govt & Public Involvement in Health Act 2007; Mental Capacity Act 2005; Fair access to Care; Health & Social Care Act 2008

Activity Area - Older People

Employees 2010/11	463.90 FTE Internal provider services
2010/11 Gross Budget	£83.292m

Cumulative	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Net Savings	-7.804	-12.813	-17.313	-20.901

Current service activity

The service supports older people (people aged over 65 years) and their carers to live healthy, safe and valued lives through the provision of information, professional assessment and support, rehabilitation, reablement, brokerage and the implementation of support plans that promote independence and keeping well.

The service also ensures there is an adequate supply of good quality, cost-effective services that people want to purchase and that meet the needs of older people and their carers. There is a focus on developing a range of preventative approaches aimed at keeping people well. The budgets for residential and nursing home placements, home support, initial assessment and enablement, day services and equipment are within a pooled budget with Oxfordshire Primary Care Trust. Specialist care management activity is funded from budgets outside of the pooled budget. This pooled budget is a budget that includes services for older people and people with a physical and sensory impairment.

Proposals to deliver efficiencies

To be able to deliver cost effective services and deliver efficiencies we need to support strong and safe communities, develop services that everyone can access, reduce demand and provide more for less. A significant opportunity exists to make large scale savings whilst continuing to meet people's needs with good individual outcomes. This is to stop people needing and choosing a care home to meet their needs.

Plans for Efficiencies

1) Deliver a change of policy for long term support in line with the 'Ageing Successfully' framework that potentially reduces the number of older people admitted to care homes and increases alternatives to care and support that keep people safe and well in their own homes. This will provide better outcomes for people as well as achieving efficiencies for the council. The plan is to provide alternative services that will allow people to live in their own home rather than a care home e.g. extra care housing, more equipment and technology.

The net cost to the council of placing a person in a care home is currently £338 per week compared with £216 in extra care housing and a potential £197 per week through home support. Diverting one person per week from a care home placement will save in the region of £200,000 per year.

The work being done to achieve savings:

- Review of Oxfordshire Care Partnership care home and extra care housing contract. We are working with the Oxfordshire Care Partnership to explore ways of meeting care needs in a way which reduces the cost of providing services and leads to developments to achieve efficiencies.
- Develop extra care housing as an alternative to care homes
- Continue to develop assistive technology (telecare and telehealth) to keep people at home safely
- Improve availability of equipment and practical support at home
- Develop adult family placement services (Shared Lives) as an alternative to care homes
- A significant proportion of care home placements funded by adult social care each month are people who have chosen to purchase a place with their own funding before they really needed it and then their funding has run out. We need to

provide information before self funders make this choice and encourage them to choose options in the community.

To engage the public in this idea we will develop a communications strategy that identifies the benefits to individuals of living at home and the options available in the community. We will focus resources on prevention and early intervention so we can limit the need for adult social care whilst continuing to keep people safe. To achieve change we need a high profile strategy to challenge cultures of dependency.

2) The Resource Allocation System (RAS) allocates personal budgets to people who are eligible for support from adult social care. Efficiencies from the move to self directed support and personal budgets will result in more efficient delivery of care. Costs included in the RAS reflect best practice nationally.

The main issue is the cost that has been included as part of the formula for the RAS for home care of £15 an hour. This is significantly less than the historic cost of home care - whether provided externally or internally. The services that people purchase with their personal budget do not have to cost £15 per hour some could cost less and some could cost more as the initial personal budget is an estimated budget.

Currently, the hourly rate paid for home support is significantly more than £15 an hour whether the service is provided internally or externally. A survey conducted by the Association of Directors of Adult Social Services (ADASS) earlier this year identified that the average cost of home care was approximately £15 an hour. Work is also underway to review the costs of the internal home support service and to facilitate the availability of personal assistants directly employed by service users at a lower cost. We need to continue to work with providers to be able to support them to deliver and encourage them to be creative in the way they deliver support.

3) Reduce the number of care packages through continuing to deliver the prevention strategy – Preventive services are those that prevent ill health across the whole population so that people are healthier for longer and services that prevent or delay the need for more costly and intensive health and social care services. Services like reablement. The reablement strategy is about ensuring that there are effective and efficient services in place in Oxfordshire so that most older people do not need care packages after their stay in hospital or accident or illness and supports them to learn or relearn the skills necessary for daily living. Regular reviews of support that focus on enabling people will also reduce the need for care. Another factor is to improve the stroke, dementia and continence pathways and enable more people to be independent.

We will also continue to develop the 'Whole System Pilot' to test a new health and social care model of care that aims to prevent hospital admission, provide care closer to home and facilitate quicker discharge. This whole systems approach aims to reduce demand and therefore costs to adult social care. The Abingdon pilot is supported by the ORH, the Primary Care Trust,

Community Health Oxfordshire and the County Council

- 4) Manage contract inflation – Work to keep costs of contracted services down by expecting providers to make efficiency savings in the costs of providing their services.
- 5) Support carers to continue caring – the value of the contribution from carers is several times greater than the resources spent by the local authority.
- 6) Maintain spending on day opportunities for older people and ensure that they are more effective and efficient and meet the needs of local people and communities – We believe there is room to increase the proportion of service users who use their personal budgets for day opportunities providing that the services are good and well marketed.
- 7) Transport for day services – service users will be encouraged to make their own transport arrangements or use voluntary transport options. People may choose to use part of their personal budget to cover transport costs. We need to ensure that vulnerable users of services are provided with new arrangements for how they can travel.

Impact of the proposal on service users and communities

People will be encouraged to choose options in the community to meet their long term needs as opposed to a care home. The strategy is intended over time to encourage people to be more independent and more able to direct their own support.

Although Service Users will have sufficient budget to meet their eligible care needs this will involve service users working with the brokerage service or their social worker to design support in a more efficient and effective way that meets their needs. This could increase delays in people needing support at home if they are unable to purchase support in a more efficient way or if there is a limited but growing number of personal assistants. This could lead to legal challenges. Delays could increase the need to protect people but we have good safeguarding processes and we have enhanced our risk management arrangements.

The availability of new Extra Care Housing at the right time is a risk to delivering the strategy as well as sufficient turnover within Extra Care Housing developments to meet demand.

A reduction in building based services may be seen as a service reduction whereas in some cases services may be provided in a different way. This could lead to greater negative publicity and an increase in complaints. There is a cost to recruiting, training, supporting and maintaining volunteers.

Impact on providers

Providers may not be able to attract and recruit staff if unit costs are managed at a level lower and at a speed at which the market cannot sustain. Self directed support and the changes in the way services are commissioned means that there will be few if any

guaranteed block contracts. Care home providers could be impacted upon by Social & Community services purchasing less care home placements.

Impact of the proposal on other council services and partners

If we have less funding to purchase care then this may impact upon key partners like the Primary Care Trust e.g. discharges from hospital. We will need to work in partnership with Environment and Economy to deliver transport savings not only in terms of the impact on the Integrated Transport Unit but also in the way that voluntary transport is supported. To deliver Extra Care Housing we will need to work jointly and creatively with Property Services especially in terms of the way that we use land owned by the County Council.

Capital implications of proposed changes

1) Review of the Oxfordshire Care Partnership (OCP)

Since the commencement of the Oxfordshire Care Partnership contract the commissioning strategy for Older Persons residential care has changed. This has given rise to a review of what should be delivered under the next phase of the 'Homes for Older People' programme. The main objective of the new strategy is to withdraw from residential care and encourage the use of Extra Care Housing (ECH). However, it is recognised that there is a need for some specialist care homes and some preventative bed-based services. As a consequence it is proposed to replace the 8 remaining homes with 4 new Extra Care Housing developments and 3 new care homes, 2 of which would be nursing, including Intermediate care beds and the third one would be for residential dementia care.

2) Development of Extra Care Housing (ECH)

There are 1400 Extra Care Housing units planned by 2015. This is crucial to our strategy to make revenue savings from the older person's budget from avoiding the use of care homes if at all possible. The move from care home provision to Extra Care Housing means that the County Council will no longer own the assets through which a significant part of the care for older people will be provided. The exception to this will be where accommodation is provided through the contract with Oxfordshire Care Partnership (as above) on county owned sites where the county holds the ground lease. Priority must be given to preserving the capital for the current schemes.

We need to respond to the reduced funding from the Homes and Communities Agency by: 1) using our land and capital to subsidise the development of Extra Care Housing and 2) we should seek development partners that have access to finance. This may include some sort of partnership arrangement with a large Housing Association.

3) Day Opportunities Strategy and Transport Strategy

Social & Community Services currently funds a range of day services for older people that are building based and rely on an integrated transport service. The proposed model indicates three tiers and will include a review of the way transport is provided.

Tier 1: Community Initiatives - One-off bids for small amounts of funding to support older people in their communities.

Tier 2: Community & Low level support – Local decision-making will decide how the resources should be used locally taking account of local needs and the services and community activities which do not require funding. The support therefore should have the potential to be delivered in a range of venues (including support in people's own homes).

Tier 3: Health and Well Being resource centre – building based services available in major market towns. This will include a mobile centre that will be there to specifically meet the needs of older people living in rural Oxfordshire.

The capital implications of this strategy are additional capital resources that are likely to be required to develop Resource and Well Being Centres in Didcot and Wantage. Potential funding sources are Section 106 agreements for the major strategic site developments in those areas and working with the PCT on potentially combining the day hospitals in those towns with the existing County Council owned Day Centres.

4) Transforming Adult Social Care Capital investment

- ICT (software license) to support Personal Assistants. Builds a core of flexible support and volunteers
- Delivery of a payment card solution for people to manage their personal budget.
- Provision of laptops to support flexible working.
- Solution for accurately calculating personal budget and storing electronically. The replacement of adult social care ICT system, if implemented, will remove the need for this solution.

5) Adult Social Care Systems Capital Investment

The Adult Social Care Systems Review aimed at establishing if the care management systems were fit for purpose. The project scope included the emerging business requirements being developed by the Transforming Adult Social Care (TASC) programme and also the aspects of the service not immediately impacted by the programme.

The review stated that the system is dated and has suffered from a lack of development. Our current system will not adequately sustain the changes required by the TASC programme or the efficiencies and savings being demanded from the service generally. It was agreed to either purchase AIS or procure a new system. The final decision will be taken once the specification and business cases are complete.

Risks to Adult Social Care if the current system is not replaced.

- Adult Social Care will not have a system that is fit for purpose for the future
- Adult Social Care will not be able to deliver the efficiencies expected
- The organisation will not be able to fully support the self-directed support model
- The opportunity to use a replacement system will be lost.

Activity Area - Learning Disability

Employees 2010/11	362.10 FTE This does not include those employed by externally purchased services Internal Providers (304.90 FTE) Commissioning & Support Staff (57.20 FTE)
2010/11 Gross Budget	£42.738m (£42.415m in the pool)

Cumulative	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Net Savings (after new pressures)	-2.706	-5.268	-5.139	-7.374

Current service activity

The Learning Disability Service supports people with learning disabilities aged 18 and over and their carers to live healthy, safe and valued lives. There are approximately 2000 people over age 18 with severe to moderate learning disabilities known to services in Oxfordshire. Learning Disability is defined as a significantly reduced ability to understand new or complex information, combined with a reduced ability to cope independently which started before adulthood having a lasting effect on development (Valuing People 2001). Learning disabled people with additional physical or mental health needs come under the remit of the Learning Disability service, as do older people with Learning Disabilities. The team provides professional assessments, care planning, social work support and information and ensures there is an adequate supply of good quality, cost effective services. The team supports 1,185 people to live in the community and 265 people are supported in a permanent placement.

Proposals to deliver efficiencies

Plans for Efficiencies
The Resource Allocation System (RAS) allocates personal budgets to people who are eligible for support from adult social care. Efficiencies from the move to self directed support and personal budgets has resulted in more efficient delivery of care. We therefore aim to reduce people's personal budgets by approximately 12% over 4 years. Proposals are aimed at reducing reliance on paid services and reducing unit costs of services through a wide range of activities so that people continue to be able to meet their eligible needs within the reducing budget through for example - • employing personal assistants • focusing on support that enables people to be independent through regular reviews

• a review of transport • investing in developing independence skills and confidence, including work with teenagers
Contracts are being retendered to providers who hold framework contracts. These zero hours contracts establish an agreement of lower costs for people to spend their personal budgets to be able to manage unit costs.
Limit contract inflation - work to keep costs of contracted services down by expecting providers to make efficiency savings.
Review of internal independent living service and review of day services
Increase the availability of assistive technology and equipment options that enable people to stay in their own homes and reduce the need for paid staff
Delay admissions to more costly supported living through improved respite and shared care services
Reduce the cost of supported living through the supported accommodation review

Impact of the proposal on service users and communities

The strategy is intended over time to encourage people to be more independent and better supported to direct their own support.

Although Service Users will have sufficient budget to meet their eligible care needs this will involve service users working with the brokerage service or their social worker to design support in a more efficient and effective way that meets their needs. This could increase delays in people needing support at home if they are unable to purchase support in a more efficient way or if there is a limited but growing number of personal assistants. This could lead to legal challenges. Delays could increase the need to protect people but we have good safeguarding processes and we have enhanced our risk management arrangements.

Pressures may result in a need to return to providing support in larger groups or larger properties or clusters of smaller properties. This could result in people with learning disabilities experiencing fewer opportunities to live active lives as reduced funding may be focused on sustaining essential support. There is a chance that informal carers may need to provide more support to meet need so carers' assessments will continue to be a priority and we would seek to involve carers in circles of support and explore the use of volunteers and wider family members.

Increased use of volunteer support and pressure on providers to reduce costs to a minimum may increase the likelihood of inexperienced staff. This could increase the need to protect people but we have good safeguarding processes and we have enhanced our risk management arrangements.

We have assessed the impact on vulnerable and minority groups and consider that whilst the proposals will affect all those with learning disabilities the main groups that could be disproportionately affected by the proposals are Black, Asian and Minority Ethnic (BAME) communities and those living in rural areas. People in rural areas may incur additional costs in meeting their needs because of the need to travel. This will be addressed through review of an individual's indicative personal budget where they are unable to meet their needs within the budget initially allocated due to exceptional costs. Users who are also physically disabled may face additional difficulties (and costs) if they have to provide their own transport and/or have to travel further to access services.

Impact on providers

Providers may not be able to attract and recruit staff if unit costs are managed at a level lower and at a speed at which the market cannot sustain. Self directed support and the changes in the way services are commissioned means that there will be few if any guaranteed block contracts.

Capacity to innovate may be reduced. Providers have been involved in discussions with commissioners around developing more cost effective approaches of support and some innovative approaches are being pursued.

Impact of the proposal on other council services

An increased need to protect people will increase demands upon the Learning Disability teams and the safeguarding team.

Capital implications of proposed change

Delivery of the savings through the Supported Accommodation Review is dependent on the availability of previously agreed Prudential Borrowing. It will also be dependent on successfully re-negotiating the legal charge on properties previously owned by the health service so that they can be reconfigured.

Activity Area - Physical Disability and Sensory Impairment

Employees 2010/11	See all client groups
2010/11 Gross Budget	£7.512m

Cumulative	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Net Savings	-0.385	-0.557	-0.512	-0.446

Current service activity

The Physical Disability Service supports disabled people and their carers to live healthy, safe and valued lives by enabling people to make choices while maintaining dignity and respect. The team provides professional assessments, rehabilitation, care planning, social work support, brokerage and information services to people aged over 18 years (primarily aged 18-64 years) with a permanent physical impairment and/ or sensory impairment and/or brain injury and their family/ carers. The team also provides services to children aged 0 – 18 years with visual, hearing or dual sensory loss and their families. The budgets for residential and nursing home placements, home support, initial assessment and enablement, day services and equipment are within a pooled budget with Oxfordshire Primary Care Trust. Specialist social work activity is funded from outside the pooled budget. This pooled budget is a budget that includes services for older people and people with a physical and sensory impairment.

Proposals to deliver efficiencies**Plans for Efficiencies**

There have been unforeseen pressures upon this service in 2010/11 which impact disproportionately on such a small budget. Changes to the Independent Living Fund; the impact of changes in continuing health care criteria and an increase in the number of students applying to come to university in Oxford have all placed large pressure upon this budget. As a result there are efficiencies planned in relation to the introduction of personal budgets but otherwise plans are focusing on reducing the current spend.

- 1) The Resource Allocation System (RAS) allocates personal budgets to service users. Efficiencies from the move to self directed support and personal budgets has resulted in more efficient delivery of care.
- 2) Continue to deliver the strategy for support that provides alternatives to residential care

To address the spending pressures that we face this year we intend to:

- Reduce the number of long term care home placements and develop alternatives
- Increase the availability of technology and equipment options that enable people to stay in their own homes and reduce the need for paid staff
- Reduce the cost of care through a shift towards models of supported living
- Continue regular reviews that focus on enabling people
- Review residential care costs
- Accelerate the move to personal budgets
- Support carers to continue caring

Impact of the proposal on service users and communities

The strategy is intended over time to encourage people to be less dependent and more physically and psychologically able to direct their own support.

Although Service Users will have sufficient budget to meet their eligible care needs this will involve service users working with the brokerage service or their social worker to design support in a more efficient and effective way that meets their needs. This could increase delays in people needing support at home if they are unable to purchase support in a more efficient way or if there is a limited but growing number of personal assistants. This could lead to legal challenges. Delays could increase the need to protect people but we have good safeguarding processes and we have enhanced our risk management arrangements.

Impact on providers

Providers may not be able to attract and recruit staff if unit costs are managed at a level lower and at a speed at which the market cannot sustain. Self directed support and the changes in the way services are commissioned means that there will be few if any guaranteed block contracts. Capacity to innovate may be reduced and the availability of 24 hour care may be an issue.

Impact of the proposal on other council services

If we have less funding to purchase care then this may impact upon key partners like the PCT and health trusts, particularly the Nuffield.

Capital implications of proposed change - none**Activity Area - Mental Health**

Employees 2010/11	36.30 FTE This figure is for Council seconded staff to the Trust only
2010/11 Gross Budget	£8.361m (£6.694m in the pool)

Cumulative	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Net Savings	-0.219	-0.474	-0.691	-1.025

Current service activity

Almost all of Social & Community Services investment in mental health is managed within a joint commissioning pooled budget by Oxfordshire PCT. The County Council contribution purchases professional assessment (including mental health act assessments), support, and care planning, that promote recovery and keeping well within integrated teams within Oxfordshire & Buckinghamshire Mental Health Trust. It funds residential placements, direct payments to support independence and support for carers managed by the Trust. It also contributes to day and housing support services that provide universal information, preventative and recovery

services that are largely delivered by the voluntary and community sector. The Better Mental Health in Oxfordshire 2009 -12 strategy is reviewing this provision in line with Creating a Health Oxfordshire and Transforming Adult Social Care. We are redesigning services along a pathway that helps people take control, stay well, maximize the use of mainstream activity to support well-being and provide more intensive support to enable people to self-manage long term conditions.

Proposals to deliver efficiencies**Plans for Efficiencies****1) Supported into Independent Living (SIL)**

This will be managed by the creation of a housing pathway that supports people to move through from hospital to supported living to independent accommodation and makes the most efficient use of resources. The pathway pools adult social care, health and Supporting People investment in housing for people with mental health problems. This pathway is currently being procured and new services will be in place in March 2011. It will deliver efficiencies over time by reducing the number of small contracts and by moving people who are receiving support towards self-management of their care with the support of Keeping People Well

2) Workforce restructure

A review of the structure of the community mental health and specialist teams. It is currently subject to consultation. Detailed plans to support these efficiencies have not yet been agreed.

3) Personalisation

As part of the mental health strategy we will offer self directed support to eligible people that supports greater independence and self-management of care within a recovery pathway. We plan to achieve savings within the Resource Allocation System through the move to self-directed support and the use of brokerage

4) Keeping People Well (KPW)

The creation of a pathway in day services that both prevents people becoming so unwell that they need to use adult social care services and promotes recovery so that people can self-manage their own care in the wider community. This pathway is currently being procured and new services will be in place in March 2011.

Impact of the proposal on service users and communities

We have assessed the impact on vulnerable and minority groups and consider that the main groups affected by the proposal are Black, Asian and Minority Ethnic communities, younger adults and those living in rural areas. The strategy is intended over time to encourage people to be more independent and more able to direct their own support. It is intended to facilitate an environment where communities can grow. The focus on prevention and recovery will mean that fewer people need to use adult social care, and those that are will be able to move on to self-management of their care. Services will work to help people remain in or move towards mainstream lifestyles and activity both by helping people plan to meet their needs and by helping develop more inclusive communities where it is easier for people living with mental health problems to participate fully.

Impact of the proposal on other council services/ providers

All services are currently being re-commissioned. The potential impacts of this are being mitigated through co-ordinated transition plans. The current procurement activity under Supported to Independent Living and Keeping People Well will have a significant impact on the provider market place. There may be an impact on carers services and on brokerage contracts to support self directed support. The pathway developments in Supported to Independent Living and Keeping People Well will support the development of the clinical pathway within mental health.

Capital implications of proposed change - there is no dependency on capital funding.

Service Area – All Client Groups

Employees 2010/11	256.64 FTE This does not include those employed by externally purchased services
	Commissioning & Support Staff
2010/11 Gross Budget	£19.549m

Cumulative	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Net Savings (after new pressures)	-1.055	-1.273	-1.456	-1.549

Current service activity

The service supports all client groups and their carers to live healthy, safe and valued lives through the provision of information, professional assessment and support, rehabilitation, reablement, brokerage and the implementation of support plans that promote independence and keeping well. This budget now includes all social work staff apart from those working with adults with learning disabilities. This reflects the reorganisation of Adult Social Care which has taken place during the course of this year.

There is a focus on developing a range of preventative approaches aimed at keeping people well. The budgets for residential and nursing home placements, home support, initial assessment and enablement, day services and equipment are within a pooled budget with Oxfordshire Primary Care Trust. Specialist care management activity is funded from budgets outside of the pooled budget. This pooled budget is a budget that includes services for older people and people with a physical and sensory impairment.

Proposals to deliver efficiencies**Plans for Efficiencies****Occupational Therapy Services**

A range of initiatives to allow people to be more independent, be in control and make decisions about how they meet their own needs, such as the selection and purchase of small items of equipment and prescriptions for equipment

Discontinue service & maintenance of stair lifts – we would no longer offer a free service for adults, who have received a Disabled Facilities Grant to pay for the installation of a lift. This change would bring us into line with the practice in most other local authorities

Restructure adult placement service and community development team

Restructure of adult social care - the need for staff directly employed by the council is reduced as more people take up the option to arrange and purchase their own care through a personal budget.

Impact of the proposal on service users and communities

The adult social care restructure introduces a locality approach to service delivery which could mean that younger adults have less of a focus but will help with closer working with health care workers in that locality. See below for the Community Development Team

Impact on providers

Greater access to equipment and technology.

Impact of the proposal on other council services

Social & Community Services may no longer be a provider of services which will change the market in Oxfordshire.

Community Development Team**Current service activity**

Volunteering – Two initiatives: (1) a Good Neighbour Scheme to increase the number of people supported at home through volunteers befriending, carrying out small repairs, light housework or gardening, safety checks or enabling access to community activities; to reduce loneliness and to enable people to be independent in their own homes for as long as possible (2) 'Volunteering in Partnership' which is being managed by the Learning Disability service to achieve ongoing volunteering opportunities for vulnerable adult service users to promote personal independence, confidence and to develop skills; reduce current and future dependency on services.

The Community Development Team works with groups and communities, and particularly those who are vulnerable and/or from Black and Minority Ethnic communities to enable them to access information, funding and services and help individuals to engage with the communities they live in. The team administers a small Community Support Fund grant scheme £25k – to date 5,667 people and 50 groups have benefited from this funding; promotes volunteering; works with Carers Groups and the Support Brokers to improve the quality of community life for the people of Oxfordshire.

Proposals to deliver efficiencies

Following the recent positive evaluation of the Good Neighbour Scheme, it is proposed as part of the commissioning of day opportunities for older people to consolidate this volunteering budget with others in adult social care and further invest in such a scheme to increase the benefits to individuals and communities. The Learning Disability project 'Volunteering in Partnership' is not due to be evaluated until towards the end of 2011.

With the need for adult social care to reduce its expenditure on residential care and increase its preventative services; the refocusing of day services into day opportunities; the need for support for brokers and personalised budgets and the potential for the Renaissance funding to increase the heritage outreach capacity for reminiscence and other work with older people, it is appropriate to consider the role to be played by the Community Development team, the outcomes they could achieve and at the same time offer a potential saving to the directorate.

Impact of the proposal on service users and communities

The key role and local knowledge that the community development team offers in supporting breaking the cycle of deprivation; tackling rural issues, the development of Good Neighbour Schemes and other volunteering initiatives would be reduced by a reduction in the community development team which could have a negative impact on service users' and communities' ability to

engage with services and on the quality of vulnerable individuals' community life. As a council we are exploring the opportunities with the voluntary sector that developing the 'Big Society' (a stronger society where people are supported to do more for each other) will provide for developing community partnerships, deciding what we want to provide and devolving more decisions to communities. This will help to fill the potential gaps left by a reduced community development team like the support to small voluntary groups to grow and sustain themselves and the development of community services that people want to buy with their personal budgets. This proposal will retain some work with Black and Minority Ethnic communities to ensure that their needs and concerns can continue to be supported.

Impact of the proposal on other council services

The team currently works extensively in partnership with other Directorates within the County Council and with District Councils to support their work and this level of engagement could not be sustained in the reduced team.

Capital implications of proposed change - none

Service Area - Strategy & Transformation

Employees 2010/11	103.80 FTE
2010/11 Gross Budget	£15.814m (excluding recharges) £33.818m (including recharges)

Cumulative	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Net Savings	-3.806	-4.804	-5.559	-5.559

Current service activity

The key elements of this work are: facilitating the development and delivery of the directorate strategy and key partnerships; analysis of the population of Oxfordshire and performance management; facilitating 'involvement' in service development and monitoring; supporting delivery of future systems and technology to deliver the long term service strategy; managing comments, complaints & compliments; facilitating change management; maintaining supply of services through contract management and market development; developing and monitoring housing related support for vulnerable people; supporting the directorate in its relationship with internal service providers e.g. shared services, customer service centre, property, facilities and asset management ensuring that needs are met, changes are facilitated and standards are upheld.

Statutory minimum Government Returns

The council is currently required to provide statistical returns to the department of health information centre. These returns provide the information for the national indicator set. The future of this is currently under review. Additionally under the Health and Social Care Act 2008 we are required to provide evidence to the Care Quality Commission.

Duty to Involve

Where a best value authority considers it appropriate for representatives of local persons to be involved in the exercise of any of its functions by being provided with information or consulted about the exercise of its function or involved in another way it must take such steps as it considers appropriate to secure that such representatives are involved in the exercise of the function in that way' (Local Government & Public Involvement in Health Act 2007).

Local Involvement Network

Each Local Authority must make contractual arrangements to ensure LINK activity can be carried out. The activity is to promote and support involvement in commissioning, provision and scrutiny of local care services; monitor local care services i.e. Health and social care organisations have to allow LINKs representatives onto their premises to view services. They are also required to respond to suggestions made by LINKs and outline the action taken (Local Government & Public Involvement in Health Act 2007).

Data Protection

The Data Protection Act 1998 states that the authority has a duty to ensure personal information held by the authority is used for the purposes for which it was intended, is kept securely and is only retained for the minimum amount of time. The authority has to provide an annual notification and notification of security breaches to the Information Commissioner.

Complaints

From 1st April 2009 a single approach to dealing with statutory complaints was introduced by the Government under The Local Council Social Services and National Health Service Complaints (England) Regulations 2009.

Proposals to deliver efficiencies

Restructure the division as part of the formation of the Quality and Compliance division.

Impact of the proposal on service users and communities

The bringing together of the adult services and children's services involvement teams will provide sustainability for the service as well as an ability to call on the best practice existing in the council. This will therefore provide a far more effective service to users and members of the public as well as better informed commissioning decisions. It will deliver an improved performance monitoring

approach and advise commissioners as to the impact that their services are having on communities. Going forward there will be a far greater emphasis on locality management and this will benefit communities directly.

Impact of the proposal on other council services

There should be no impact on other council services, in fact the impact should be positive as long as the restructure produces a more effective entity and key staff are retained.

Capital implications of proposed change None

Supporting People

Key facts about the supporting people programme in 2010-11 are:

- It commissions essential services for 11,500 vulnerable people who need support to secure and sustain a stable home and lead independent lives for as long as possible
- Funding covers 100+ support services and a cluster of direct payments for older people
- The team undertake specific projects and manage 40 contracts with 30 provider organisations.

The supporting people budget was made up of the administration grant and the programme grant. In 2010/11 the Oxfordshire administration grant of £320k has been cut as part of the national cut. The plan was to cut Oxfordshire's programme grant of £16.5m in 2010/11 by 5% year on year until April 2014 when Oxfordshire would have reached its planned budget. This represents a decrease in spending of 34% in the size of the programme since 2003/4.

Reductions in the supporting people programme impact upon all client groups within adult social care. Commissioners have had to revise their commissioning plans as a result and therefore reductions in the grant needs to be managed alongside service and resource planning within adult social care. The savings that have been identified by services such as mental health, adults with learning disabilities and older people are designed to cope with reductions in funding of up to about 25% including reductions in Supporting People funding.

Directorate's external pressures

1.

External pressure Cumulative	2011/12	2012/13	2013/14	2014/15
Demography Older People	£0.895m	£1.158m	£1.289m	£1.394m

Rationale for external pressure –

The rationale for including this is that population changes are external circumstances beyond the control of the service. Each year the directorate updates a model agreed with corporate finance based on the latest population estimates. The current demographic pressures (Service and Resource Planning – Service Analysis 2010/11) were calculated in September 2009 based on the then latest estimates from a 2006 base population. The above figures are updated based on the 2008 ONS sub-national population estimates which were published in May 2010. The latest forecast shows an additional 1,100 people over 65 in Oxfordshire in 2011/12 over the forecast used last year, rising to 2,700 people for 2015/6. This is an increase of 1.1% in 2011/12 rising to 2.37% in 2015. For over 85's the situation is more marked with an additional 300 people in 2011/12 rising to an additional 600 people in 2015/16. This is an increase of 1.9% in 2011/12 rising to 3.5% in 2015. The increase in the number of older people reflects the national situation.

2.

External pressure Cumulative	2011/12	2012/13	2013/14	2014/15
Demography Physical & Sensory Impairment	£0.102m	£0.206m	£0.370m	£0.534m

Rationale for external pressure

Demographic pressures for external home support have been agreed in the current annex 3 for 2011/12 and 2012/13. Further modelling has been done to identify the pressures upon this service. The average increase of take up of benefits for people with a physical impairment aged 18-64 years in Oxfordshire over the last 8 years has evidenced an increase of 1.98%. If we apply this to a budget of £8.279m we would expect an increase of demand equivalent to £0.164m year on year.

3.

External pressure Cumulative	2011/12	2012/13	2013/14	2014/15
Change to Independent Living Fund policy impacting upon Local Authority	£0.175m	£0.350m	£0.525m	£0.700m

Rationale for external pressure –

The Independent Living Fund is an organisation that administers a national pool of money to fund support for people with disabilities to live in the community. It has closed its doors to new applications for funding. Oxfordshire will now be expected to pick up the full costs of new people that the Independent Living Fund would have previously contributed funding towards. The future of the Independent Living Fund is under review and depending on the outcome there could be additional pressures in the future. This will impact on adults with physical disabilities as well but most of the impact will be on adults with Learning Disabilities. This is a national issue.

4.

External pressure Cumulative	2011/12	2012/13	2013/14	2014/15
Funding of Further Education - change of national policy	£0.080m	£0.160m	£0.240m	£0.240m

Rationale for external pressure –

Assessment of learning needs can lead to a requirement for the Local Authority to provide specified education for learners with disabilities up to age 25. Local colleges or Independent Specialist Providers which are approved and funded by Young Person's Learning Agency may provide this. If neither can then responsibility falls to the Local Authority

5.

External pressure Cumulative	2011/12	2012/13	2013/14	2014/15
Prudential Borrowing costs - Deferred Interest Loans and Adult Social Care ICT system	£0.074m	£0.163m	£0.241m	£0.282m

Rationale for external pressure –

The cost of borrowing money to fund loans under the Chronically Sick and Disabled Persons Act and for a replacement ICT system for Adult Social Care to improve efficiency.

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Business Strategy

2011/12 – 2014/15

Social and Community Services - Community Services



Directorate Statement: Service Area Community Services

Directorate	Social & Community Services: Community Services
2010/11 Gross Budget	£15.183m (includes Community Development, Village Hall Grants and Cogges)
2010/11 FTE	334.7 fte

Year on year	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
Net Savings (£m)	-0.694	-2.574	-3.164	-3.196

	2011/12	2012/13	2013/14	2014/15	TOTAL
Planned FTE savings	-39.19	-43.71	-6.4	-2.0	-91.3

The Social & Community Services vision is to: support and promote strong communities so that people live their lives as successfully, independently and safely as possible.

The directorate therefore has two primary functions:

- the delivery of targeted services to the most vulnerable members of the community of Oxfordshire to keep them safe and well
- the delivery of universal community services to the whole population in Oxfordshire.

Community services brings together a number of services focused on cultural services. As part of the council's corporate business strategy these service areas will be incorporated within the new cross directorate Community Service (with Children, Young People and Families) from April 2011. In view of the imperative to encourage community self-help, no proposals are being put forward for a reduction in the level of village hall grants (£87k). The staffing and budget (£533k) for the other area of the service, community development will be included within the Adult Services Scrutiny Meeting.

There are four key elements of our overall Social & Community Services strategy which Community Services work towards:

- **Prevention** "keeping people well"

Through targeted investment in support for example reading for health schemes and heritage reminiscence work we will reduce the need for more intensive and expensive services later on. Creativity and cultural opportunities for engagement and participation: demand currently outstrips our ability to respond.

- **Personalisation** “promote choice and control”

Through Self Directed Support we will allocate people – a personal budget – to exercise choice and control, and to arrange and purchase their own care and support to meet their assessed eligible needs.

Personalisation is also about developing universal community services that are available to the whole population and that support the development of communities and ensure opportunities for meaningful occupation e.g. library services providing reading and information services; day opportunities; support to carers; volunteering and opportunities that can improve quality of life through cultural and community activity. Older people are choosing to access cultural services rather than traditional day care services and recognise the value and benefits of creative activity.

- **Protection** “keeping people safe”

We have to ensure that people do not have to worry about becoming vulnerable and that they can live a life free from both abuse and the fear of abuse and can have care and support in accordance with their needs. We will treat people as individuals with dignity and respect and take action to protect people where appropriate. Cultural and creative projects and services provide positive activities for young people – diverting from otherwise possible negative behaviour. Intergenerational work breaks down barriers that exist between younger and older people and promotes greater understanding, respect and builds cohesive communities.

- **Partnerships** “working together”

We will achieve our overall strategy through working in partnership with service users and the wider community alongside our key partners e.g. in health with the book gifting scheme, Bookstart; parish, town, city and district councils e.g. in providing museum services, the voluntary sector e.g. with the WRVS delivering home library services; and the independent sector. Many of the heritage and arts partnerships are longstanding and have been built up through mutual trust, hard work and commitment – and in many cases they are examples of the ‘Big Society’ already in action.

Activity Area - Heritage and Arts Management

2010/11 Gross Budget	£0.109m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.051	-0.102	-0.102	-0.102

Current service activity

Heritage and Arts Management provides strategic leadership, management and support across a range of heritage and arts activities:

- Oxfordshire County Museums Service
- Oxfordshire History Services (Oxfordshire Record Office and Oxfordshire Studies)
- Oxfordshire Victoria County History
- Oxfordshire County Music Service
- The Mill Arts Centre, Banbury
- Partnerships with arts organisations

The Heritage and Arts Office includes the full-time post of County Heritage and Arts Officer (CHAO), and part-time management assistance and secretarial support.

Statutory minimum

None

Proposals to deliver efficiencies

Closing the office completely: this achieves the maximum saving. The likely reduction in scale of heritage and arts services and activities reduces the value of the heritage and arts office. Service managers will in future report to another senior manager within the new 'Communities' function.

Impact of the proposal on service users and communities

Indirect – the office does not provide any services direct – although it does administer the partnership with the arts organisations.

Impact of the proposal on other council services

The heads of each service would be required to report to another senior manager within the ‘Communities’ portfolio; there are significant synergies with learning and raising achievement in schools, and (through outreach services) with building confidence and promoting independence for older people.

Capital implications of proposed change

None; the office occupies two rooms on the top floor of The Oxfordshire Museum.

Activity Area - Museum Services

2010/11 Gross Budget	£1.052m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.078	-0.277	-0.377	-0.377

Current service activity

The core responsibility of the County Museums Service is the long term care and preservation of the County collection of Oxfordshire archaeology and history material – these collections are unique and represent the material culture of Oxfordshire over the last 5,000 years. These collections are held in trust for the people and communities of the county – and for future generations. The collection is housed at the Museum Resources Centre, Standlake. The collections are used throughout the county in museums provided by Oxford City Council (Museum of Oxford), Cherwell District Council (Banbury Museum), Abingdon Town Council (Abingdon Museum), the Vale and Downland Museum Trust (V&D Museum), as well as at The Oxfordshire Museum, owned and managed by Oxfordshire County Council, and at other independent museums. The Oxfordshire Museum, founded in 1964, has been rejuvenated in recent years with funding from the Heritage Lottery Fund, investment from the County Council and support from the Friends organisation. The museum site currently attracts about 170,000 visitors per year (cost per head £1.17). There is a learning and outreach service which uses heritage and arts collections in schools and with community groups – its work with older and vulnerable adults, stimulating creativity and promoting independence – has been particularly valued. Since 1995 the museums service has worked closely with an independent group now known as Soldiers of Oxfordshire – representing all the armed forces. In 2008 Oxfordshire County Council agreed to provide a site within The Oxfordshire Museum site for Soldiers of Oxfordshire to build a major new museum. Soldiers of Oxfordshire has launched a major fund raising campaign and has raised over £4 million – enabling the new museum to be built.

Statutory minimum

Oxfordshire County Council assumed responsibility for museums in 1974 under the powers of the Public Libraries and Museums Act, 1964. There is no statutory minimum service. However the Council has acquired museum collections over the last 45 years (initially under a joint provision with the City Council) and these are held in trust for present and future generations; the council has a responsibility to care for these collections.

Proposals to deliver efficiencies

- a. To restructure the museum service: aiming to maintain basic collection care; continue partnership arrangements with other museums throughout Oxfordshire and maintain/increase income for those services; retain a learning and outreach service (including that for Oxford Castle) and services to schools and target groups (in partnership with other providers and particularly with the emerging Oxfordshire Local Heritage Partnership – this partnership, with Oxford University and other local authorities, aims to establish Oxfordshire as a ‘core’ museum to receive funding, possibly £2 million per year, direct from government to meet County Council objectives (raising achievement in schools, stronger communities and promoting independence for older people). There will be a heavy reliance on volunteers to maintain basic services.
- b. To maintain the Oxfordshire Museum, with a small core staff (3fte), and with a significant increase in the role of volunteers in partnership with Soldiers of Oxfordshire and the Friends of the museum. The staff will include a part time volunteers’ coordinator.

Other options considered and rejected:

- a. Close the Museums Resource Centre entirely and ‘mothball’ the collection: this would create major problems for the partner museums; deny the public access to their heritage; and mothballing costs would be considerable.
- b. Seek a new partnership with external community groups to operate the Oxfordshire Museum as an independent organisation (possibly with grant aid). This was rejected on the grounds that it is unlikely any external organisation would take on the museum without a substantial revenue grant; the risks involved and the likely lengthy negotiations create a level of uncertainty which could undermine the Soldiers of Oxfordshire capital programme.
- c. Closing the Oxfordshire Museum entirely has been considered: this would seriously jeopardise the reputation of the County Council by breaking the agreement with Soldiers of Oxfordshire. It might lead to a claim for repayment of (part of) the Heritage Lottery Fund investment in the museum (50% of £2.8 million), and similarly of the Viridor investment (£80,000) and Soldiers of Oxfordshire (£100,000).

Impact of the proposal on service users and communities

The aim of these proposals is to minimise the impact on service users and communities whilst making the necessary savings. The emerging Oxfordshire Local Heritage Partnership with the University Museums and other local authorities could provide an opportunity to build on the learning and outreach. The involvement of volunteers throughout the service will increase community engagement.

Impact of the proposal on other council services

Other local authorities in Oxfordshire providing or supporting museums are reliant on access to the county council's collections at the Museums Resources Centre. The learning and outreach team provide important opportunities for creative learning in schools and help to promote confidence and independence in older people. There could be opportunities to develop the learning and outreach services in a new partnership with Oxford University museums, funded by central government.

Capital implications of proposed change

The Cabinet has agreed in principle to the development of a site within the grounds of The Oxfordshire Museum by The Soldiers of Oxfordshire for a new museum illustrating the story of the armed services and their families in Oxfordshire. Soldiers of Oxfordshire has raised £4 million to enable that new museum to be built and aims to start work on site in the New Year.

Activity Area - History Services

2010/11 Gross Budget	£0.717m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.077	-0.163	-0.209	-221

Current service activity

History Services are currently provided from Oxfordshire Record Office at St Luke's, Cowley, and Oxfordshire Studies on the top floor of Central Library. The service acquires, cares for and provides public access to the documentary and printed heritage of the county – it includes one of the largest county photographic archives and a significant collection of oral history recordings. There are already plans to merge the services on the St Luke's site (with £285,000 capital funding towards increasing storage capacity and other adaptations).

Statutory minimum

Oxfordshire County Council is obliged to run an archives service under the Public Records Act (1958) and the Local Government Act (1972). These Acts require the care of and provision of public access to public records (records of public bodies, health records and court records), and the records of local authorities (County, District and parish councils). Oxfordshire Records Office is the designated Diocesan Record Office for Oxfordshire under the Parochial Records and Registers Measure (1978), and has an explicit legal agreement with the Diocese to preserve and make available Church records. The Council is obliged to run a “comprehensive library service” under the Public Libraries and Museums Act (1964); this has always been held to include provision of a professionally managed local studies service.

Proposals to deliver efficiencies

Combining the services on one site at St Luke's enables savings to be made whilst retaining the public services, with a view to extending opening to 5 days per week, and continuing to care for the collections in secure conditions meeting BS5454 environmental standards. Public access to the unique history resources can be managed in one public 'search room' under the supervision of specialist staff. Essential cataloguing and documentation processes can be maintained and some digitisation work continues, though at a lower level. The capital funding, already agreed, allows the creation of sufficient additional storage space.

Combining the service at Central Library was considered, but rejected as it is not possible to house the Oxfordshire Records Office collection of records (5 kilometres of shelved archives) on the Central Library site; and transporting archives to and from St Luke's to the Central Library was rejected as inefficient, costly and potentially damaging to the records.

The Central Library will retain a broad reference collection of local and family history secondary sources integrated with its general reference collections on the top floor of the library; the space vacated by the unique collections of Oxfordshire Studies can be used by Central Library to expand its study space.

Impact of the proposal on service users and communities

These plans will concentrate access to the unique and rare history resources on one site at St Luke's. This will improve the conditions in which the collections are housed, preserving them for future users; provide facilities for historical research on a single site, avoiding duplication and establishing clarity on where to access this material for users; and enable the services to maintain their full range of collections. There may be some criticism from some users for whom the central Oxford location of Oxfordshire Studies is convenient, but consultation with local and family history societies has shown unanimous support for the St Luke's plan.

Impact of the proposal on other council services

The release of some space on the top floor of Central Library provides an opportunity for the library to relocate its reference collections to that floor following the reconfiguration of the ground floor to allow for library self service and to offer desperately needed increased study space for users.

Capital implications of proposed change

£185,000 has been found externally, but a further £285,000 is required to increase storage capacity at St Luke's. This has been agreed and released by Cabinet and work is due to start in December 2010. The joint service could be operational by June 2011.

Service Area - Victoria County History

2010/11 Gross Budget	£0.183m reducing to £0.101m in 11/12 (this budget includes external salary recharges. Actual budget will be £0.035m)

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.112	-0.112	-0.112	-0.112

Current service activity

The Victoria County History is part of a national project co-ordinated by the University of London to research and publish an accessible history of every community in England. In Oxfordshire 15 volumes have been published to date; work is proceeding on two further volumes for publication in 2011 and 2012. The published volumes, and the Victoria County History website, are the starting point for any local history project – invaluable to schools, in further education, and to individuals and communities seeking to understand their histories. The Victoria County History is supported by the Oxfordshire Victoria County History Trust which has raised more than £50,000 per year for the last ten years – allowing the employment of additional researchers to speed up the research process. The Trust is committed to increasing that support – in response to the funding cuts already planned which will reduce County Council expenditure on the project to £35,000 per year.

Statutory minimum None

Already agreed proposals to deliver efficiencies

In February 2010 the county council agreed to fund the Victoria County History at the reduced level of £35,000 per year from 2011 to 2015, and to continue to act as the employer for the remaining staff following lengthy negotiation with the University of London and the Victoria County History Trust. The funding reduction from April 2011 involves compulsory redundancies and voluntary pay cuts for remaining staff. The Victoria County History Trust is working hard to make up some of the shortfall through intensive fund raising, in order to maintain the project's momentum and ensure completion of plans to 2015

Impact of the proposal on service users and communities

With the continuing support of the Trust, which has mitigated the effects of budget reductions, it will be possible to continue the planned programme of research on Oxfordshire communities and the Victoria County History project can be completed in Oxfordshire.

Impact of the proposal on other council services and Capital implications of proposed change: None

Activity Area - Partnerships with arts organisations

2010/11 Gross Budget	£0.259m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.010	-0.153	-0.153	-0.153

Current service activity

100% of this budget is provided to arts organisations

Partnerships are maintained with key strategic arts organisations providing professional services across Oxfordshire. The level of funding support to arts organisations varies. The partnerships have supported these organisations to enable them to meet County Council objectives – strengthening communities through creative cultural opportunities; raising achievement in schools through participation in cultural events; and encouraging independence for older people by offering a choice of activities in localities. Pegasus, previously part of the County Council, has moved to independence alongside a major capital programme to rebuild its theatre and workshop spaces; core funding continues to be provided to support its innovative work with young people and educational programmes.

Statutory minimum None

Proposals to deliver efficiencies

A reduction of 60% of the budget would allow the continuation of support to three countywide organisations (Oxfordshire Theatre Company, Oxfordshire Youth Arts Partnership and Oxfordshire Visual Aids Development Agency) which would be very likely to collapse without County Council funding and continuing support to Pegasus Theatre (with a 40% reduction). All of these partners make significant contributions to County Council objectives.

Consideration was given to cutting the fund completely. This was rejected on the grounds of seeking to maintain choice, supporting organisations that work countywide and meet County Council objectives through their work.

Although they are accustomed to a level of financial uncertainty, it is good practice that any significant budget reduction from a primary funder should be subject to a period of notice of at least one year – to allow the organisations time to seek alternative funding sources.

Impact of the proposal on service users and communities

Any budget reduction will have an immediate impact on the arts partners. We have assessed the level of funding we contribute to the organisations we are proposing to cease funding which in itself should not impact on the viability of these organisations. The proposal aims to maintain the range of arts providers in Oxfordshire, by supporting those that are most vulnerable. The implications of reduced support for Pegasus are notable as the Arts Council has recently announced its decision to reduce its support from 2011/12

Impact of the proposal on other council services

Any loss of cultural services will have an impact on other services. For young people, participation in constructive leisure-time activities helps improve attitudes at school; builds social skills and improves self-confidence. Lack of creativity and stimulus for older people will lead to inactivity, increased dependence on drugs (including alcohol), and depression.

Capital implications of proposed change

None

Activity Area - The Mill Arts Centre

2010/11 Gross Budget	£0.224m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	0	0	-0.090	-0.090

Current service activity

The Mill is a major cultural and community resource for Banbury and North Oxfordshire. As well as offering a wide range of arts and learning opportunities, the Centre is home to many groups and organisations. The Mill is open for 100 hours a week for 50 weeks a year attracting over 120,000 visitors, students and audience members per annum. The Mill's operation is based upon a "mixed economy" with a partnership approach including the Mill Management Committee and the District Council as well as the County Council. Under this arrangement the Mill Management Committee takes responsibility for the Mill's main trading and operational functions, employing some of the staff and generating significant income to support the overall work of the Centre. The Mill also has a service level agreement for Adult Learning which produces income for the County Council through the contract with the Skills Funding Agency.

The current financial model sees the value of the County Council's investment considerably increased through other fund raising.

Statutory minimum

None

Proposals to deliver efficiencies

A 40% reduction in funding to the Mill from the county council would present the need to move to a greater self financing model for the Mill. There are plans to redevelop the Mill as part of the Banbury cultural quarter but capital funding is unlikely to be available in the life of this strategy so cannot be relied on to bring savings linked to these proposals.

Savings can only be achieved through the loss of staff and a reduced cultural offer should it not possible to provide learning opportunities, workshops and community events on a self financing basis. A reduction in County Council support might also increase the risk that Cherwell District Council may decide to reduce or cut its entire annual grant to the Mill of £38,443.

Increasing fees and charges has been considered – the Mill already raises c70% of its gross budget from such sources – but further increases would exclude the individuals and groups the Mill has succeeded in reaching, and reduce audiences to those who can afford to pay higher prices.

An alternative strategy of transferring The Mill to a new independent status could be considered though would be more likely to succeed if there were to be capital development.

Impact of the proposal on service users and communities

The proposed budget reduction will have an immediate impact on the range of cultural, learning and community activities that can be provided to young people, adult learners (including those with learning disabilities) and the community. The reduction will impact on customers by reducing their choice of activities and opportunity for positive creative activity. A reduction in opening hours will leave many individuals and groups in the Banbury area with no premises to host their activities.

Impact of the proposal on other council services

A reduction in capacity to deliver the Service Agreement for Adult Learning may lead to lower income from the Council's contract with the Skills Funding Agency. The loss of specialist educational opportunities for people with learning disabilities, mental health users and disaffected young people would increase demand on other providers

Capital implications of proposed change

The capital programme to relocate Banbury Library alongside the Mill and to refurbish the Mill creating a greatly enhanced asset as the centrepiece of the Banbury Cultural Quarter provides an opportunity to review governance, management and funding arrangements, increase income and benefit from economies of scale and increase collaboration. However this funding is not likely to be available within the life of this strategy.

Cherwell District Council has made a firm commitment to the development of The Mill and has set aside a contribution of £2 million towards the capital costs together with provision of land and a new access bridge.

Activity Area - Music Service

2010/11 Gross Budget	£2.736 m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.057	-0.120	-0.220	-0.220

Current service activity - Music Service

- Provision of individual, small and large-group instrumental lessons; management and delivery of Government programmes and initiatives, including the national *Wider Opportunities Programme*, *Sing-Up* etc.
- Management and delivery of programmes funded by charities and other organisations in schools and with other organisations.
- Delivery of curriculum teaching in Primary Schools. Performances for and with Primary Schools and concerts for same.
- Delivery of school-based ensemble leadership and teaching purchased directly by schools from the Music Service. Support for GCSE and A level work in schools.
- Management and delivery of partnership programmes with other organisations and institutions. These are often focused on areas of greatest social and economic need.
- Management and delivery of programmes for the most able young musicians (Gifted and Talented) and those with special needs.
- Management, organisation and delivery of progressive, graduated, ensemble and musicianship opportunities for young people and (some) adults via the network of Saturday Music Schools, including the Centre for Music, and weeknight activities.
- Management, leadership and implementation of holiday courses and tours. Representation of the young musicians of Oxfordshire at national and international level.
- Advice, support and consultation for Headteacher, specialist music staff, senior LA officers and elected members.

Statutory minimum The Service is not currently statutory.

Proposals to deliver efficiencies

Government ring-fenced grant funding for the music service has been removed and the service in Oxfordshire may need to move to a self financing model in future years. Proposals below are being assessed and will help to support a move towards self financing should this be required.

- Introducing charges for access to Oxfordshire Youth Music Activities – i.e. Saturday mornings etc.
- Introduction of charges for schools participating in Wider Opportunities programmes
- Restructuring of the management of the service
- Elimination of uneconomic visits to schools and very small groups – replaced with ‘centre’ provision
- Development of new areas of business (e.g. Saturday morning large-group lessons for young children)
- Elimination of areas of ‘free’ provision (e.g. public examinations in music performance)
- Rationalisation of transport provision and reduce subsidies for transport
- Significantly increasing bought-back provision from schools
- Introduction of new learning courses etc. to promote retention of pupils.
- Increasing level of financial support from charities and other third parties.
- Negotiation of introduction of flexible contracts or actual reduction of middle management posts by a further 2 fte.

Impact of the proposal on service users and communities

It is difficult to assess the impact of the proposal at this stage, as it depends on the ease with which the music service can, if necessary, move to be self funding. Steps will be taken to minimise the impact of these changes on those in living in areas of deprivation and to ensure that we continue to provide support to schools and have a sustainable music service.

Capital implications of proposed change None

Service Area - Cultural Development

2010/11 Gross Budget	£0.119m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.034	-0.034	-0.034	-0.034

Current service activity

Oxford Inspires is Oxfordshire's cultural development agency. Its role is to encourage culture throughout Oxfordshire, ensuring that more people have more opportunities to enjoy great cultural experiences more often. To date it has leveraged £2m into the county to support cultural activity. The vast majority of this funding has been passed on to other arts organisations to help deliver projects. Oxford Inspires has been commissioned to support and co-ordinate work for the Oxfordshire 2012 Partnership. This includes setting up an Oxfordshire 2012 website to signpost the public and businesses to information about what is happening in the county in the run up to 2012. It has worked with partners to develop and submit proposals with a view to securing the torch relay passing through the county. Oxford Inspires has also been working to develop plans for major mass community celebrations as part of the Cultural Olympiad and hopes to be able to announce a major project that will deliver significant benefit to Oxfordshire early in 2011.

Oxford Inspires is also co-ordinating the bid on behalf of a steering committee which includes the County Council for Oxford to be World Book Capital in 2014.

The Cultural Development Officer (part-time) has supported the development of the County Council's Cultural Strategy and the ongoing consultation and working in partnership with both external organisations and within OCC to develop a strategic approach to cultural development in Oxfordshire. This post has also been supporting Oxford Inspires in the development of Oxfordshire 2012.

Statutory minimum: None

Proposals to deliver efficiencies

There is a proposal to integrate Oxford Inspires and the newly formed Destination Management Organisation which aims to make Oxford and Oxfordshire a thriving and sustainable world-class destination for visitors, residents and local businesses by building an infrastructure that can develop and support Oxfordshire's tourism industry and the wider visitor economy. A single organisation, developing and communicating a common vision for Oxfordshire, will deliver economic and social benefits - a greater pride of place for residents, an attractive proposition for prospective employees and a consistent, compelling message to potential visitors.

Such, a combined organisation, sharing resources, is more likely to grow efficiently in the future than two separate organisations and could offer the potential for the County Council to withdraw its contribution to Oxford Inspires at some point in the future. It is proposed that no reduction in the funding for Oxford Inspires be considered until the Destination Management Organisation has become established.

It was agreed in the 2010/11 budget process to cut the cultural development budget of £15,000 with effect from April 2011, and it is therefore proposed that the role of the Cultural Development Officer could be deleted from 2011/12.

Impact of the proposal on service users and communities and on other council services

There will be a loss of support for consultation and working in partnership with both external organisations and within the County Council to develop a strategic approach to cultural development in Oxfordshire

Capital implications of proposed change: None

Service Area - Library Service

2010/11 Gross Budget	£8.660m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.275	-1.613	-1.867	-1.887

Current service activity

The Library Service provides access to books, information and knowledge, to support the recreational, cultural and educational needs of those who live, work, and study in Oxfordshire. Our customers are all those who live, work, visit and study in Oxfordshire. The core service provides a universal network of library buildings (43) and vehicles (7); a comprehensive countywide collection of books, online resources and other items, accessible to all, and exploited to support: reading and literacy; learning; economic wellbeing; community cohesion and healthy living; targeted work to support children's and adult's reading, learning and digital skills; online and telephone based remote services; public access computers, deployed across the building network, used to provide access to online information; help people develop digital and information skills; and combat digital exclusion. The service provides and manages the Rural Children's Centre on behalf of Children, Education and Families and two prison libraries on behalf of HM Prison Service.

Statutory minimum

Extract from the legislation:

The County Council's general statutory duty, laid down in the Public Libraries and Museums Act 1964, is:

"to provide a comprehensive and efficient library service for all persons desiring to make use thereof "

In fulfilling its general duty, the County Council should:

"in particular have regard to the desirability — of securing, ...that facilities are available for the borrowing of, or reference to, books and other...materials, sufficient in number, range and quality to meet the general requirements and any special requirements both of adults and children.....; and

of encouraging both adults and children to make full use of the library service, and of providing advice as to its use and of making available such bibliographical and other information as may be required by persons using it; "

The legislation does not set minimum specific minimum standards. The most recent challenge to a library authority under the legislation (Wirral Inquiry 2009), indicated that to ensure it meets the general duty, an authority should identify the specific and local needs of adults, children and young people of all ages and demonstrate that having done so, it provides services to meet these needs in the best way possible, within the resources available.

Proposal to deliver efficiencies

This is an opportunity to restructure our library service for the 21st century. Our vision for the library service of the future is :

- Library hubs - in our main towns and in key rural areas to ensure coverage across each locality.

These library hubs will be situated in areas which have strong transport links to hinterland communities or in areas which can provide a focus for rural communities. We have identified that 82% of library visits (excluding mobiles) currently occur at the libraries presently selected as our hubs.

The proposal includes seven day opening at central library in Oxford.

Oxford Central	Bicester	Didcot	Wantage
Abingdon	Carterton	Faringdon	Thame
Banbury	Cowley	Henley	Witney
Kidlington	Wallingford	Chipping Norton	Burford,
Eynsham	Goring	Hook Norton	Watlington
Wheatley	Woodstock	Wychwood	

- Interactive library network

Each hub will be supported by an interactive library network. We will use technology to modernise and enhance our service so that all Oxfordshire residents can access the books they want. We will extend our library loan service to include e-books and e-audio downloads, so people can get the books they want direct to their home PCs, i-pads

In addition to delivering books, mobile libraries will also continue to provide support to our more vulnerable residents; older people or those in isolated rural communities.

The mobile libraries will provide the 'spokes' to our library hubs. We will review the mobile library so that it is used to greatest effect.

- Big Society

There are a number of areas where we will look to develop Big Society solutions. Whilst we will no longer fund the provision of a traditional library service in some communities, we will instead work with that community to help explore alternative ways of providing the services its residents want and need.

We will look for opportunities to develop Big Society solutions in the following areas:

Adderbury, Bampton, Benson, Berinsfield, Blackbird Leys, Botley, Charlbury, Chinnor, Deddington, Grove, Headington, Kennington, Littlemore, Neithrop, North Leigh, Old Marston, Sonning Common, Stonesfield, Summertown and Woodcote,.

The model proposed incorporates the following principles:

- Library provision is focused on centres of population and evenly spread geographically
- Library provision reflects regular shopping and travel patterns from local communities (to be confirmed by data analysis which is underway).
- Library provision reflects key patterns of current use
- Access to library services is targeted in areas of socio-economic need (to be confirmed by data analysis)
- The core library offer includes universal and targeted services.

Impact of the proposal on service users and communities

A high level assessment of the impact of this proposal identifies that the main groups affected are children and adults who are less mobile for whatever reason (e.g. older people, people without their own transport, people with disabilities). These groups would be less well served than currently, as would some rural communities and Oxford city residents, workers and students who do not have cause to travel regularly to the city centre.

The majority, (at least 82% of current visitors and 79.5% of borrowers using branch libraries) will continue to receive a high level of conventional library service. At most, 18% of current users may find it more difficult or impossible and/or more time consuming to access library services.

The risks will be mitigated by the:

- Introduction of eBook and eAudio loan services
- Extension of home library services provided by volunteers, targeted at older people and others who are unable to leave their homes
- Use of mobile libraries to serve sizable rural communities acting as a hub for these communities, working in partnership with other services and enabling people to drop off, reserve and collect books
- The provision of resources to support the development and maintenance of community initiatives to extend library services.

Impact of the proposal on other council services

The closure of library buildings will have an impact on Property Services in terms of over property costs, maintenance requirements, leasing arrangements and overall asset management considerations.

Capital implications of proposed change

An initial assessment of liabilities or difficulties in disposing of any of the libraries owned by the County Council has been carried out. Libraries occupying space on school premises, such as Littlemore are unlikely to generate any capital receipt and others could conceivably continue in community use.

The reduction of the core building network to 23 libraries, places the greatest emphasis of service provision on Oxford Central Library and the main towns. The case for capital investment in the town libraries, therefore, becomes even stronger from both a community and a service perspective.



Business Strategy

2011/12–2014/15

‘Safer by Design’ Community Safety Fire and Rescue and Emergency Planning

Directorate Statement

Directorate	Fire & Rescue Service, Emergency Planning & Community Safety
2010/11 Gross Budget	£29.374m
2010/11 FTE	401.65*

	2011/12	2012/13	2013/14	2014/15
	£m	£m	£m	£m
Total of Proposals	-0.596	-1.040	-1.510	-1.610
New service pressures	0.050	0.050	0.050	0.050
Net Savings	-0.546	-0.990	-1.460	-1.560

	2011/12	2012/13	2013/14	2014/15	TOTAL
Planned FTE savings (including retained RDS fire fighters)	-13.2	-8.0	-1.0	0	-22.2

* There are also 364 retained fire fighters. The full time equivalent for retained equates to 120 hrs per week, many retained staff only offer cover for part of this period. The figure of 364 given is the **total number** currently employed.

The “**Safer by Design**” Business Strategy covers the Fire & Rescue Service, Emergency Planning and Community Safety and is a transitional document which recognises the progressive movement of Services from the former Community Safety and Shared Services Directorate into the Social and Community Services Directorate. The Strategy is written to capture the medium term vision for all of the Services identified.

The strategy links directly with all Corporate Strategic Objectives:

A **World Class Economy** is supported via our contribution to the sustainable development and protection of a thriving local economy by provision of advice and support to enable local businesses to successfully compete in the marketplace, ensure their business continuity and minimise the likelihood of emergencies (e.g. fires).

Healthy & Thriving Communities are supported by our actions to help reduce crime, antisocial behaviour and the fear of crime and supporting and protecting those at greatest risk from doorstep crime, domestic abuse and hate crime. In addition we safeguard our communities from fire risk through the provision of protection, risk reduction, intervention and provision of information. We also provide directly or work with partners to deliver preventative programmes for children and young people at risk of offending and to reduce crime and anti-social behaviour. Finally we develop service, organisational and community resilience through education and training and the development of community led planning

Environment and climate change objectives are supported by protecting our environment through reducing carbon emissions by reducing emergency incidents (e.g. fires) and through partnership working with the Environment Agency to minimise the effects of flooding, pollution incidents and fire-fighting actions.

We strive for **Better Public Services** by the delivery of our efficiency programme and value for money in general. We work with South East Fire Improvement Partnership for collaborative activities and are by this strategy, developing our data led, targeted prevention activities, aligned to locality working and increased use of volunteers and other partners.

“Safer by Design” is our vision for self reliant safer communities, with enabling actions and resources provided or commissioned by Oxfordshire County Council, working in partnership with a range of third parties. Intelligence led, locality specific approaches will identify practical preventative measures delivered through internal resources and via community based partnerships, which will address many of the emerging societal risks.

The **“Safer by Design”** vision has four main strands of activity which are:

- a) Growing in confidence – a strategy for safer young people
- b) Living in confidence – a strategy for the residents of Oxfordshire
- c) Travelling in confidence – a strategy for those on the move
- d) Working in confidence – a strategy for business.

Although the Fire Service (and, to a lesser extent, Emergency Planning and Trading Standards), will always maintain a reactive/999 response to calls for assistance, the main emphasis of the Council’s approach towards delivering a safer society is intended to be via preventative and educational measures, delivered by multi-skilled employees, voluntary agencies and other partners who can take practical actions as extra eyes and ears (and where appropriate hands) of the County Council, promoting risk awareness, self help, safeguarding and sign-posting specialist assistance and support when required. This approach is specifically designed to embrace the preventative agenda and reduce the call upon other Council services such as Adult Care.

For those services involved in regulation such as Trading Standards and Licensing, we will seek to move forward in conjunction with our District partners to deliver an integrated approach to regulatory services. As an integrated approach develops, the Trading Standards Service will extend locality specific services, supporting communities to address local issues and building preventative partnerships.

Approximately 90% of the overall Directorate budget relates to the Fire & Rescue Service and therefore the main delivery arm of the strategy is via this Service. However, the approach proposed is equally effective for all other services. The main capital and revenue issues associated with the Community Safety Directorate are the creation and maintenance of 'capacity to respond'. The Directorate has varying degrees of ability to make productive use of the 'capacity to respond' in intervening periods between safety related incidents and events occurring. Our future approach will be to further extend our prevention agenda therefore minimising the call on emergency response. Trading Standards Animal Health team is an example where the 'capacity to respond' (e.g. to a foot and mouth outbreak) is also productively used to monitor day-to-day animal welfare issues, eg. inspecting animal markets to reduce the risk of outbreaks of disease. The Fire & Rescue Service, despite its historic 'low cost and high performance' status, has been less able to achieve full productive effectiveness of its 'standing assets' due to the extensive use of Retained Duty System (RDS) staff. The Fire and Rescue Service has received investment through additional fulltime Watch Managers whose role is to support Retained Duty System fire stations, personnel and to improve the operational availability of fire engines. Going forward, we intend to further utilise these resources in localities across the county to deliver a broader suite of community safety initiatives.

The Directorate will ensure challenges are managed to ensure the successful implementation of this strategy. These challenges include:

- the scale of the financial savings
- potential further reductions in government grant funding
- increasing staff understanding and connection with other teams and wider corporate initiatives
- engaging the public and third parties in voluntary service provision
- the potential closure of Consumer Direct service
- growth in demand for reactive services reducing capacity to deliver preventative work streams

The Cabinet has already endorsed Fire & Rescue response targets (80% incidents attended in 11 mins, 95% in 14). The current targets can reasonably be expected to be met, with a minimum station disposition (using predominantly RDS staff) of 24 fire stations and 34 front line fire appliances. Oxfordshire Fire & Rescue Service already has one of the 'slowest' attendance time pledges with neighbouring brigades stating 'quicker' times than our current Cabinet endorsed pledge.

By 2015 the Directorate seeks to:

- Focus predominantly on 'Prevention and Protection' activities to minimise the need for 'Response' resources
- Remain committed to operational excellence, measured by the speed and weight of response to incidents and staffed by competent employees or partners¹
- Maximise productive use of the 'standing assets' (capital assets, people and 'brand') delivering directly or co-ordinating third party actions designed to improve community safety
- Have developed a range of specific activities (minimum one scheme in each of the 14 localities) designed to meet local needs to improve community safety
- Have implemented wider corporate and community use of Fire Stations
- Have used volunteers and other partners to:
 - Increase the number of referrals from other agencies identifying potential threats to or vulnerable people requiring services (Rogue Traders, Domestic Violence Reports, Home Fire Safety Checks)
 - Conduct specific activities on behalf of the Council, eg. Home Fire Safety checks fitting smoke alarms/security products
 - Provide youth programmes, eg. Junior Citizen activities
 - Extend good neighbour and Neighbourhood Weight Watch² schemes
- Have developed and implemented effective data sharing protocols with Social and Community Services recognising the common customer base allowing for a common data base and a targeted proactive intervention programme
- Have successfully transferred selected Community Safety Services into Community Services under the shared 'Communities' position within Social and Community Services and Children Young People and Families Directorates.
- Have exploited synergies between the Fire and Rescue Service and Social and Community Services support services allowing for integration where effective
- Deliver excellent Customer Service by exploiting the 'can do' attitudes of response staff
- Be intelligence-led and using customer analysis to target support to 'at risk' and vulnerable groups and communities
- Facilitate the most efficient contribution to local community safety priorities from County resources
- Have developed an integrated Road Safety team working with partners to maintain the reduction of those killed and seriously injured on Oxfordshire's roads.

¹ This should be considered against the ability of the service to respond with slightly diminished resources.

² Bridge and road weight limit schemes

Fire & Rescue and Emergency Planning

Employees	341.09 FTE*
2010/11 Gross Budget	£24.675m

- There are also 364 retained fire fighters. FTE for retained equates to 120hrs per week, many retained staff only offer cover for part of this period. The figure of 364 given is the **total number** employed at Q2 in 2010.

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.292	-0.464	-0.830	-0.830

Current service activity

The Fire & Rescue Service receives emergency calls for Oxfordshire to enable crews to be mobilised to save life through attending fires, road accidents and other emergencies. The Service also provides humanitarian assistance, responds to acts of terrorism and the effects of climate change, eg. flooding, contributes to the wider civil resilience of the UK, provides community safety advice and education and undertakes fire safety enforcement. Emergency Planning assess the risk of emergencies occurring, undertakes contingency planning, prepares Emergency Plans and delivers Business Continuity Management, including public warning and informing in the event of an emergency.

Statutory minimum

The Service is required under the Fire & Rescue Services Act 2004 to make arrangements for dealing with calls for help and making arrangements for extinguishing fires and protecting life and property in the event of fire, rescuing people from road traffic accidents and dealing with any other emergency. It is not possible to set a statutory minimum for this, as this part of the Service is demand led. There is also a responsibility to make provision for the purpose of promoting fire safety. In doing so the authority must, to the extent that it considers it reasonable, make arrangements for the provision of information and publicity of steps to be taken to prevent fires and death or injury by fire and give advice, on request about how to prevent fires and restrict their spread and the provision and maintenance of the means of escape in case of fire.

Under the Regulatory Reform (Fire Safety Order) 2005, the Service has the responsibility for enforcement and has to issue enforcement and prohibition notices where businesses have not taken adequate fire safety precautions. The Civil Contingencies Act 2004 requires the Authority as a category 1 responder (ie. an organisation at the core of the response to most emergencies) to assess the risk of emergencies occurring, develop emergency and business continuity plans, and maintain arrangements to warn, inform and advise the public in the event of an emergency. These activities are led by the Emergency Planning Unit whose

existing MTFP has been amended (with corresponding alternative efficiencies) to protect the ability of the Unit to maintain a 24/7 rota, allowing the County to rely on a qualified Emergency Planning professional to initiate emergency response and recovery actions.

Proposals to deliver efficiencies

These proposals list specific deliverable savings which appear as 'Further savings to be identified' in the current Medium Term Financial Plan (MTFP)

- **Review of the service**, including current Integrated Risk Management Plan (IRMP) projects, the national strategic review of the Fire & Rescue Service and synergies with Children, Young People and Families and Social and Community Services Directorates. This includes:
 - Removal of one fire engine (as already identified in the current MTFP)
 - Reduction of one Technical Fire Safety managerial post
 - Removal of 2 whole time operational fire-fighters through an establishment review at Banbury and Slade Park (Cowley) fire stations

The move into Social and Community Services creates an opportunity to consider how activities currently undertaken, can be streamlined and merged. Service knowledge clearly indicates that we share a common customer base of those who are most vulnerable in society. The future integrated approach will allow a common customer database therefore allowing us to target our resources to those most at risk. Efficiencies realised as a result of this include:

- Removal of one managerial/support/clerical post
- Savings (for the Fire and Rescue Service and Emergency Planning) from more effective procurement (including directorate, regional and sub regional initiatives)

Additional efficiencies have also been considered. This has resulted in the following proposals:

- Reduce initial trainee training volumes (by increased reliance on qualified fire-fighters transferring into the Service)
- Increase income from selling spare places on internal courses to local organisations who also wear breathing apparatus / require specialist driver training
- Remove the Retained Recruitment Officer post and transfer all functions to other managerial positions
- Reduce the Assessment Centre promotion and selection processes and medical related expenditure.

(Oxfordshire Fire and Rescue Service has been subject to several external assessments and inspections all of which identified that we maximise the use of our human resources, so therefore there is very limited managerial capacity remaining).

Impact of the proposal on other Council services

Staff within Shared Services may have to take on additional 'co-ordinating' responsibilities due to the removal of the retained recruitment officer post.

Capital implications of proposed change

The proposals listed above are not dependent on capital funding and will not release any capital assets.

Community Safety – Safer Communities Unit

Employees	6.41FTE
2010/11 Gross Budget	£0.884m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.141	-0.141	-0.141	-0.141

Current service activity

The Safer Communities Unit delivers the County Council's statutory duty to work in partnership to develop and deliver community safety strategies. These strategies contribute to making Oxfordshire a safe and supportive place to live, work and visit. The Unit's prime focus is around the co-ordination of partnership working to deliver community safety services to the public in the most efficient manner. It also hosts partnership and grant funded posts to support project delivery on Oxfordshire wide community safety priorities.

Statutory minimum

All services aligned with our responsibilities under the Crime and Disorder Act 1998 which requires the County Council to work with other designated bodies to tackle crime and disorder, anti-social behaviour, racially-motivated crime, substance misuse, fear of crime and re-offending. The Safer Communities Unit has already been subject to a fundamental service review and the future role of the Unit was agreed earlier this year. Work is on-going to restructure the Unit inline with the outcomes of the review. In implementing the recommendations, the Unit will become more focused on mainstreaming community safety into the rest of the council, whilst still supporting district activities covering countywide issues such as domestic violence, drugs and alcohol abuse plus anti-social behaviour.

Proposals to deliver efficiencies

The savings proposals assume a reduction in grant funding. The total 2010/11 budget for the service is £0.884m of which £0.652m is the Safer and Stronger Communities Fund (SSCF) and is passed through to local Community Safety Partnerships. The remainder (£0.232m) supports the establishment of 4.2 FTE. Since the grant allocation is expected to reduce or cease, Community Safety Partnerships will refocus their resources and partnership activity to deliver community safety objectives. This will not affect

the core service provided by the Safer Communities Unit but may affect joint funded project posts that we host (e.g. the County Domestic Abuse Coordinator and Hate Crime Project Lead Officer). The Unit will work closely with the Community Safety Partnerships to mitigate the effects of any reduction in funding.

The corporate restructure and, in particular, the creation of a cross-directorate Communities Team presents opportunities to reconfigure the delivery of the Council's Community Safety obligations. This restructure, coupled with the retirement of 2 members of the team, will present opportunities for delivering efficiencies.

Impact of the proposal on service users and communities

Reductions in the Area Based Grant allocation for Community Safety Partnerships will have a direct impact on the community safety activities undertaken by the partnerships. The majority of this funding is used by partnerships to support community safety officer posts to coordinate and deliver community safety projects addressing identified local priorities. Partnerships will determine how to manage the impact of any reduction but an inevitable consequence is likely to be a reduction in coordinated County wide activities and partnership working.

Capital implications of proposed change

There would be no capital assets released as a result of the changes.

Community Safety – Trading Standards

Employees	47.15 FTE
2010/11 Gross Budget	£2.551m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.140	-0.407	-0.507	-0.607

Current service activity

The Trading Standards Service enforces approximately 80 Acts of Parliament and several hundred sets of subordinate legislation on behalf of the Council. The wide remit of the Service ranges from food safety to fair trading and fraud, illegal money lending to counterfeiting, farm animal health and welfare controls to under-age sales, product safety to overweight heavy goods vehicles, doorstep crime to the storage of hazardous substances.

Statutory minimum

All significant activities are aligned with responsibilities under the legislation referred to above. Minor exceptions exist as follows: Community Engagement activities such as Junior Citizen and electric blanket testing, the provision of Consumer Advice, the enforcement of road/ bridge weight restrictions and heavy goods vehicle overloading.

In respect of the duty to enforce legislation, no general minimum requirement is defined. However, the Service prioritises its response to alleged breaches of consumer protection legislation and only responds to complaints and intelligence that require a response to prevent harm (physical or economic). This is currently 34% of all complaints that on initial assessment suggest that a breach of legislation has occurred. In addition, the service already fails to meet the requirements of the national risk assessment scheme which should be used to determine the frequency of inspection of businesses within the county.

Proposals to deliver efficiencies

In October 2010, the Government announced plans to put local authority Trading Standards Services at the heart of their consumer protection policies and to divert almost all central government funding for consumer organisations to local Trading Standards Services and Citizens Advice. Therefore, it is likely that additional functions will be provided by Trading Standards in April 2011. As funding is expected to come through Revenue Support Grant, the amount of grant for these new functions may not be transparent.

The proposals for efficiencies within Trading Standards will need to be responsive to this new opportunity and therefore changes are minimal in 2011/12 to ensure that the Service can capitalise on any new funding streams.

It has recently been announced that a grant received by Trading Standards for animal health enforcement has been changed and is to be funded through Revenue Support Grant and reduced by approximately 70% by 2014/15. The impact of this funding change will be a reduction in capacity for animal health and welfare functions.

- The existing plans to deliver efficiencies still apply. However, the plan to re-provision consumer advice through Consumer Direct may need to be revised if national changes are made to Consumer Direct.

Proposals to deliver additional savings are:

- More focused approach to the Community Liaison work - these posts engage with communities in order to identify their needs for our services and deliver events and projects designed to raise awareness of consumer issues. Efficiencies will be gained by reducing the team by 2 posts, therefore requiring the team to coordinate work (including support to the Junior Citizen programme) in a more focused manner.
- A review of options for potential for partnering with other councils or contracting out to another organisation. This has the potential to create economies of scale and further reduce staffing costs. An appraisal of options for shared regulatory services between the Oxfordshire local authorities is being completed and will report in spring 2011. In addition, discussions are on-going with Buckinghamshire County Council to determine whether a joint approach could deliver more resilient services at a lower cost. On this basis, it is considered a possibility that savings through shared services will be deliverable. Alternatively, should such a change be considered undeliverable or undesirable after a full options appraisal has been completed, further reductions in the order of 5 front-line enforcement posts would achieve the savings target but decisions on what functions are no longer provided would be required.
- A managerial restructure in 2012 – this is also being recommended because it fits with the business strategy principle of reducing the number of managers.

Impact of the proposal on service users and communities

New funding opportunities may mitigate the effects of the proposed reductions.

The Service already operates a minimum service in respect of business inspections and in response to complaints. Proposed changes to focus the service resources more on reactive 'response' services.

The reduction in Community Liaison Officer posts will result in a minimised community engagement and harm prevention activities (e.g. doorstep crime training for carers, promotion of the Stop Loan Sharks project, support for the Junior Citizen programme,

proactive business legal advice). Adopting an alternative model for the provision of the Service (eg. contracting out or partnering with another local authority) may offer opportunities to achieve economies of scale and thereby maintain service provision whilst reducing cost. A reduction in managerial posts may result in a change in enforcement capacity and capacity to investigate complaints. The potential for partnering will enable some of this impact to be mitigated through shared resources and expertise..

Impact of the proposal on other council services

Reducing prevention work will result in a cessation of support for electric blanket testing and the Junior Citizen programme which may have an impact on the Fire and Rescue Service. The management restructure will impact on internal workloads and could have a knock-on effect on support provided to other services. Significant pressures could arise on managers when the volume of legal work is high.

Capital implications of proposed change

Depending on the outcome of partnership discussions there could be the potential for shared accommodation which could result in the release of the building currently occupied by Trading Standards. Capital funding could be required to secure shared alternatives.

Community Safety – Gypsy and Traveller Service

Employees	7 FTE
2010/11 Gross Budget	£0.894m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	0	0	0	0

Current service activity

The Gypsy & Travellers Service provides landlord services for some 80 families resident on the County Council's 6 permanent sites as well as safeguarding the county's settled communities from the problems associated with unauthorised encampments. The service also provides this function for Buckinghamshire County Council and Brent Housing Partnership which are generating additional income. Further contracts are being sought.

Statutory minimum

There is no statutory requirement on the County Council to provide permanent gypsy and traveller sites. However, we own these sites and as such have a duty to maintain them. The cost of doing so is minimised by efficient running of the sites to collect rent and ensure high site occupancy.

In respect of unauthorised encampments, the team's work directly supports the authority discharging a range of statutory responsibilities, eg. to provide for welfare and education needs of travellers and to deal with obstructions on the highways. In addition, the team's work minimises clean-up costs and promotes good relationships between the settled and traveller communities.

Proposals to deliver efficiencies

The Gypsy and Traveller Service already generates income of £0.800m, leaving a net cost to the service of £0.096m. Further contract or consultancy opportunities are being sought which may reduce the cost of the service further.

The provision of an in-house repairs and maintenance function for Traveller sites is in operation in Buckinghamshire and it is believed that this approach could reduce maintenance costs. The in-house repairs and maintenance function commenced in September 2010 in Buckinghamshire. It has not been possible to achieve the £0.020m saving in the existing Gypsy and Traveller Service efficiency plan that relied on providing the repairs and maintenance in Oxfordshire. However, a business case to

commence this work will be prepared based on the saving delivered in Buckinghamshire and a business case for extending this arrangement to Oxfordshire's sites will be prepared.

Impact of the proposal on service users and communities

As the proposals are income generating there are no negative impacts on communities. The provision of an in-house repairs and maintenance service could improve relations on sites.

Impact of the proposal on other council services

The proposal to develop in-house repairs and maintenance for the Oxfordshire sites would lead to a reduction in demand from the service for minor repairs from property services.

Capital implications of proposed change

There are no immediate capital implications from the proposals. Any increase in contracts for service provision could lead to an increased need for staff and associated office space.

Directorate's external pressures

1.

External pressure	2011/12	2012/13	2013/14	2014/15
Training for fire fighters using Breathing Apparatus (£m)	0.050	0.050	0.050	0.050

The report received following an inspection by the Health and Safety Executive (HSE) has resulted in 18 recommendations, one of which is to increase the amount of breathing apparatus training for fire fighters. The service has no control over the HSE which can issue improvement notices if it believes there is a significant breach of health and safety.

2..

External pressure	2011/12	2012/13	2013/14	2014/15
Part time workers (Prevention of less favourable treatment) Regulations 2000	Not known	Not known	Not known	Not known

Retained fire fighters are classed as part time workers under these regulations. Claims have been made by the Fire Brigades Unions (FBU) and negotiations continue regarding a settlement. A figure of £0.225m has already been assumed for one off costs but what cannot be predicted at this point are the ongoing costs of equal pay.

The implications of the Government FiReControl project are excluded from the above due to uncertainty at this time.

Summary

The Community Safety Directorate is embarking on a significant period of change as we move towards integration with Social and Community Services. This, coupled with the national comprehensive strategic review of Fire & Rescue Services and the work within Trading Standards around forming external partnerships and a single regulatory approach with Districts, requires significant change management. This would have been challenging had there been no other external requirements.

Within Fire and Rescue, there is a significant challenge in order to meet the original £0.662m efficiency saving that remained 'to be identified' in the current MTFP. The Service's history of a low cost base and previous efficiencies means there is little capacity for the delivery of further savings without significantly causing detriment to the front line emergency response.

The recent announcement over the potential abolition of the Office of Fair Trading and the National Consumer Direct helpline creates uncertainty over government Trading Standards direction. However, the government appears to be wishing to pass responsibility for consumer protection and enforcement to the professional Trading Standards Officers at Local Authority level and, subject to accompanying resources, Oxfordshire County Council Trading Standards welcomes this future opportunity.

Additionally, there is a pressure on the delivery of animal welfare following a decision by DEFRA to reduce grant for this service over the next four years.

Our future approach will involve re-engineering our existing working practices and through maximising the use of the councils assets (both human and capital), create an integrated service delivery to produce a safer, more informed society. **"Safer by Design"** is our vision for self reliant safer communities, with enabling actions and resources provided or commissioned by Oxfordshire County Council, working in partnership with a range of third parties. Intelligence led, locality specific approaches will identify practical preventative measures delivered through internal resources and via community based partnerships, which will address many of the emerging societal risks. Through a truly integrated approach, we will seek to improve the safety, awareness and confidence of those who choose to grow-up, live, work or travel in Oxfordshire.

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Business Strategy

2011/12 – 2014/15

Environment & Economy Directorate



Directorate Statement

Introduction

1. Last year the directorate set out clear proposals for radical change over the period 2010 – 2015 to establish a smarter, leaner and more cost effective way of delivering key services. This change has involved strengthening the strategic management capacity and developing new delivery models with private sector partners in a more integrated fashion whereby risks and benefits are shared in a leaner, more commercial environment.
2. The current financial environment and the need to make significantly more cashable savings over the period, accompanied by a strong element of front loading has led us to look at all aspects of this approach and we have found the strategy to be robust and have confidence that it remains the right model to deliver our medium term ambitions and priorities.
3. That said we will need to increase the pace of change, and explore all avenues to sensibly realise more income before considering reductions in service level and cessation of certain activities. Whilst this is likely to prove testing and will require challenging policy decisions we are confident that the proposals set out in this document are achievable over the medium term.
4. Broadly the directorate will become more integrated with the delivery ambitions of the other key Service directorates, particularly in relation to the development of assets and resources within the County Council and its strategic partners to become not only more cost effective but more responsive to the needs of customers and local communities and locally identified priorities
5. This transformation has, therefore, already begun and to continue to move forward we will need to:
 - Build on our existing innovative approach to partnership to produce further efficiencies and further creative models for delivering services.
 - Implement leaner operational structures, with less management layers and fewer staff overall.
 - Continue to re-tender all our high value contracts to ensure optimum contract efficiencies to maintain performance and service delivery requirements at reduced cost.

- Ensure that we are listening to our customer base to enable us to target scarce resources on those areas most highly valued by local people and communities.

Directorate profile

6. The Environment and Economy Directorate has an overall gross budget of £99.0m and employs 568 staff. 23 are hosted by the council but externally funded. Over 50% of what the directorate delivers is delivered through contractors or with partners.
7. The Directorate is central to the development and delivery of the Council's place shaping role in terms of creating the environment for economic growth and developing the physical assets to sustain the balance between growth and environmental quality. In its key areas of spend it has two primary functions:
 - a) The delivery of the critical infrastructure necessary for Oxfordshire's economic and social development
 - b) The delivery of internal county council infrastructure through the strategic management of the organisation's property assets;

Broad Approach to Directorate Business and Efficiency Strategy 2010 - 15

8. The broad principles of the Directorate Business strategy were established in the 2010/11 Service & Resource Planning process. These savings were built on the following five principles:
 - **Generating efficiencies through procurement:** By 2013 we will have re-tendered all of our high value contracts. In each case we have or will be seeking contract efficiencies in excess of 20% and we have or will negotiate shared risk partnering arrangements.
 - **Directorate Transformation & Re-structuring:** Over the next four years we will transform the directorate establishing leaner operational structures and enabling the delivery of our efficiency targets. We will also develop the strategic capacity necessary to deliver our core objectives and manage the growth agenda. The re-structuring of services and the business re-engineering should reduce the number of management layers, the number of senior service managers and the overall staffing numbers.
 - **Prioritisation of our services:** While the efficiencies gained through re-tendering and re-structuring will go a long way towards meeting our new gross savings target, we have also had to consider the priority afforded to some of our services. All

services have considered areas where they could stop/reduce non-statutory services or reduce the level of delivery to the statutory minimum.

- **Review of Income:** We have further reviewed the opportunity to generate income through our fees and charges. There are a number of significant opportunities to generate income through initiatives such as the management of charges within the parking account and the maximisation of developer funding.
 - **Strategic management of property:** We will implement the emerging Asset Management Strategy and reduce our footprint, encourage the co-location of services and aim to achieve a reduction of at least 25% in rents, rates and service charges. We will continue to pursue the achievement of a better balance between delegated and non-delegated budgets and responsibilities for repairs and maintenance.
9. Although the five themes set out in the 2010 -15 strategy continue to provide a robust framework to deliver the additional savings target for the remaining four years of the strategy, the focus has now changed so that the prioritisation of services will be given far greater focus as a strategic priority.

Directorate transformation

10. Directorate transformation is being implemented in phases

- Tranche 1

The new model of Highways and Transport service delivery is in place with the implementation of a new ground breaking partnering arrangement with Atkins and a complete service and management organisation redesign. There are already significant savings in the 2010/11 Medium Term Financial Plan which reflect the financial and staffing efficiencies of this procurement. The efficiencies from this contract were based on the level of service the contract was expected to deliver when agreed in 2010. The quantum of work is now likely to reduce, and whilst Atkins are likely to bear a significant part of this cost in terms of staff reductions, there may be an impact on the efficiencies that the Council can realise.

- Tranche 2

New senior management structural arrangements are being implemented and proposals are in development for further integration of the directorate and rationalisation of strategic and operational planning and policy groups. Additionally we have re-engineered the approach to: capital investment; commercial development; procurement; and performance and business improvement, centralising them within a Director's Office. Staff consultation is currently ongoing for the pooling of

Administrative services; first within the current directorate where generalist and specialised roles have been identified and to determine the level of possible reduction in administrative resource requirement based on a directorate wide business case.

- Tranche 3

Tranche 3 centred on the Property Services contracts retendering opportunity in 2012. Initial service re-engineering is already in consultation to provide a clearer and more focussed strategic client and a sharper operational delivery structure in preparation for the procurement of a delivery partner. The creation of a strategic asset management team will bring together capacity from other directorates into a unified offer and efficiency gains are forecast in the financial summary.

- Tranche 4

The significant changes nationally in planning policy and the removal of regional levels of governance will require a major redesign of planning, access and infrastructure teams within the Sustainable Development Service and Transport Strategy teams. This will be achieved within the overall requirement to downsize organisational structure and consultation proposals will be developed for implementation in 2011/12

- Tranche 5

The merging New Customer Services within the directorate provides additional challenges but very real opportunities to take the commercial partnering approach to a higher level. The work already undertaken in preparing Asset management and Facilities Management for the market has enabled the bringing forward of the strategic milestones for Customer Services and both will now be managed under a single transformation programme with implementation in 2012/13. Within this programme different models of delivery will be developed dependent on the ability to develop wider joint public sector frameworks or the appetite of the market to provide capital investment in the development of a joint venture partnership.

Key external pressures

11. There are 3 critical issues that will provide pressures for the directorate:

- The relationship between capital investment and revenue funding: Because the directorate is the critical infrastructure strategic development and delivery arm of the council, the effect of the grant cuts experienced in other directorates will have an impact on deliverables required from Environment & Economy. Given that the directorate also manages the asset maintenance portfolio on behalf of the organisation, the reduction in revenue funding and the indirect impact of the reduction in capital funding will both create pressures on revenue in terms of maintaining that infrastructure.

- Expected cuts in capital funding: This is likely to result in significant changes to project/ programme delivery capacity within the directorate subject to the amount of capital work generated through the growth portfolio.
 - Housing Growth: Oxfordshire will experience significant housing growth over the next fifteen years. Effective facilitation of economic development and management of the growth agenda will require the directorate to re-define its core business.
12. Whilst the medium term budget model confirms that the overall pressures will remain for 2014/15, areas of high performance will be offset by those more difficult to manage.
13. Finally, recent government announcements have re-defined Carbon Reduction allowances, which would have yielded an allowance recycling benefit to the council, as a pure Tax liability.

Specific Pressures affecting the Medium Term Financial Plan

14. Changes to Carbon Reduction allowances were announced in the 2010 Spending Review. The changes mean it is no longer possible to recycle Carbon Reduction allowances which had previously enabled us both to cover costs and to generate a net benefit. The tax liability has been calculated for the whole council. This has then been offset by the schools' element that will be funded through Dedicated Schools Grant, leaving a net pressure attributable to street lighting and all other non-school properties.
15. As a result of the new Carbon Tax, the reduction of carbon per se is now not a primary driver for cost reduction; a more potent driver is the reduction of energy consumption, and increased efficiency will require investment. The CRC pressures have been offset against the savings proposals.

External pressure	2011/12	2012/13	2013/14	2014/15
Carbon Reduction Tax Liability and associated pressure for reversing Carbon Reduction Commitment (CRC) benefits now not realisable (£m)	0.421	0.538	0.664	0.782

Highways and Transport

Employees	387.35 fte (402.66 establishment)
2010/11 Gross Budget	£47.979m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-5.390	-9.518	-11.687	-12.841

Current Service Activity

Service Vision

To be a Leading Transport Authority delivering a high quality, cost effective transport infrastructure and services to our customers.

16. We deliver all highway and transport services including highway maintenance, drainage, flooding, street lighting, bridges, traffic signals, civil enforcement, parking, transport planning, public transport, school buses, special transport, highways development control, travel planning, road safety, transport strategy, major developments, Local Transport Plan, traffic management, streetworks, asset management. The service is also responsible for the delivery of the Council's Highways and Transport Capital Programme.
17. The service is now being delivered totally through a new ground breaking partnership arrangement, with Atkins, with all staff fully integrated into one organisational structure. This arrangement began, in July 2010 and the key savings within the strategy rely on the new service being more efficient and effective in its use of resources.
18. This level of saving is already assumed in the current Medium Term Financial Plan and whilst the principles are in place for delivering the savings all of the hard work to drive and implement change is still to take place. This should not be underestimated and the additional savings required will put considerable pressure on achieving this. However, the service is positioned well to deliver.

Proposals

Highways Maintenance

19. We recognise that highways maintenance is one of the most important services for local areas (MORI Poll, Oxfordshire 2010). We have sought to minimise the impact of reductions in service provision by focusing resources on keeping a functional, safe and accessible road network that meets the key requirements of its users. However, being mindful of the levels of savings required we have needed to take a robust approach which recognises that parts of the service can be categorised as “non-essential” and it is right that reductions in funding are focused on those areas.
20. It is proposed that the overall budget, subject to consultation, will be reduced in the following areas of provision:
 - Carriageway repairs
 - Drainage / Gully emptying
 - Footway repairs
 - Signing and lining
 - Minor improvement schemes
 - Dropped crossings
 - Minor Bridge repairs
 - Noxious weed control
21. This will represent a budget reduction of 10% spread proportionately across these areas of service and will enable all essential aspects of these types of maintenance work to be continued.
22. To mitigate the impact of reduced spending, it is proposed that the £1m Area Stewardship Maintenance Fund is protected and reframed to encourage more effective identification of service needs at a local level. The fund will be ring fenced for ‘community enhancement projects’ which would need the support of their local members. This would enable communities to identify projects and services that are important to them (e.g. replacement of non –priority road signs, grass verge cutting). This will provide local accountability for the prioritisation of the fund and Area Stewards will work closely with local members and the community to determine the most appropriate use of the funds.

Maintenance response times

23. Nationally highway defects are defined into two categories. Category 1 defects are those that require prompt attention because they represent an immediate or imminent danger and Category 2 are all other defects that meet the Council's criteria for remedial attention. In Oxfordshire, Category 2 defects are separated into 7 and 28 day responses. Whilst there are no legal standards with which to comply, the national Code of Practice recommends that these categories are addressed within 24 hours and 28 days respectively. The proposed removal of the 7 day response time would allow the less immediate works to be planned more effectively, resulting in better utilisation of the workforce and a reduced average cost for fixing each defect.
24. This will provide an improved level of service for residents as defects will be planned more effectively and with more certainty for delivery

Flooding and drainage

25. The Service has identified revenue pressures (£0.986m) within the previous Medium Term Financial Plan to enable the authority to meet its duty under the Floods and Water Act. It is proposed that the service absorbs £0.400m of this pressure by re-prioritising activities in this area.
26. It is important to note that operational activity to redress identified flooding issues are currently completely funded through capital budgets, with the exception of gully cleansing where we intend to maintain a similar level of service provision. This still leaves an additional £0.586m which will provide opportunities to improve resilience to flooding in the highest priority areas of the county.

Street Lighting

27. Street lighting uses around 2% of all electricity generated in the UK, and accounts for 27% of the Council's energy costs. The Council is responsible for approximately 58,000 street lights and has delivered a number of innovative street lighting solutions which have kept our base level energy use below 2005/06 levels, even with growth through new developments. Last year it was agreed that we would move to part-night lighting on 14,000 street lights. It is proposed that we extend this to include an additional 14,000 lights, taking the total number of street lights which will be on part night lighting to 28,000. Subject to the outcome of consultation before implementing the proposal, we will ensure that the proposal does not adversely impact on safety for the community or road users.

28. We propose to reduce our overall budget for the repairs and maintenance of street lights by 11%. Future repairs will be prioritised to instances where there is a risk to road or personal safety.

Bus Subsidy Review

29. There are two opportunities during the 2011/12 financial year to review subsidised bus services when a number of existing contracts expire (June & December). Early indications are that the level of additional saving identified for 2011/12 will be achievable with very little impact on the bus service network. This is because a number of relatively high cost subsidised services are now close to being fully commercially viable and our revised procurement process has seen more competitive bids for subsidised services overall.
30. A risk to this is the change that has been made to the nationally funded Bus Services Operators Grant (BSOG). Reduction in the level of BSOG (20% reduction by 2014) will put additional financial pressure on bus operators. This may lead to a number of bus routes becoming less commercial. However, Oxfordshire has the highest patronage of any county for its bus services and this will help to mitigate this risk. Operators generally within Oxfordshire have strong support for their services and we would anticipate this remaining.

Community Transport

31. We have reviewed our spending on Community Transport to ensure that it delivers value for money. We propose to re-focus our community transport funding on resources that 'signpost' people to the community transport which is available to them. We are proposing to link the resource to the current Social and Community Services pilot project, OxTAil, that signposts service users to community transport. This will support the Social and Community Services plan to rapidly ramp up their Self Directed Support initiative which places greater emphasis on service users arranging their own care & transport arrangements.

Public Transport Development

32. Oxfordshire has the highest level of passenger transport outside the metropolitan areas and this is a key element in our congestion management strategy. Passenger information is seen by the public as essential to ease of use, however commercial channels would need to be developed to fill this gap as it is the commercial operators who gain the greatest benefits. We propose to cease to provide the Oxfordshire Public Transport Guide and review our contribution to the national 'Travel line' public transport information and Control System.

33. We propose to continue to maintain the Real Time Bus Information System but we will not allocate further resources to enhance the system.

Staffing within the service

34. Further to the existing commitments identified within the current Medium Term Financial Plan for staff reduction, it is proposed to reduce the staffing budget by an additional £0.250m to reflect the reduced capital funded activity. The impact to the authority can be managed through utilising the flexible contractual arrangements of the current Highways and Transport contract and draw on additional support through this mechanism to manage peaks in workload activity if and when funding increases.
35. Where we have appropriate skills in-house we will also reduce spend on consultants. This provides better utilisation of in-house staff whilst retaining the key skills and knowledge to ensure that the authority is fit for purpose in supporting the growth agenda, developer funding and other future investment. Only those areas of technical specialism will be procured through consultants

Road Safety

36. Road safety is an area which carries little statutory duty and the educational side, whilst important, is difficult to relate directly to casualty reduction. Plans are in place to transfer the responsibility for road safety education activities to Community Safety where it can link in with the Fire Service. As part of this transfer we will review the provision of the Footsteps child pedestrian safety programme in schools, the Council's Cycle Training Programme in primary schools, and the Theatre in Education project.

Controlled Parking Zones (CPZs)

37. When the council introduced permit charges it made a commitment to review the existing and older Controlled Parking Zones to ensure that they met the needs of residents and businesses. We have now completed these reviews and addressed the majority of the concerns raised. Going forward we will no longer fund further whole scale reviews of CPZs, however we will continue to manage the demand for disabled bays and reflect changes required to the controlled parking zones as a result of Section 106 investment/ planning conditions.

Place- based public transport procurement

38. Overall the County Council is currently spending in excess of £34 million on public transport related activity and control of this lies within three different Directorates (Social & Community Services (SCS), Environment & Economy (E&E) and Children, Young People & Families (CYPF). To date we have achieved much through better, smarter procurement but in a traditional sense. We now need to look at more innovative way of procuring and arranging transport to maintain services whilst cutting costs. Our plan is to look at the potential of joining up public transport services within an area and enabling the commercial operators to come forward with ideas on which areas of transport could be packaged together and how we could achieve this.
39. The proposal is to explore the potential of joining up public transport services within a geographic area and enabling the commercial operators to work with the county council to develop ideas on which areas of transport could be packaged together, for example, to develop a Quality Contract for a whole area such as a district and include all commercial services, subsidised services, social services needs and school travel.
40. There is also the potential of reviewing how we manage our Park & Ride sites and again work closely with operators to develop ideas. This would provide an opportunity to not only reduce costs but also to plan investment in the sites to ensure continuity of a thriving future service.
41. To achieve the greatest efficiencies, a Council wide approach is required, rather than the current fragmented service budgeting. CYPF and SCS must however retain responsibility for policy and commissioning to ensure that customer and business needs are met. This would require the overall budgets for public transport provision to be managed in a joined up way across the three directorates with a common aim of providing efficiencies. Savings will be made in the budget holding directorate and will contribute to any unfunded targets in future years.

Reintroducing charging at Park & Ride sites

42. The five Park and Ride sites currently operating around Oxford remain one of the largest provisions of Park and Ride in the country, offering 4,870 spaces to commuters. During the morning peak, over one in five cars bound for Oxford uses Park and Ride and annually Park and Ride is keeping more than a million cars out of Oxford's historic city.
43. The five sites currently require approximately £1.3 million a year to operate. The Council proposes to reintroduce charges at Park & Rides. Any net surplus will need to be shared with the City Council and Land Owners. The level of charging set will be such that the Park & Ride service is still attractive compared to the alternative of driving and parking the central area. Any charge introduced will be through a more seamless process such as "Pay on Foot".

Reintroducing on street charges

44. In the current economic climate it is no longer feasible for the council to provide free on street parking in Oxford. The council proposes to revert to the pre-2007 situation. This proposal is expected to generate £0.600m which will ensure than the council is able to continue to prioritise the use of public transport and Park and Ride facilities, reducing congestion in the city centre. This will also align with City Council practice for off street parking.

Growth and Infrastructure

Employees	116.29 fte (120.08 establishment)
2010/11 Gross Budget	£33.056m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-4.366	-6.293	-9.603	-11.902

Redefining Core Business

45. Changes in the external environment (for example the removal of nationally set targets for planning and the implementation of the coalition Government's 'localism' agenda) are such that the delivery model for the Sustainable Development Service is no longer fit for purpose.
46. The coalition Government has set out its commitment to reduce the national deficit through a combination of budget cuts and encouraging economic growth, as part of which it has emphasised the importance of encouraging growth in the private sector.
47. Increasing emphasis is being placed on the role of the public sector to work in partnership with the private sector and academia to create the conditions for economic growth.
48. The public sector has a leadership role to play in taking forward infrastructure planning to improve the co-ordination of investment to deliver a shared ambition. It also has a leadership role in transforming the planning system so that it is becomes an enabler of sustainable economic growth.
49. The scale and nature of these challenges requires changes in both the culture and capability of the service. Adopting a business-led approach to encouraging growth and investing in infrastructure will enable us to meet the challenges of the new political and economic climate. To that end we will:
 - Rationalise our existing spatial planning, economic development and planning implementation teams and create a new Growth and Infrastructure team;

- Explore opportunities for new models of delivery for our countryside services as part of the wider Directorate restructuring;
- Use our success in tackling the waste issue to develop our overall waste management strategy, using the wider Directorate restructuring as the opportunity to secure synergies in the way our contractual work is delivered.

50. In addition to improving our strategic capability, this approach will enable us to realise savings through economies of scale and rationalisation of our existing teams. It will enable us to deliver an enhanced quality of service and improve our ability to shape and influence the investment decisions of other agencies and service providers.

Oxfordshire City-Region Enterprise Partnership

51. The proposal for the Oxfordshire City-Region Enterprise Partnership is one of 24 partnerships endorsed by Government. It will provide a level of strategic leadership from the business community, the public sector and academia the like of which has not been realised in the past.

52. It provides the framework through which we will:

- Shape and articulate a vision for the long term future of Oxfordshire's economy;
- Promote the rebalancing of the economy from the public to private sector;
- Support existing organisations to realise their full potential through better support and co-ordination;
- Promote investment in skills development that supports growth in our key sectors (low carbon and green technologies; advanced materials and engineering; space and other high value Research & Development science based sectors);
- Remove barriers to business start up and growth, actively facilitating innovation and entrepreneurship.

53. The Partnership's initial focus will be on:

- Addressing skills deficiencies;
- Supporting innovation and growth, including access to finance;
- Business support provision;
- Securing investment for infrastructure provision.

54. Economic development needs to be seen in terms of the outcome achieved as opposed to a process undertaken. The County Council's leadership role in infrastructure planning means that it is a key participant in the Partnership.

Transformation and Restructuring the Service

55. The Service model is focused around three key areas of activity:

- Growth and Infrastructure team
- A Countryside team;
- A Waste Management team.

Growth and Infrastructure Team

56. The Growth and Infrastructure team will provide corporate leadership in ensuring that all of the activities undertaken by the County Council are seen as contributing towards achieving economic development. In this it will support the work of the Oxfordshire City-Region Enterprise Partnership.

57. The team will provide leadership in:

- Ensuring that strategic infrastructure needs are identified and set out in an infrastructure plan for Oxfordshire that is agreed with the district/city councils;
- Ensuring that those needs are reflected in the core strategies of local development frameworks prepared by district/city councils;
- Working with the district/city councils to increase the financial contributions secured from developers towards meeting identified infrastructure needs;
- Working with national delivery agencies to ensure that their investment priorities and plans are aligned with local needs.

58. It will achieve this by:

- Preparing the Infrastructure Plan – working with the district/city councils to identify (in broad terms) the strategic infrastructure required to deliver planned growth and support investment by the private sector;
- Adopting a tariff/levy based approach to securing developer contributions – using the framework provided by the Infrastructure Plan to explore the potential to use the resulting funding stream to establish a forward funding mechanism for enabling infrastructure;

- Aligning funding streams at national level with those managed by the County Council – using the framework provided by the Infrastructure Plan to improve co-ordination of investment across public sector and other agencies (e.g. infrastructure providers that operate within an independently controlled regulatory regime – utilities, rail);
- Providing support for partnerships with external bodies that are focused on facilitating economic growth – for example by providing technical and administrative support for the Oxfordshire City-Region Enterprise Partnership (which will have a role in co-ordinating proposals for funding channelled through the Regional Growth Fund), the Spatial Planning and Infrastructure Partnership, the Oxfordshire Waste Partnership.

59. With its emphasis on delivering activities that support place-shaping, individual leads will act as the focus for bringing about co-ordinated action in our priority locations and areas of activity.

60. These lead individuals will continue to have access to skills within the County Council that enables us to:

- Contribute to the development of core strategies for the local development frameworks prepared by district/city councils;
- Comment on planning applications of strategic significance (e.g. 400+ dwellings and major employment sites/business parks).

61. We propose to no longer:

- Necessarily comment on all smaller scale planning applications that are of local significance;
- Provide advice or comment on the more detailed supporting documents to the local development framework;
- Undertake archaeological outreach work.

62. The proposed move towards a tariff based approach for developer contributions will make it easier to secure funding for investment in infrastructure. In addition because the tariff could be applied to all development it will increase the overall amount of money secured.

63. By its very nature a tariff based approach is simpler to apply and will substantially reduce the need to undertake detailed and extensive negotiations with developers. This proposal will enable us to realise savings in staff time and resource. We propose, however, retain the specialist skills required to enter into detailed discussions with developers where the nature of the proposal is more complicated and the tariff is not appropriate.

64. We will continue to have a statutory role with regards to waste and minerals planning. We will therefore retain a core group of specialist skills that enables us to:
- Take the lead in producing the Minerals and Waste Development Framework;
 - Produce a local waste plan;
 - Determine planning applications for minerals, waste and the County Council's own development;
 - Monitor and enforce conditions relating to planning permissions.
65. The Growth and Infrastructure team will have responsibility for ensuring the legal obligations under the Carbon Reduction Commitment are met. The results of this monitoring will inform and shape future investment choices through mechanisms such as the Asset Management Strategy.
66. Creating the Growth and Infrastructure capacity is a key priority for the Directorate. Early consultation on the structure of the team will enable it to be in place from April 2011. Implementation will be supported by a change management programme that ensures key services are maintained during the transition.
67. The skill set and capability of the team is likely to be different from the existing service. Every opportunity will be sought to redeploy existing staff, however there may be a requirement for recruitment of new skills.
68. The structure of the Growth and Infrastructure team will be designed to ensure it lends itself to further integration with other activities as part of the wider Directorate restructuring (already identified in the Medium Term Financial Plan)

Countryside Team

69. The countryside is important to Oxfordshire both in its own right as an economic activity and as part of the wider tourism offer.
70. A significant number of the activities undertaken are statutory duties placed upon the County Council through legislation. The level of service associated with those duties is determined by the Council and we will review these further as part of our prioritisation of services.
71. However, the scale of the savings required is such that our delivery model for countryside services also needs to be reviewed. In particular the opportunity to secure service delivery in partnership with adjoining local authorities is being pursued. Specific opportunities being explored are:

- Rights of Way – potentially sharing managerial functions, management of definitive map work;
- Maintenance Works – testing the current delivery model against alternative arrangements;
- Environmental Advice – potentially creating a pool of specialist advisors that are available to support the County Council's own activities, with the potential to recover some costs through advice provided on planning applications.

72. Discussions are at an early stage and the nature of potential savings yet to be identified. A detailed proposition will be prepared by April 2011, thereby enabling savings to be properly identified.

73. We will continue to act as host for a number of projects provided that our costs are recovered from partnering organisations. Where this is not possible we will work with the project to secure alternative arrangements.

Waste Management

74. Waste management continues to account for the overwhelming majority of the Service's expenditure (approximately 80% of gross budget). The majority of costs incurred relate to contracts in place covering recycling, reprocessing and residual waste treatment. These areas of activity have therefore been tested through the procurement process. There is therefore limited scope for realising further staffing efficiencies; therefore we are reviewing the ability to re-engineer the recycling infrastructure.

75. Our success in tackling the waste issue provides the opportunity to revise our waste management strategy such that we:

- Ensure our Waste Recycling Centres (WRC) are well located to our largest urban areas;
- Minimise the number of WRC facilities;
- Continue to invest in WRC facilities to ensure that they remain fit for purpose

76. This approach would, subject to consultation, enable us to reduce the number of Waste Recycling Centres from 9 to 5. The proposal consists of 1 centrally located facility accepting residual waste along with reuse, recycling and composting (a new facility to be delivered at Kidlington). The other 4 facilities (existing facilities at Drayton, Dix Pit, and Oakley Wood, together with a relocated Alkerton facility) would cater for recycling/composting and reuse only. Under this proposal, Ardley, Dean, Stanford and Redbridge in Oxford would close. However the Redbridge site would be maintained as a trade waste only centre.

77. This approach will reduce the capital investment required to ensure our Household Waste Recycling Facilities remain fit for purpose. It will also enable revenue savings to be achieved.

78. The extent to which further restructuring of the service is possible will be explored as part of a wider discussion on the future role and shape of the Oxfordshire Waste Partnership. This is being taken forward as part of the current review of the 2011/12 budget for the Oxfordshire Waste Partnership.

Prioritisation of Services

79. The programme of restructuring and transformation outlined above will realise savings in staff costs by refocusing and rationalising our work. However in order to contribute to the wider directorate savings target there is also a need to re-prioritise our services.

80. The proposed approach adopted across the service is to:

- Review and redefine the level of service for statutory duties;
- Reduce the grants provided in support of non-statutory duties;
- Reduce all other financial incentives.

Redefining the level of service

81. Funding for maintenance work on the Rights of Way network has been reduced by 25%. In future it is proposed that only essential and priority work will be programmed. This will result in a reduction in the level of access to the countryside. It may also result in an increase in campaigns by local amenity groups for the County Council to take action

82. Our contributions towards the Boards that manage the Areas of Outstanding Natural Beauty have similarly been reduced.

83. Provision for monitoring of closed landfill sites has been reduced to the legal minimum required (3 sites). Monitoring of the remaining (7 sites) is proposed to be reduced in line with a risk based approach.

Reduction in Grants to External Bodies

84. Continuing to fund non-statutory activities will no longer be affordable. An immediate withdrawal from supporting these community based projects will increase the risk of their failure due to the lack of time in which to put in place alternative funding arrangements that are not reliant upon the public sector.

85. A managed programme of withdrawal for grants relating to non-statutory activities is proposed. We propose to retain the capacity to support such activities (through the provision of advice and guidance) as a means of facilitating their continued existence. This approach will help ensure that we continue to lever in substantial support (through work in-kind) from community based projects and activities.

Review Financial Incentives

86. As a result of the behavioural change already achieved in respect of waste management it is an appropriate point in time at which to review the policies and proposals promoted through the Oxfordshire Waste Partnership.
87. In particular consideration needs to be given as to whether there is a continued need to pay the (non-statutory) incentives to the Waste Collection Authorities in the medium term. Any reduction in these incentives may have a direct financial impact on the district/city councils and carry political risk. This will be considered as part of a wider discussion on the future role and shape of the Oxfordshire Waste Partnership. This is being taken forward as part of the current review of the 2011/12 budget for the Oxfordshire Waste Partnership.

Income Generation

88. Revenues from planning applications have fallen as a consequence of the impact of the recession on commercial activity. However, we propose in future to charge for pre-application advice and for the discharging of conditions. The likely level of income has been estimated on the basis of a scale of charges comparable with other local authorities. The scale of charges will be kept under review. Opportunities to introduce charges for other areas of professional advice (e.g. natural environment) are also being explored.
89. The County Council has a number of income generating opportunities arising from the installation of equipment to produce renewable energy on its sites. The level of income secured would be dependant on the level of funding secured to invest. Council own funds/investment will achieve the highest level of income, but would require upfront investment. Private finance could be secured but would require a profit sharing agreement. Work is currently underway to investigate the opportunities to initiate a competitive dialogue for all 6 Oxfordshire councils to secure private finance. Income generation from renewable energy installations would help reduce energy costs and would need to form part of the Asset Management Strategy.
90. Income generating opportunities in the waste management service are more limited, although there is scope for generating income from the sale of recycled inert waste and through advertising at the Household Waste Recycling Centres.

91. Partnering arrangements (e.g. sponsorship) and/or the introduction of some form of community fund arrangement in partnership with local communities may lever in additional income to invest in the Public Rights of Way network. However, the potential of this has yet to be explored in any detail and remains an unknown quantity. Opportunities may also exist to introduce pay-and-display charging in Council owned car parks that provide access to the Public Rights of Way network as a means of increasing revenue.

Property Asset Management

Employees	84.2 fte (establishment 91.82 fte) including transfer of Facilities Management on 1 April 2010 (33.63 fte/ 38.16 fte was FM establishment transferred)
2010/11 Gross Budget	£18.012m (£2.225m net after recharges to other Services)

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-1.281	-2.363	-2.770	-2.585

Vision: Deliver effectively planned, used and managed property assets that make the maximum contribution to achieving the Council's corporate objectives, and reduce our assets to a core of well located, flexible property, focused on core public service delivery.

Delivering changes already in the Medium Term Financial Plan

92. As outlined in last year's directorate strategy, the Property Asset Management service is moving from a largely reactive, bottom up property service to a cross council asset management approach where assets are used in the most effective way to deliver the council's priorities.
93. The restructure of Property Asset Management to enable provision of this new service will be fully in place by November 2010. This will deliver the staffing savings in the 2010/11 Medium Term Financial Plan of £0.230m (EE37) and will establish the service needed to deliver the asset strategy, including transferring all strategic property Medium Term Financial Plan includes procurement savings to reflect the 15% efficiencies (£0.550m – EE42) we anticipate driving from this exercise.
94. Plans and projects are underway to reduce the size of the portfolio to deliver the savings targets of £0.220m rising to £0.880m already in the Medium Term Financial Plan (EE43), although to an extent these will depend on there being clear plans for changes to service delivery.
95. It is proposed that the repairs and maintenance budget is reduced in 2011/12 and 2012/13 by approx £1.2m before rising to more sustainable levels in 2013/14. This will mean that little or no planned work to non-school properties will take place within those years, However selective reinvestment would take place in the last two years of the planned period to prevent long term deterioration of the asset base.

Delivering the Additional Savings

96. The efficiencies already profiled into the Medium Term Financial Plan drive significant savings out of property services and our assets. To deliver the additional savings required we will need to aim to reduce the costs of the non-schools portfolio by 40% leading to a saving in addition to £0.880m already in the 2010/11 Medium Term Financial Plan (EE43). The cross council approach to property assets and the need to reduce the size of the county council gives an opportunity to transform our assets to help deliver change and savings. However it is becoming clearer that these aims are not achievable unless there is clear direction and considerable change to current business models. Even with the conditions set out below this must be considered ambitious.
97. The following critical success factors are highlighted:
- Clear and timely proposals for changes or reductions in services
 - A New Ways of Working initiative to transform the way our staff work and significantly reduce the amount of office accommodation needed
 - A truly cross council approach to asset management and an effective Property Asset Management Service in place. The Service should act as **a corporate landlord** to provide fully serviced, optimised property for those Services where asset presence is essential. This proposal will involve the transfer of some premises budgets from Services to Property Asset Management. This will need to ensure that savings are not double counted.
 - A further restructure of the consolidated Facilities Management Service to delivery salary, procurement and running costs savings of £0.300m from 2012/13.
98. Following a cross cutting challenge it was agreed that efficiencies could be gained if all non-school premises budgets were to be held by Property Asset Management. It is therefore proposed that the following non-school premises budgets, parts of which are currently held by services, are transferred to Property Asset Management from April 2011:
- energy and water budgets
 - repairs and maintenance budgets
 - grounds maintenance
 - rent
 - security
 - cleaning and cleaning materials
 - refuse collection

- premises insurance

99. Transfers will need to be carried out so that there is a neutral financial effect on both individual services and on Property Asset Management. Where savings have already been identified by services for activities where a budget transfer is to take place, only the reduced budget will transfer, with the individual service taking the saving.
100. In the current Medium Term Financial Plan it was agreed that the Repairs and Maintenance budgets allocated directly to schools would be examined with an overall review of delegated funding to schools, to align funding in proportion to the level of responsibility that rests with schools and the council as a whole to ensure appropriate spending, and the better management of the structural maintenance budgets. However, changes in the relationships with schools as a result of national policy may mean revisiting this strategy and considering whether schools become responsible for full repair and replacement within reducing budgets or if the arrangement remains as it is.
101. In years 2011/12 and 2012/13 the savings proposed are relatively small and come from staff reductions and reducing the repairs and maintenance budgets. In the later years it is proposed that the significant savings come from re-procurement and reducing the size of the portfolio. The preferred strategy is to deliver the majority of the additional savings by reducing the size and therefore the costs of our portfolio.
102. Two thirds of the property portfolio is owned by the County Council and therefore, in most cases, the benefits of disposal will be capital receipts rather than significant revenue savings. Although it should be possible to reduce the size of the non-school estate by 25%, it will therefore be very difficult to reduce the revenue costs by 25%. It is therefore proposed that contributions from the Strategic Measures Account (a central fund) be used to reduce this revenue saving target to reflect the benefit to the organisation of generating capital receipts from the disposal of freehold property.
103. The Asset Management Strategy is a cost reduction strategy, achieved by reducing the number of assets and therefore reducing repairs and maintenance liabilities; increasing sharing across the Council and with our partners; and making more intensive and flexible use of our office accommodation. However it will require capital and revenue investment. An initial business case will be prepared by April 2011 setting out the proposed programme for reducing the size of the portfolio, the investment required and the savings delivered.

Summary

104. It is clear that the current business strategy is already delivering major efficiencies for the directorate. Although further efficiencies are sought through re-scoping, re-designing and re-scaling service delivery models, it is important to recognise that while a substantial amount of directorate budget is tied into very recently tendered contracts, the scope for further savings is limited unless further pooling of resources in other areas of service delivery (like public transport) is supported.
105. Therefore, for the E&E Directorate, the majority of the additional savings will have to be generated through cutting the volume of delivery, changing current service standards, introducing service charges or stopping the delivery of certain services altogether. This explains why the majority of our new proposals have policy implications. The delivery for some of the very ambitious proposals will be dependent upon decisions by / support of our partner organisations. In particular, the ability to generate additional efficiencies and revised incentives through the current Oxfordshire Waste Partnership structure may be limited.
106. The directorate will continue to be reshaped and services transformed based on the outcomes the Council wishes to achieve and the priorities we want to deliver over the next four years. This is critical to respond effectively to new business drivers and challenges; to enable cross-directorate working based on agreed priorities; to facilitate opportunities for joint-working with our partners and to be able to influence their choices over what really matters to us.
107. As the key provider of critical infrastructure for the Council, the directorate is becoming increasingly corporate in both its thinking and in its interdependency with other directorates. Issues of new models of delivery outside the directorate will significantly impact on the location, volume and quality of the assets required to deliver them. The directorate will work increasingly outside its historic boundaries with internal and external service providers to ensure that benefits from transformation are fully realised
108. One of the key challenges is to preserve and provide adequate levels of investment in critical infrastructure. It is clear that:
- the current financial environment will bring new challenges for funding the current and future infrastructure requirement;
 - links between emerging service delivery proposals and delivering efficiencies through the implementation of the asset strategy will need to be managed effectively if the target savings are to be achieved and the required benefit realised;
109. Capital and revenue budgets are extremely interdependent and the expected reduction in capital will place additional pressures on the maintenance of existing assets. There is significant performance data to demonstrate that a significant reduction in repair and maintenance budgets is both inefficient and ultimately more expensive in terms of whole life cost.

110. The five key areas of focus in this strategy will provide for a sharper business model with leaner operation costs and a re-direction of resources into recognised areas of corporate priority only. Some of the proposals will involve a high degree of public impact but are designed to protect critical frontline services.
111. The strategy has been severely tested by the scale of the additional savings required. By frontloading re-procurement of key contracts and early transformation of service delivery models the directorate is confident that it can achieve the financial savings originally profiled for years 1 and 2. In addition, after robustly reviewing the interventions profile the directorate has been able to bring forward more of the proposed savings into year 1 to offset the additional front end pressures faced by the council. This is primarily to be found from the reprofiling of proposed reductions in road and asset repair and maintenance budgets. Whilst difficult, these proposals are deliverable, although it is accepted that additional reductions in the maintenance of the critical asset base is not sustainable in the long term and future plans would require selective re-investment to prevent critical failure.

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Business Strategy

2011/12 – 2014/15

Oxfordshire Customer Services



Directorate Statement

Oxfordshire Customer Services was formed in late 2010, when the Customer Contact Centre, ICT and Procurement formally merged in with Shared Services. The structure charts for Shared Services, Customer Contact Centre, ICT and Procurement are attached. As part of the Business Strategy changes from April 2011, all of these services will be incorporated within the Environment and Economy directorate.

Customer Services

Oxfordshire Customer Services provides a Customer Contact Centre and manages internal relationships between services to benefit our external customers. It also provides Financial and Management Accounting; Financial Services; Human Resources, and ICT and Procurement services to mainly internal customers but some external services are provided. Additionally the school meals service, Food with Thought is based here, alongside QCS which provides a range of facility services.

The QuEST Business Unit provides an interface with schools, enabling them to access Council services. Finally, Adult Learning services are managed from within Customer Services.

Oxfordshire Customer Services 2015

The 5 year vision for Oxfordshire Customer Services is founded upon 3 key elements:

1. The requirement to support the County Council's cost reduction strategy.
2. Harnessing the benefits and synergies resulting from the transfer to Environment and Economy, and the potential to link to further options such as external partnering.
3. Providing quality access and support to the public which meets their needs and maintaining support to internal customers.

The cost reduction strategy would mean that by 2015 the organisation would employ considerably fewer people and this could be achieved in customer services by:

- Re-structuring the organisation to realise opportunities, provided by the wider range of services that have come together, to reduce the overall number of senior staff.

- Seeking improvements in productivity that enable existing services to be delivered more efficiently and reduce the number of staff employed.
- Reducing capacity to reflect reduced volumes of support required by the wider organisation.
- Identifying discretionary activity that can be reduced or discarded and enabling further reductions in staff levels.
- Investigating and progressing opportunities for linking services to external partners. Work is in hand to investigate the potential of combining with another large authority to provide SAP support.

Harnessing the benefits and synergies from the consolidation of teams into Customer Services will be revealed as the new management team begins work.

Examples include the potential benefits identified by 'rolling' customer facing activity from all teams into the Customer Contact Centre, offers economies of scale, standardisation of service and an improved focus on work processes speeding 'turn round' time. Consolidating ICT into Customer Services offers greater scope to create an organisation-wide process improvement strategy. Bringing Procurement and Accounts Payable into one service, offers scope for greater co-ordination leading to improved procurement practice. Relocation of adult learning due to consolidation of council property assets will provide further opportunity to combine activities with Learning and Development.

Improving and maintaining support to customers throughout this period of change is a prime objective. In addition to the normal management and monitoring of service performance, options will be considered for different approaches to service delivery.

Summary

This vision summarises how Customer Services is responding to a rapidly changing situation and is seeking to maximise the opportunities presented by very recent developments.

Many of the initiatives are at an early stage and as yet, changes to the wider County Council have not been articulated in sufficient detail so that their impact on Customer Services can be quantified.

As a result it is not possible to create a clear picture of the service in 5 years time but it is possible to illustrate how the service is working to develop options and alternatives and ensure that it is well placed to respond effectively.

Directorate/Service	Oxfordshire Customer Services
2010/11 Gross Budget (including Food with Thought & QCS)	£56.068m
2010/11 FTE	639.9 – excluding Food with Thought and QCS

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-1.789	-3.268	-3.922	-4.400

	2011/12	2012/13	2013/14	2014/15	2015/16	TOTAL
Planned FTEs	-17.6	-16.9	-11.9	-12.4		-58.8

Estimated redundancy costs over the 4 years total £0.480m based on an average calculation.

Service Area: Central Team (including Quest Business Unit) & Cross Service

Employees	13.57
2010/11 Gross Budget	£3.037m

	2011/12	2012/13	2013/14	2014/15
Savings (£m) (*)	-0.607	-0.638	-0.638	-0.638

(*) Cross service & Management & Administration

Current service activity

This team comprises, the Shared Services leadership team, Business Development, Quality and Customer Services, Office Services and Personal Assistants. Quality & Customer Services manages the collation of performance data, the service level agreement process, supports key process improvement programmes by providing business process re-engineering resources and manages internal and external communications. Business Development supports service development initiatives, business planning and provides line management to Food with Thought / QCS Cleaning and the QuEST Business Unit. Office services provide general office support, postal distribution and collation etc. PA's provide senior management with support and oversee the interface with Unipart Services regarding building services etc. (Note: gross budget includes central recharges).

Statutory minimum

There are no statutory requirements relating to this group apart from Health and Safety requirements.

Proposals to deliver efficiencies

Staff relocation allowance budget of £0.060m will cease to be required during the next two years.

Using the County Hall postal facilities rather than Unipart will save £0.040m per year.

Shared Services contributed business case savings of £2.2m to the MTFP in 2010/11 and will make a further contribution of £0.123m in 2011/12 in addition to a planned saving of £0.304m.

Deletion of the head of Shared Services post will save £0.111m.

Impact of the proposal on service users and communities

It is believed that these changes will not adversely affect the internal running of the Service.

Impact of the proposal on other council services

It is believed that these changes will not adversely affect other council services.

Capital implications of proposed change

There are no capital implications from these changes

Service Area - Shared Services Human Resources

Employees	Headcount: 168 FTE: 151
2010/11 Gross Budget	£7.954m

	2011/12	2012/13	2013/14	2014/5
Savings (£m)	-0.232	-0.420	-0.608	-0.796

Current service activity

The Shared Services Human Resources Team drives the Council's key data system (SAP). This enables the Council's workforce to be paid and enables Managers to purchase goods and services and pay suppliers; it enables sufficient numbers of people to be recruited to run the Council's services; it ensures all those recruited are vetted to ensure they are 'safe' to work with vulnerable services users and young people in Oxfordshire Schools; it issues contracts of employment for employees; it works to provide sufficient teachers and apprentices are recruited to meet the Council's workforce needs; it ensures the Council's Workforce is paid on time each month; it ensures that the workforce development needs are met including those of the social care independent sector; it ensures the health, safety and wellbeing of employees are met keeping to a minimum accidents, incidents, and levels of sickness absence; it ensures that Managers and Headteachers are supported in handling complex employee relations issues and dealing with organisational change; it manages redundancies and retirements.

Statutory minimum

The Council has statutory and legal obligations as an employer. The Health and Safety at work Act 1974 requires employers to ensure the health, safety and welfare at work of all its' employees. For the Council responsibilities extend to third party providers who provide services for Oxfordshire clients. Employment legislation sets down the requirements for the employment of people – key acts include: The Employment Act, 2008; Equalities Act 2008. There are various Codes of Practice which the Courts expect us to follow i.e. Codes of Practice on Disciplinary and Grievance Procedures.

Within Learning and Development there is not a direct statutory framework, however we support services which are driven by statute i.e. Safeguarding Training, Health and Safety at Work Act. There is a whole area of activity which is not driven by statute (but driven by the Business Strategy) covering Core Skills such as ICT training, management development, NVQs etc., which if stopped could deliver significant savings, however this may impact on the overall capability and capacity of the organisation.

Proposals to deliver efficiencies

The savings forecast detailed above is based upon an assumption that the organisation staff base will contract by 20% of its current size

over a 4 year period by. The savings to be achieved from a reduction in HR staff are approximated at £0.151m per year over this period. Please note, this has excluded any reduction in Schools staff base and any posts that are grant funded.

The savings achievable in HR staff are assumed to be proportional to reduction in the staff based serviced. The existing savings of £0.040m in 2011/12 and £0.075m in 2012/13 by reviewing HR functions and processes can also be delivered.

An additional saving of £0.037m per year over the 4 year period is to be taken from the Learning & Development budget under the same assumptions. The area based grant for Children's Social Care Workforce training has been removed permanently.

HR posts servings schools are typically charged through QuEST on a per head basis. If Schools make savings it will reduce income for HR (in any event CIPFA benchmarking demonstrates we are in the lowest quartile for HR staff to schools staff).

The savings from partnering have not been included in these calculations as presently the potential savings are unknown. Any future partnering savings could overtake any proposals listed here.

HR, on coming into Shared Services achieved a 35% reduction in FTE. The HR Service is going to be under more pressure in supporting the organisation through change including downsizing. Further reductions than those itemised here would cause severe operational problems and slow down the pace of change for the organisation. HR staff will be expected to 'flex' between teams as demands initially increases.

Impact of the proposal on service users and communities

The proposals outlined will not adversely impact service users and communities.

Impact of the proposal on other council services

The proposals as outlined will not adversely impact on other council services. Any further reductions would limit our ability to support the organisation through the changes required.

Capital implications of proposed change

No capital implications.

Service Area - Financial & Management Accounting (FMA)

Employees	Headcount: 91
	FTE: 85.5
2010/11 Gross Budget	£4.276m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.023	-0.048	-0.085	-0.184

*Proposed savings do not take account of potential offsetting redundancy costs as these are not quantifiable at this stage.

Current service activity

Provision of a high quality and professional financial and management accounting service to best practice standards to all customers. Specifically this includes maintaining and updating the Council's financial management system and the production of financial statements. The service also provides Officers, Schools and Members with financial advice, support and challenge to assist effective service delivery; and manages the Council's bank accounts and tax affairs

Statutory minimum

Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs and to secure that one of their officers has responsibility for the administration of those affairs. The Chief Finance Officer discharges those statutory responsibilities through Finance Business Partners and their teams and resources have to be sufficient to give assurance on effective financial control. The Council is required by statute to compile annual accounts within a prescribed timetable and format which present a true and fair view of the Council's financial position. Over time, these requirements are becoming more onerous and putting increasing pressure on existing resources. On this basis, proposals for reducing support to the production of financial statements have not been included. The taxation advice service has also been protected as previous reduction or externalisation has not been successful and taxation penalties can be costly.

Proposals to deliver efficiencies

In moving to Shared Services, FMA delivered a 25% reduction in FTE. Resources have subsequently been increased to strengthen support to Schools and to meet Directorate requests for additional management accounting support. Given that these resources have only recently been put in place and are meeting an immediate need for financial advice in a difficult economic climate, reductions are not proposed in earlier years. However options for reducing the level of management accounting support if numbers of cost centres and managers reduce once the Business Strategy is implemented are included in later years. These can only be delivered if demands on the service reduce.

Existing policy plans for savings generated from system improvements have been reinstated together with further assumed savings generated from a 20% reduction in transactions.

It is not yet possible to quantify any impact of the Transforming Adult Social Care agenda and the abolition of Primary Care Trusts on services within FMA. There may be further savings to be generated from restructurings within the new Customer Services team and from reviewing working arrangements with Corporate Finance and these will be explored.

Impact of the proposal on service users and communities

The proposal outlined will not adversely impact service users and communities.

Impact of the proposal on other council services

The proposal outlined should not adversely impact on other council services if assumptions on downsizing are met. The savings profile has been back loaded to ensure there is adequate financial advice available to services when planning how to meet their savings targets.

Capital implications of proposed change

There are no capital implications from these proposals.

Customer Service Centre (CSC) Programme

Employees	36 (Access Team and Highways Enquiries) + 64 FTE to be transferred to the CSC
2010/11 Gross Budget	£0.660m (Current CSC) + estimated £1.840m for the 64 additional FTE to be transferred (Original Budget £1.278m)

	2011/12	2012/13	2013/14	2014/15
CSC Savings (£m)	-0.197	-0.474	-0.626	-0.713
Additional Access Team savings from SCS Proposals (£m)	-0.064	-0.098	-0.098	-0.098

It should be noted that this is a distinct business case with one off investment costs of £2.380m which includes staffing, procurement of a Customer Relationship Management (CRM) system, delivery of a Channel Management Strategy, Internal/External Self Service, Customer Service Centre set up and general Customer Service Training for the organisation.

In addition no redundancy costs are included in the savings. Whilst un-quantifiable at this stage, it should be acknowledged that these would need to be accounted for.

Current service activity

- The Customer Service Centre (CSC) consists of the sole access route for all new contacts (and re-referrals) into social care and the single point of contact for enquiries from the public and other bodies regarding the road network and other issues, as well as a number of connected administrative functions. The CSC Business Case which was agreed by the Change Management Board in December 2009 includes both the benefits to customer service for the Council and potential efficiency savings through reducing duplications in service management and maximising the areas of efficiency.
- The central switchboard function, the handling of reported street light, illuminated traffic sign or bollard problems, as well as elements of the Registration Helpdesk (Births and Deaths) are transferring to the CSC in 2010. Other known functions transferring into the CSC include the Family Information Service (CYPF), Concessionary Fares Signposting (District Function), and Carers Information & Advice.

Other services transferring to the CSC will be agreed as part of the programme and will be essential to its success.

Statutory minimum

Statutory minimum required for the Access Team:

- Assessments - integration of health and social care, disabled parking badges, Ofsted and other people/safety checks, mortality data

Statutory minimum required for the Highways Enquiries Team:

- Section 41 of The Highways Act 1980 imposes a duty to maintain highways maintainable at public expense. Section 58 provides a defence against action relating to alleged failure to maintain on the grounds that the authority has taken such care as in the circumstances was reasonably required to secure that the part of the highway in question was not dangerous for traffic. The Highways Enquiries Team is the single point of contact for the public and other bodies regarding the road network.

Proposals to deliver efficiencies

- All services agreed as a part of this project are assumed to be transferred as they are which was a requirement of the original business case
- **A quantified additional internal pressure has occurred due to the time taken between the writing of the business case and the initiation of the programme.** This has resulted in Directorates taking some savings to deliver their savings targets that had been attributed to the programme. **This means that additional functions and FTEs need to be identified to transfer in order to cover the shortfall in the Customer Services budget.**
- A number of teams have transferred over with Directorate savings requirements not yet identified. A plan for the remaining savings is currently being worked on.
- Projected savings totalling £0.713m over 5 years (£0.611m of which is included in the medium term financial plan) are on track at this stage **but in order to deliver the savings the CSC will need to benefit from economies of scale through bringing in a range of additional functions from across the Council.**
- The Programme Team will investigate delivering functions at a lower cost and recharging directorates for additional functionality, in addition to reducing FTEs within the CSC where appropriate to do so.
- The programme team is in the process of accelerating all elements of the plan in order to deliver the benefits and efficiencies quicker than set out in the above savings schedule, but as the phase 3 services have yet to be agreed it is impossible to calculate the accelerated savings schedule at this stage.

Impact of the proposal on service users and communities

As set out in the business case, service users will benefit from improvements to the provision of customer services.

Impact of the proposal on other council services

- There are agreed efficiencies in service savings plans prior to the business case being confirmed that will need to be achieved on top of the savings described above by the CSC.

Capital implications of proposed change

- It is unlikely that the transfer of functions to the CSC will release capital assets in itself, although the programme may contribute to the capital programme through centralising services into one location.

Shared Services - Financial Services

Employees	79.62 ftes
2010/11 Gross Budget	£3.047m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	0	0	0	0

Current service activity

Financial Services covers seven disparate teams providing financial support across the Council, or wider in the case of Pensions Administration who cover around 80 employers within the Oxfordshire Pension Fund. Current service activity includes the administration of approximately 37,000 pension records, control of 5 payrolls each month, covering payments to 22,000 employees, the payment of around 200,000 invoices, the management of 1,600 insurance claims, the management of the financial affairs of around 900 social care clients unable to manage their own affairs, the financial assessment of 150-200 new social care clients each month, and the management of approximately 100,000 debtor accounts each year.

Statutory minimum

The responsibilities for Pension Administration are set out in statute, with the current Regulations being The Local Government Pension Scheme (Administration) Regulations 2008, and The Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007. The Regulations do not set out a statutory minimum level of provision, but Scheme Members have the right to challenge the work of the section through the Statutory Independent Disputes Resolution Procedure to the Pensions Ombudsman, who can award compensation in cases deemed to involve mal-administration. Financial Assessment of social care clients in residential care is governed under Charging for Residential Accommodation Guidance (CRAG) which is statutory guidance. Council's are not required to charge social care clients for support delivered in the community, but where charges are made, the financial assessment process is governed by the Fairer Charging Policies for Home Care and other Non-Residential Social Services: Guidance for Councils with Social Services Responsibilities. Other Financial Services are governed by section 151 of the Local Government Act 1972 which requires the Council to ensure appropriate financial arrangements are in place.

Proposals to deliver efficiencies

No specific proposals are identified here in respect of **Pensions Administration and Insurance**, as the costs of these services are not directly charged to the revenue account, and therefore any efficiencies will not directly follow through to the net expenditure of the County Council.

For **Accounts Payable**, the Council has recently agreed a project to automate as much of the invoice payment process as possible, and to expand the newly improved service to cover schools. It is estimated that the net increase in income once schools are on board will be between £0.060m and £0.100m per annum, which initially will be required to repay the investment cost. Contributions to the savings target will not be realised until 2014/15.

Accounts Payable should be capable of delivering further savings in line with the reduction in invoices associated with the budget reductions across the Council, as well as the changes under the Transforming Adult Social Care agenda. The saving figure cannot be estimated until further information is available on the nature of the budget reductions across the Council.

At present, no specific proposals have been identified in respect of payroll control, given the small size of the team, and the sensitive nature of the control function undertaken. The team could deliver savings through economies of scale if we are in a position to provide payroll services to outside organisations. The work of this team is not directly related to the size of the Council, so no savings should be assumed as a result of the overall reduction in the Council's budget.

The **Financial Assessment Team** has recently delivered efficiency savings through the mobile working project. Further process efficiency savings would need to be considered alongside process changes within Adult Social Care, including the possibility of basic financial assessments being undertaken by care management staff, and a smaller financial assessments team providing quality assurance (and directly picking up complex cases), strategic advice, and policy development. Such proposals would need to be developed jointly with Adult Social Care.

It may be possible to cut **Financial Assessments** as a consequence of reductions in the Adult Social Care budget. Such cuts will be dependent on the extent that reductions in adult social care are based on fewer client numbers, as opposed to smaller care packages. Initial indications from Adult Social Care suggest savings will be targeted through smaller care packages, which will not lead to proportionate savings in Financial Assessments. Cuts in Financial Assessments without a corresponding reduction in client numbers is likely to increase the overall costs to the Council due to the loss of income.

No specific proposals have been identified for **the Income Team**, as all previous analysis has shown that reducing expenditure in this team is more than offset by lost income (through an increase in bad debt). As with Financial Assessments, any reduction in costs is highly dependent on the nature of the savings proposed for Adult Social Care, and will not automatically follow from reductions in social care costs. The team will look for further efficiencies through increasing the number of social care clients paying for their care through direct debit arrangements.

The **Money Management** service is currently working with Adult Social Care to review the priorities for the service, which have provisionally been agreed as Safeguarding cases and those cases where the intervention of money management safeguards the payment of social care charges. The Service is also looking to develop an advice service which allows clients to be supported to manage their financial affairs without the need for a full money management service. Any savings in costs are dependent on care management reviewing existing cases to remove non-priority clients from the service.

Impact of the proposal on service users and communities

The only proposal identified to date that will directly impact on service users and communities is the re-prioritisation of money management. Any savings are dependent on the withdrawal of service from existing clients, placing additional pressure on them, their families and their support groups. The prioritisation process should protect those clients most vulnerable to financial abuse.

Impact of the proposal on other council services

Apart from the efficiency savings in Accounts Payable, all proposals will need to be developed in partnership with the services we support to ensure any impact is consistent with the overall vision for the service.

Capital implications of proposed change

There are no capital implications from these proposals.

County Procurement Team (CPT)

Employees	14
2010/11 Gross Budget	£0.671m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.030	-0.030	-0.030	-0.060

Current service activity

County Procurement provides

- Professional leadership and support to the de-centralised commissioning/procurement/contracts related activity across the council
- Management of the transactional activities that run the SAP procurement process up to but not including invoice matching and payment, and the procurement card process except the banking related aspects of this activity.

Statutory minimum

The only statutory requirement is to run procurement in a compliant way in accordance with the Constitution and Public Procurement Legislation and to achieve value for money; and to publish details of our contracts and contract opportunities in the public domain. Whilst it is not mandatory that this process is run centrally, it is regarded as good practice by both central and local government to do so.

We have to be compliant with our Constitution, and European/UK legislation to ensure

- Fairness, openness, and transparency in our dealings
- value for money, sustainability and service delivery certainty through third parties directly and indirectly

Proposals to deliver efficiencies

There will be a further rationalisation of the current team.

Impact of the proposal on other council services

None anticipated

Capital implications of proposed change

None anticipated

Service Area - ICT Services (Including Corporate Information Management Unit, Schools Support and SAP)

Employees	149.2 (Apr 11)
2010/11 Gross Budget	£21.992m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.636	-1.560	-1.837	-1.911

Current service activity

ICT Services maintains the Council's ICT infrastructure and secure access to systems and facilities required by internal customers to deliver the Council's services as well as supporting the infrastructure necessary for the Council's website and intranet. The service includes provision of desktop PCs and laptops for the user community and delivery to the desktop of business applications.. Through the Oxfordshire Community network (OCN) and its facilities we deliver services to schools and District Councils. Schools fund directly a dedicated support service for their key business applications. Another dedicated team (Corporate Information Management Unit) provides a dedicated records management function for the Council.

The management focus this year has been on achieving financial stability, and robust review of governance and strategy. Key outcomes have been the new ICT Strategy and an ICT Officers Working Group with direct accountability to the Business Strategy Group. The significant issues now and moving forward for ICT engagement will be OCN, SAP, Infrastructure renewal and Applications rationalisation.

Statutory minimum

The function of the ICT Service is to support the delivery of the Council's services to Oxfordshire citizens. Statutory duties apply at the front-end of service delivery and ICT is a component in that delivery. We are directly 'responsible' to provide for the technical infrastructure requirements of Government Code Connect, ICT security, Protective Marking Scheme. Records management is a mandatory requirement under various elements of legislation and the Local Government Act 1972.

Proposals to deliver efficiencies

- (1) From April 2011, Ordnance Survey mapping charges will no longer apply to Local Authorities, saving approximately £0.100m per annum from 2010/11.

- (2) Through management action already taken we expect savings of £0.196m from staff budget for SAP Support in 2011/12. The existing Serco Contract arrangements, which expire during 2012, include repayment of original investment costs in SAP. These repayments will not be required in any new contract arrangements. **The total annual saving by 2014/15 will be £1.3m.**
- (3) We propose to minimise Refresh of Desktops and Laptops in 2011/12 and 2012/13. We plan to “virtualise” the Desktop estate as early as possible in 2011/12. This means that the use of existing Laptops and PCs can be extended by a further two years. Instead of refreshing at 4-5 year intervals we can refresh at 7-8 year intervals. However, only equipment deployed from 2007 will be suitable for virtualisation but we believe that, given the expected level of staff reductions, we will be able to take out all equipment from 2006 and earlier and provision existing staff. Covering the costs of virtualisation including some additional server hardware should provide net savings of £0.150m in 2011/12 and £0.300m in 2012/13. **A total of £0.450m over the four year period. Savings from base budget from 2013/14 onwards will be £0.100m per year due to the new refresh cycle.**
- (4) We propose a rigorous audit of actual software usage across the whole OCC estate, commencing in February 2011. The aim will be to identify opportunities to reduce software deployment and licensing to the point of real proven need. The exercise will extend beyond Microsoft products to all other business software applications in use. Where no use of software is seen over a two month period, access to it will be stopped as will the license. **We believe that minimum savings of £0.050m will be possible from FY 2011/12 onwards.**
- (5) We would anticipate some further reduction in staffing levels as Council itself reduces in scale. We will expect to make a saving of £0.072m in each year **making a total annual saving of £0.296m per annum by 2014/15**
- (6) Use of an external contractor for desktop support can be reduced by employing an apprentice. **Net saving £0.063m.**

Further Options:

- (1) ICT propose a rigorous audit of actual printer use across the Council’s estate.
- (2) We propose a comprehensive print service tender to encompass all printed paper production. A single managed service for the use of all printers and multi-functional devices to encompass toner supply and all maintenance.
- (3) Reduction in the number of Council properties should lead to cost reductions in network services.

- (4) OCN is supported via a managed service contract. This contract has 4 years to run. Changes in the market place, in technology and in our customer needs mean we should re-evaluate our options. There may be some potential to drive down costs – even by bringing some elements in-house.

Options considered but not proposed:

- (1) Rationalise the use of business applications.
- (2) Consolidate applications support by identifying and bringing into ICT Services any staff resource working on business applications support.

Impact of the proposal on service users and communities

The key impact will be cultural change associated with the move to a virtualised desktop experience and removal of any software, hardware and access to services that is not strictly required for work purposes.

Impact of the proposal on other council services

Minimal other than cultural change. Some Learning & Development input would be desirable.

Capital implications of proposed change

The suppression of the Refresh in 2011/12 and 2012/13 will reduce the capital requirement for replacement of equipment.

Pressures already in the MTFP

All pressures, totalling £0.844m by 2014/15 are still required as described in the MTFP.

Service Area: Adult Learning

Employees	111fte
20010/11 Gross Budget	£4.987m including £4.6m from Skills Funding Agency (SFA) and tuition fees

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	0	0	0	0

Current service activity

The Adult Learning Service provides learning opportunities for young people aged 16-18 and adults aged 19+, and is largely government funded. The Skills Funding Agency increasingly bases grant distribution on outcome and performance measures. Programmes include leisure learning, skills for life (including ESOL), adults with learning disabilities, targeted courses to attract people with low skills back into learning, family learning and workforce development.

Many partnership arrangements are in place with a range of community providers in addition to direct delivery. Workforce programmes are run with a number of employers and are expected to generate approximately £200k from employer/employee funded training. A pilot for increasing resident funded leisure learning begins in November.

Statutory minimum

Adult Learning is not statutory

Proposals to deliver efficiencies

No savings are proposed at this stage. The service is grant funded and the future of the service will be reviewed when the level of grant for the academic year 2011/12 is announced by the government. All staff are county council employees. The total redundancy cost of closing the service would be in the region of £1.2m.

Internal efficiencies will be possible by bringing together the support functions of learning and development and adult learning. in 2011, although these are not quantifiable currently.

Impact of the proposal on service users and communities

There are vulnerable service users such as people from targeted communities (eg homeless, travellers, people with low skills, and geographical areas such as Blackbird Leys and Neithrop). Equality assessments will be necessary prior to any reductions

Impact of the proposal on other council services

The Adult Learning Service supports programmes within OCC.

Capital implications of proposed change

No implications.

Summary

Shared Services have made good progress in achieving savings with the original business case having been delivered. The additional savings outlined here are a substantial increase from the original business case and inevitably there will be a risk in ensuring that sufficient capability and capacity remain to support directorates.

ICT is making solid progress, but it must be remembered that some of this only brings the function up to the required starting point. Future investment to drive ICT and benefit organizational savings will be a specific challenge.

HR had already reduced by 35% when coming into Shared Services; a further 20% saving (excluding QUEST and grant funded posts) is proposed over a 4 year period. These reductions need to be worked alongside the wider organisational reductions since HR support is needed to support management in re-shaping the organisation and demands on HR will be heavier initially.

The transfer to E&E will provide opportunity for savings by aligning current generic functions. This is yet to be quantified but is being progressed.

Adult Learning has recently transferred to Customer Services, but does not feature in the savings targets. Work is in hand to quantify what additional income can be generated and rationalization of activities after staff relocation. The key aspect is likely to be cost avoidance rather than savings.

The gap in savings requirements is being further examined to quantify what level of savings may be generated internally or with another Authority. An alternative route of partnering with a commercial interest is also under investigation. Either option would need to undergo full project management status and would require Cabinet approval

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Business Strategy

2011/12 – 2014/15

Chief Executive's Office



Directorate Statement

Directorate	Chief Executive's Office
2010/11 Gross Budget	£15.871m
2010/11 FTE	225

	2011/12	2012/13	2013/14	2014/15
Savings proposed (£m)	-1.516	-1.818	-2.118	-2.108

	2011/12	2012/13	2013/14	2014/15	TOTAL
Planned savings FTEs	-18.6		-1.4		-20.0

Context

In recent years the Council has reduced support costs by moving away from a devolved approach and centralising functions in the Chief Executive's Office (communications), in Shared Services (finance, procurement, ICT, HR and others etc) and in Environment & Economy (property, transport). Increasingly the intention is for the Chief Executive's Office to concentrate on strategic activities e.g. budget strategy, driving change and for support functions to be moved to Shared Services (most recently ICT has been moved to Shared services). However some functions such as legal services are retained in the Chief Executive's Office because they are central to the running of the business as well as being a support for the rest of the organisation.

It is important that central/support services are as slim and as efficient as possible. However it is also vital to ensure that we don't reduce these activities in a way that undermines the effectiveness of the County Council's front line services. Discussions are taking place with service directors to ensure that their support needs and ideas for cost improvement are reflected in our budget proposals.

The Chief Executive's Office now consists of 4 small corporate units (Policy/Partnerships/Communications, Human Resources, Corporate Finance and Law & Governance).

The Chief Executive's Office has three primary functions:

- Provide a framework within which the Council can function effectively – the planning and regulatory arrangements.
- Challenge, review, and improve the organisation's effectiveness.

- Provide the organisation with specialist support functions e.g. Legal, Human Relations, Finance. Shared Services will also be involved in the delivery of these services.

Broad Approach

Most (66%) of the Chief Executive's Office budget is allocated to staffing costs, therefore our business efficiency strategy is largely focused on options for reducing staff numbers. However in some areas e.g. legal work for child protection, demand is increasing and it would be unwise to reduce resources in these areas. In consequence our business efficiency is based on the following:

1. A search for improved productivity and cost effectiveness in all areas of activity. Where benchmarks exists e.g. legal services the evidence suggests that we have effective and relatively low cost provision.
2. Radical change in the areas of Democratic Services, Policy, Partnerships and Communications. Significant staffing reduction and savings will come from these areas.
3. Ongoing reshaping of Communications & Marketing activities to bring together disparate directorate resources into a corporate unit. This will provide significant savings although these will appear in service directorate budgets rather than the Chief Executive's Office budget.
4. Recognition that the Council's business strategy will, in the short to medium term, increase the pressure on HR and finance support and therefore protecting capacity and expertise in these areas will be important.
5. Recognition that support services need to meet the demands and expectations of the service directorates who rely on the expertise from legal, finance and Human Resources staff.

What is set out below are details of changes we are confident can be delivered without undermining our capacity to support services and drive change in the organisation. There are further options for change over the medium term which will be examined in the next 12 months:

- Selling services to other authorities. We already do this but there is potential for more shared costs.
- Income generation – we will look at sponsorship and the selling of advertising space
- Pooled resources – there may be benefit in bringing corporate and service performance teams together. This is a complex area of activity and needs to be explored carefully

Detailed Service Proposals

Personal Office (Business Support)

Employees	9 FTEs
2010/11 Gross Budget	£1.709m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.165	-0.165	-0.265	-0.265

Current Service Activity:

- **Corporate Leadership** (Chief Executive, two assistant chief executives and PA/admin support)
- **Corporate subscriptions** (LGA etc)
- **Change Fund**
- **Support for Chairman**
- **Support for lord Lieutenant**

Statutory minimum

Head of the Paid Service and Section 151 officer are statutory roles

Proposals to deliver savings

Proposal includes the reduction of two senior posts totalling £0.161m, and a reduction from 2013/14 of £0.100m for the Change fund. It is proposed to leave the Change Fund in earlier years so that some of it can be used for Community Self Help rather than creating an alternative Corporate Pressure. In addition, a small amount of income is now being received from the Lord Lieutenant.

Impact of the proposal on service users and communities

None

Impact of the proposal on other council services

Reduced ability to provide support to the rest of the organisation and to members.

Capital implications of proposed change

None

Human Resources

Employees	23 FTEs
2010/11 Gross Budget	£2.053m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.052	-0.213	-0.281	-0.281

Current Service Activity

- **Strategic HR** - Defines, develops and communicates a comprehensive employment framework for all major aspects of work and employment. This includes:
 - **Policy development** and Implementation (via client role)
 - **Professional advice**
 - **Corporate Employer role**
 - **Workforce analysis** and reporting
- **Organisational Development** – Drives organisational effectiveness by ensuring that the Council has a skilled workforce capable of fulfilling statutory duties. This includes:
 - **Performance management** – appraisal, career development
 - **Workforce planning** – change management
 - **Learning & development** policy and planning
 - **Investors in People** – reputation, staff engagement

Statutory minimum

The Council must comply with the following employment legislation -Employment Rights Act 1996, Equality Act 2010, Trade Union and Labour Relations (Consolidation) Act 1992, Transfer of Undertaking Regs, Safeguarding of children and vulnerable adults legislation, immigrant workers regulations, Working Time Regulations, European Directives, Statutory Instruments, Health and Safety at Work Act, various Pension Regulations. We are also bound by the variety of national conditions of service including the Green Book, the Youth and Community Workers, Teachers, Fire Fighters etc. This list is not exhaustive.

Proposals to deliver savings:

Restructuring planned in the existing Medium Term Financial Plan (MTFP) for Human Resources will remain. The pressure on all HR services, but particularly those dealing with employee relations, redundancies etc are certain to increase significantly in coming months and years. Further reductions in HR numbers will need to be phased to enable sufficient support to the organisation in delivering the business strategy. However there will be a reduction in HR Business Partner support over the

period as the organisation consolidates into three directorates. We will also look to consolidate further HR activity within the shared services operation.

Impact of the proposal on service users and communities:

There is a potential risk of failure to comply with legislation, industrial action and referrals to Employment Tribunal's may increase.

Impact of the proposal on other council services:

Demands on HR staff are increasing so our ability to respond will be stretched over the short to medium term.

Capital implications of proposed change:

There are none

Corporate Finance & Internal Audit

Employees	31 FTEs
2010/11 Gross Budget	£2.923m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.289	-0.406	-0.460	-0.495

Current Service Activity

The Unit has a budget of £2.923m and comprises of 31 FTEs. It undertakes the following functions:

- **Strategic planning and advice**, including setting the budget, Medium Term Financial Plan and Capital Programme and monitoring against these in year.
- **Management of the Council's debt portfolio** and cash flow plus management of the Oxfordshire Pension Fund.
- **Client role** in ensuring that Shared Services provide a high quality and effective Financial and Management Accounting (FMA) service to the organisation.
- **Internal Audit**: Provides independent assurance opinions and advice on systems of internal control across the Council (and also to Thames Valley Police Authority and Buckinghamshire County Council).
- **Supporting OCC schools** in achieving FMSiS standards.

Statutory minimum

Not defined. Section 151 of the Local Government Finance Act 1972 requires that every local authority should make arrangements for the proper administration of their financial affairs. The Chief Finance Officer has responsibility for the administration of those affairs. The Accounts and Audit Regulations 1996 sets out the requirement for internal audit.

Proposals to deliver savings:

Restructuring planned in the existing MTFP for Corporate Finance will remain. No further reductions are proposed until 2012/13 to enable sufficient support to the organisation in delivering the business strategy.

Savings are planned on a phased approach for Internal Audit with a greater weighting in years three and four in recognition of the increased risk to maintaining effective governance during significant periods of change, i.e. years one and two. The strategy is to extend the collaborative arrangement with our existing partners to operate as a single internal audit function, and to re-engineer our existing processes in order to reduce the management overhead on each audit. The current Internal Audit plan is

for 1495 days on assurance based work. This will reduce in year one by only 65 days; in year four the assurance days will have reduced by 378 days, or 25%, but the total cash saving is 30%.

Impact of the proposal on service users and communities:

Reduced ability to respond to financial events, new and emerging risks and to provide support, advice and assurance.

Impact of the proposal on other council services:

Reduced ability to respond to financial events, new and emerging risks and to provide support, advice and assurance.

Capital implications of proposed change:

None

Law & Governance Services

Employees	107 FTEs
2010/11 Gross Budget	£5.702m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.467	-0.531	-0.615	-0.626

Current Service Activity:

- **Committee Services** - Providing full administrative support, minuting and governance advice to Council, Cabinet and relevant committee meetings.
- **Coroner's Service** - Investigations into deaths appearing to be due to violence, or unnatural, or sudden and of unknown cause, or occurring in legal custody.
- **Education Appeals** - Undertaking all administrative, legal and advice requirements into the proper handling and of Admission and Exclusion appeals.
- **Elections** - Undertaking full support arrangements for the Returning Officer and ensuring proper conduct of County Council elections.
- **Member Support & Development** - Provision of support to Councillors and Co-Opted Members (political group assistants, training, register of interests, etc)
- **Freedom Of Information (FOI), Complaints and Corporate Governance**
- **Legal Services** provides comprehensive legal advice, representation and assistance to the Council and all directorates. The main teams are Child Protection, Property, Litigation (including Education, Employment & Social Care for Adults), Contracts, Environmental Law,
- **Registration** (registration of births deaths and marriages & civil partnerships. Naming ceremonies, renewal of vows and civil funerals. Undertaking of citizenship ceremonies, nationality checking service and settlement checking service).

Statutory minimum

- **Committee Services** – Not defined. Significant amount of legislation determines how these functions are undertaken (principally Local Government Acts 1972 and 2000).
- **Complaints & FOI** – complying with the Freedom of Information Act 2000 is a statutory duty, but there is complete flexibility as to how this is undertaken. The Local Government Ombudsman is the formal body that deals with complaints of maladministration against Councils as set out in the Local Government Act 1974 (as amended).

- Coroner's service – statutory duty under the Coroner's Act 1986 and Coroner's and Justice Act 2009 with minimum level of service specified.
- Education Appeals – statutory duty under the School Standards and Framework Act 1998 (as amended by the Education Act 2002). The statutory provisions are supplemented by a statutory code of conduct which sets out the procedures to be adopted in detail.
- Elections – statutory duty under the Representation of the People Acts 1983 and 2000 mainly set out the clear legal requirements that we are required to operate under.
- Member Support & Development – there is a statutory requirement for the Authority to maintain an up to date register of interests and statutory provisions in relation to pay allowances under the Local Government Act 2000.
- Legal services - In relation to the corporate governance role this is undertaken by the Monitoring Officer under the Local Government and Housing Act 1989. There are no other specific statutory requirements as to how legal services are to be provided although clearly all Local Authorities need legal support, irrespective of how that might be organised or commissioned (save for Solicitors Regulation Authority Professional Conduct Standards). Current arrangements with regard to legal support maintain high levels of client satisfaction from directorates and has retained the Law Society's Accreditation for excellence in legal practice since 2002
- Registration of Births, Deaths & Marriages - The registration provisions are determined by the Marriage Act 1949, Registration Service Act 1953, the Marriage and Civil Partnership (Approved Premises) Regulations 2005 & the Nationality, Immigration & Asylum Act 2002.

Proposals to deliver efficiencies

Democratic Services - Proposal to reshape Committee Services with the transfer of support for scrutiny to the Policy Unit is currently underway with significant savings being made both on a managerial level and in relation to staff. This will reduce staffing from 16 to 12. It is proposed to delete the Political Assistants posts from the establishment with savings of £0.139m (This figure includes pension, N.I. contributions but excludes potential redundancy costs). The Council is proposing a reduction in the overall numbers of Councillors to from 74 to 63/64 with an estimated saving of £0.068m if these proposals are accepted by the Local Government Boundaries Commission following their electoral review.

Legal Services is a trading unit. Directorates receive a budget for the purchase of Legal Services which is internally recharged. The proposal (in conjunction Democratic Services) to reduce costs are:

- reduce use of online legal information providers
- increase revenue by undertaking work for other authorities
- reduce staff in FOI & Complaints team (from 4 to 2)
- reduce spend on external legal support
- adjust support to service directorates to suit client demands

Registration - The savings delivered in 2010/11 (£0.044m) are to be achieved by the reduction of registrars hours, closure of Wantage Office, reduced cover for sickness and other absence, deleted Saturday enhancement payments and increased income levels. The proposed merger of the management of the Coroners Service with the Registration Service provides an opportunity to implement further savings.

Impact of the proposal on service users and communities

Democratic Services - the transfer of support for Scrutiny to the Policy Unit should not impact on the service members receive. The current managerial responsibilities of a senior post will need to be absorbed by other managers within Legal & Democratic Services. The deletion of the Political Assistant posts may impact on the quality and availability of support to members and political groups generally both in terms of policy research, advice, co-ordination of business and administrative support. Reduction in the number of members will increase work loads of members both within their communities and their Council work including attendance at meetings.

Legal Services - There will be a reduction in support and oversight of the FOI and complaints systems which potentially could lead to delay in responding and consequential increased risk of failures to comply with legal requirements. However sufficient support will remain to ensure appropriate advice and monitoring of compliance is available.

Registration - reduction in registration provision means clients having to travel further but the service availability remains good.

Impact of the proposal on other council services

Democratic Services - the transfer of the Scrutiny function will need to be absorbed within the Policy Team. Whilst scrutiny committees are not decision making bodies, it will still be important to observe legal requirements. Policy unit staff will be briefed/trained accordingly. The proposed deletion of the Political Assistants posts may mean that there is a rise in demand for member support from Democratic Service staff who themselves have been subject to review and have reduced staffing levels. In addition there may be more requests from members direct to services on queries that might previously have been handled

and co-ordinated by the Political Assistants. The reduction of members might however reduce required member support from Democratic Services.

FOI – service directorates will need to undertake the direct liaison and responding to requesters with the FOI and Complaints Team simply providing advice and support. The complaints policy itself has been reviewed to reduce burden on managers but at the same time still ensuring complaints are properly considered. The Monitoring Officer will retain liaison responsibility with the Local Government Ombudsman. The reduced FOI Team will still provide a weekly update of requests so that senior managers are informed of current requests.

Registration - none

Capital implications of proposed change

There are none.

Policy/Partnerships/Communications

Employees	55 FTEs
2010/11 Gross Budget	£3.484m

	2011/12	2012/13	2013/14	2014/15
Savings (£m)	-0.594	-0.634	-0.634	-0.634

Current Service Activity:

The Policy /Partnership /Communication teams fulfil a role as the 'delivery unit' for the Council. Key functions include:

- **Corporate strategy** for the organisation e.g. customer service, ICT, corporate plan, etc
- **Programme management** for the business strategy
- **Performance Management** – monitoring of performance across the organisations
- **Reviews & Challenge** - VFM and cost effectiveness
- **Risk Management**
- **Scrutiny** support, including Health Scrutiny
- **Research and intelligence** for the organisation e.g. Oxfordshire Observatory (partly funded by partners)
- **Consultation & engagement**
- **Partnership governance** & review
- **Local area Agreement** management/Placed based budgeting
- **Equality and diversity**
- **Voluntary & Community sector** – management of relationships
- **Localism** - including community planning coordination
- **Media Relations** - e.g. briefing, explaining and placing stories with all print, web and broadcast media
- **Internal Communications** - ensuring effective communication with the workforce, design, editorial control and production of all electronic and printed internal communications, editorial lead for intranet
- **Marketing** - Responsibility for Council brand/reputation, support for services on marketing campaigns, marketing support for events such as the Big Debate
- **Design & Print** - control of OCC publications, ownership of print procurement process, in-house print and e-comms design for services
- **Web & E-comms** - Responsible for all editorial content on our external website, plus design and channels, responsibility for social media & web strategy

- **Public Affairs** (Stakeholder relationships, building campaigns to ensure recognition of Oxfordshire)

Statutory minimum

There are few statutory requirements in this area of activity but there are legal obligations in relation to:

- Equality & diversity
- Governance of the Council (scrutiny committees are supported by the Unit)
- Communication (Council tax leaflet, publicising elections, notice of meetings etc.) There is a Code of Practice governing local authority publicity.

Proposals to deliver savings:

The current three Units will be merged and slimmed down to reflect the changes set out in the Business Strategy. It is anticipated that the budget will be reduced by 18% in the next two years. Proposals for changes to the Council magazine 'Oxon News' were agreed by the Cabinet on 19 October 2010.

Impact of the proposal on service users and communities:

Internal service users may find that we have less capacity to support their policy development needs and project requirements. However the decline in workload in relation to partnerships, Comprehensive Area Assessment (CAA) etc will allow us to reduce resources without significant impact on service users.

Changes to Oxon News may impact on our ability to communicate directly with residents and we will communicate with our residents in other ways.

Impact of the proposal on other council services:

It is unlikely that there will be a noticeable impact on the efficiencies of other Council services. Services use the Oxon News for communication and marketing. Changes to the magazine will impact on the ability of services to communicate with local residents so we will need to use other communication channels

Capital implications of proposed change:

None

Budget Priorities

Developing Budget Options

In formulating the budget proposals now being submitted to Scrutiny the following criteria have been followed:

- Minimum statutory requirements should be met
- Opportunities for efficiency & productivity savings and income generation should be maximised before service cuts are contemplated
- Services previously funded by specific grant should be cut or reduced where the Government has withdrawn or reduced funding for these activities unless the services form part of our core and/or statutory service provision.
- Safeguarding and services for the vulnerable should be protected as far as possible as long as value for money is demonstrated. Preventative activities which reduce demand for core services should also be protected where they demonstrate long term value.
- Voluntary sector funding should be protected where it reduces OCC costs

Priority Setting for Future Investment

The budget proposals have been considered by star chambers and will be coming before scrutiny committees shortly. These proposals will meet the 2011/12 planning target set by Cabinet and amended following the Spending Review announcements in October. However the grant settlement in early December could increase or reduce our actual savings requirements. If it is the former directors will bring forward further proposals for cuts. In the event that the grant settlement is more favourable that we are currently planning for the Council will need to decide which of the budget options to accept and which to reject. To help this process the following criteria will be used to rank budget proposals (1 highest priority for implementation, 3 = lowest priority for implementation)

Category 1

- Efficiency/productivity improvements which do not impact on the service to the customer
- Changes to conditions of service
- Changes to back office functions
- Increased charges for discretionary services
- Services formerly funded by specific grant unless the activities are core /statutory
- Changes to contracts with third parties which do not materially impact on service delivery

Category 2

- Service changes to non core services
- Increased charges for other services

Category 3

- Changes which impact on core services
- Maintaining core levels of provision for essential service in the 6 development/regeneration localities (Banbury, Bicester, Abingdon, Oxford, Carterton, Didcot)
- Service cuts which impact on deprivation, access, equalities and the generic needs of the whole population;

Directors will categorise each of the proposals for budget reduction in order to assist Scrutiny and Cabinet in their consideration.

In bringing together a final view the Cabinet will need to consider, *inter alia* how to balance:

- (a) the synergies of urban hubs against the limited opportunities for access to rural communities;
- (b) the needs of minority groups against the broad needs of the whole population;
- (c) the needs of different age groups, socio-economic groups etc
- (d) service provision at each of the 14 localities to ensure some proportionality in terms of service cuts, accepting that service changes through building rationalisation may provide savings which do not reduce service.

The council will have to be careful to reflect these deliberations in equality impact assessments with a sound evidence base;

22 November 2010

Income from Fees and Charges

1. The Council adopted its current corporate charging policy in October 2002, following a review by the Best Value Committee. The Policy was designed to ensure that:
 - Charges are levied on a clear and consistent basis across the Council's services;
 - The level of charges is both consistent and fair, and takes proper account of the ability of customers to afford the service; and
 - Charges are imposed and implemented in line with the law, and with the Council's agreed priorities and objectives.
2. Under the Council's Policy, the Council will:
 - Make charges wherever it is lawful to do so;
 - Set charges to recover the full cost of the service wherever it has discretion over the level of charges, except where the service provides a social benefit, is of a commercial nature (where charges should be set to maximise income), or where the charge is designed to achieve a particular income; and
 - Offer concessions on a fair and consistent basis for the services providing a social benefit, or where the charge is set to achieve a particular outcome.
3. The proposed and current charges are set out in detail in Annex 4(b). Changes are shown by grey shading. The table below outlines the expected level of income in 2011/12 from fees and charges by service and compares it to the equivalent levels of income in 2010/11.
4. It should be noted that the change in level of income arises from a combination of increases in the volume of payments made, additional income from new charges as well as increases in the charges themselves.

Service	2010/11 £000	2011/12 £000	Change £000	Net meeting pressures £000
Children, Young People & Families	2,702	2,850	148	107
Library service	701	729	28	17
Heritage services	25	25	0	0
Music services	1,255	1,207	-48	-67
Adult social care	21,939	23,856	1,917	1,588
Fire & Rescue	16	16	0	0
Trading Standards	103	103	0	-2
Gypsy & Traveller service	444	451	7	0
Highways & Transport	6,219	7,307	1,088	995
Sustainable development	227	299	72	69
Property Asset Management & Directors office	513	483	-30	0
Customer services	3,794	3,842	48	-9
Adult learning	831	769	-62	-74
Chief Executive's	175	141	-34	-37
Registration	1,175	1,212	38	21
TOTAL	40,119	43,290	3,172	2,608

5. Thus overall income from fees and charges is planned to increase by from £40.119m to £43.290m – by £3.172m, or 7.9%. In cash terms, most of the increase is from Adult Social Care and Highways & Transport. The largest percentage increase is for 'Sustainable development', which plans a 32% increase.
6. The final column shows the extent to which the increase in fees and charges is more than the allowed inflation of 1.5%. Where there are increases, these can be used to offset pressures to spend on the service. Thus Children, Education and Families plan to increase income from fees and charges by £107k more than the allowed rate of inflation. Some other services have not used this facility and have negative values in the final column.
7. Some explanations and notes about the individual services follow:

1. Children, Young People & Families

Recoupment is recovering the costs of pupils educated in Oxfordshire who are funded by other authorities. Charges vary depending on the level of service needed.

2. Libraries

Some increases in overdue charges and reservation fees are planned.

3. Heritage services

Increases are planned for exhibitions, staff support, research enquiries, administration, lectures and for using the Museum garden for wedding photography.

4. Music service

Fees generally are increasing by more than the assumed rate of inflation (1.5%).

5. Adult social care

Increases are planned for domiciliary care. Income is expected to increase for Supported living and Adult placements..

6. Fire and Rescue

Charges are made for use of personnel and vehicles, reporting on fires and for dial in alarm facilities. Modest increases across the board are planned.

7. Trading Standards

A very wide range of charges are made, for poisons licences, performing animals, storing petroleum and explosives, testing weights and measures, to hire a cattle crush and to join the 'By with Confidence' scheme. There are small increases, typically 1.5%, in many cases.

8. Gypsy and Travellers

These are rents for plots on our sites. Modest increases of 1.6% are planned.

9. Highways & Transport

Fees cover a wide range of activities involving streets, roads and transport. Large increases are planned for some of the more unusual charges, for example connecting to a public foul sewer, for film crews that include 30 or more people and for 'Table and chairs' licences.

Fees are planned for the Park & Ride car parks.

10. Sustainable development, Waste management and Countryside

Modest increases are planned. There is a new charge for providing copies of the register of Commons.

11. Property Asset Management and Directors office

This includes rents for various property and sales of prints and plans.

12. Oxfordshire Customer Services

This now includes the Translation Services and Adult Learning (on separate pages) both of which are expected to transfer from S&CS.

13. Adult learning

No increases are planned.

14. Chief Executive's Office

This includes charges for legal services. Publication of the Council magazine has ended.

15. Registration Services

Fees are being increased above the rate of inflation (0.5%) apart from those set by the government and fees for certificates.

Library Service Concessions

7. Concessions offered by the Library service are complex. They are summarised by the matrix shown in Annex 4(c).

VAT rate changes

8. On 22 June 2010 the Chancellor announced that the standard VAT rate would be increased from 17.5% to 20% on 4 January 2011. Fees and charges in the last quarter of 2010/11 were not adjusted to allow for this increase. However, slight adjustments have been made, where appropriate, in these proposed new fees and charges for 2011/12.

1. CHILDREN, YOUNG PEOPLE & FAMILIES - CE&F - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12		% increase in fees or charges	Additional information	Expected Income 2010/11 Total £000	Expected Income 2011/12 Total £000	Income rising above 1.50% inflation to meet pressures	VAT Class
CY1 CY1.1 CY1.12	Young People & Access to Education SEN, Disability & Access Special Educational Needs Recruitment	SA	Recoup costs of other authorities' children educated in Oxfordshire Schools	Adjustments With Other LEA's	N/A	N/A	N/A	N/A	N/A	Charges vary depending on the level of service provided.	560	568	0	NB
					N/A	N/A	N/A	N/A	N/A		383	389	0	NB
											943	957	0	
CY3	Raising Achievement Service													
CY3.24 CY3.24j	Partnership Development & Extended Learning Residential Centres (Outdoor Education Centres)	D	To control provision To control provision	Residential Centres (per pupil week) Hill End (per night) O.C.C. Schools/Groups Any building per night or per day (group of less than 20 , 50% discount) Any day visit , max group of 30 Additional child with day visit (up to 5 max) Staff Rooms/Chalets per night	01/09/2010	£253.25	01/09/2010	£268.25	5.5%	In addition to this £1.75 is charged for insurance.Revised charging structure to help meet efficiency savings target	1,370	1,451	60	NB
					01/04/2011		01/04/2011	£200.00		Revised charging structure to help meet efficiency savings target	109	151	40	NB
					01/04/2011		01/04/2011	£150.00		Revised charging structure to help meet efficiency savings target				NB
					01/04/2011		01/04/2011	£5.00		Revised charging structure to help meet efficiency savings target				NB
					01/04/2011		01/04/2011	£20.00		Revised charging structure to help meet efficiency savings target				NB
					01/09/2010	£9.90	01/09/2010			See revised charges above				NB
					01/09/2010	£9.90	01/09/2010							NB
					01/09/2010	£8.90	01/09/2010							NB
					01/09/2010	£8.40	01/09/2010							NB
					01/09/2010	£10.90	01/09/2010							NB
					01/09/2010	£5.00	01/09/2010							NB
					01/09/2010	£3.00	01/09/2010							NB
					01/09/2010	Free	01/09/2010							NB
					01/09/2010	Free	01/09/2010							NB
					01/09/2010	£13.50	01/09/2010							EX
					01/09/2010	£11.50	01/09/2010							EX
					01/09/2010	£12.50	01/09/2010							EX
					01/09/2010	£10.50	01/09/2010							EX
					01/09/2010	£14.50	01/09/2010							EX
					01/09/2010	£6.00	01/09/2010							EX
					01/09/2010	£10.80	01/09/2010							SREX
					01/09/2010	£9.90	01/09/2010							SREX
					01/09/2010	£9.80	01/09/2010							SREX
					01/09/2010	£8.90	01/09/2010							SREX
					01/09/2010	£11.90	01/09/2010							SREX
					01/09/2010	£7.00	01/09/2010							SREX
					01/09/2010	£4.50	01/09/2010							SREX
					01/09/2009	£9.00	01/09/2009							SREX
					01/09/2010	£6.60	01/09/2010							SREX

1. CHILDREN, YOUNG PEOPLE & FAMILIES - CE&F - Review of Charges 2011/12

[illegible]

Legal Position on charging

	SP	SA	D
Statutory Prohibited			
Statutory Arrangements			
Discretionary (LG Act 2003)			

VAT Class

SR/EX	Standard Rate
ZR	Zero Rated
NB	Non Business
EX	Exempt

2. LIBRARIES - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2010/11			2011/12			% Increase in fees & charges	Reasons for Change	Expected Income 2010/11 Total £000	Expected Income 2011/12 Total £000	Income rising above 1.50% inflation to meet pressures	VAT Class
						Effective Date	Rate	Maximum Charge	Effective Date	Proposed Rate	Maximum Charge						
SC1 SC1.1	COMMUNITY SERVICES Library Service	D	To recover costs but remain competitive.	PHOTOCOPYING a) self-service photocopying - per A4 copy - per A3 copy b) by staff on self-serve copier - per A4 copy - per A3 copy - fragile items A4/A3 c) minimum charge for postal requests for copies	A	01/04/1991	£0.10		01/04/1991	£0.10		0.0%		32	31	-1	SR
						01/04/1991	£0.20		01/04/1991	£0.20		0.0%					SR
						01/04/1995	£0.25		01/04/1995	£0.25		0.0%					SR
						01/04/1995	£0.50		01/04/1995	£0.50		0.0%					SR
						01/04/1998	£1.00		01/04/1998	£1.00		0.0%					SR
						01/04/2007	£3.40		01/04/2007	£3.40		0.0%					SR
		D	To recover costs but remain competitive.	MICROFORM COPYING a) self service copying b) copying by staff		01/04/1997	£0.50		01/04/1997	£0.50		0.0%		0	0	0	SR
						01/04/1998	£1.00		01/04/1998	£1.00		0.0%					SR
		D	An incentive for the earlier return of borrowed items.	LIBRARY OVERDUE CHARGES a) Static Libraries - Adults - per day library open during first week (daily rate) - maximum per item -Children - per day library open during first week - maximum per item - Children in public care	B	01/04/2007	£0.16		01/04/2007	£0.20		25.0%	Comparable to neighbouring authorities	207	238	28	NB
						01/04/2007	£7.36		01/04/2007	£9.20		25.0%					NB
						01/04/2007	£0.05		01/04/2007	£0.05		0.0%					NB
						01/04/2007	£2.30		01/04/2007	£2.30		0.0%					NB
						01/04/2003	Exempt		01/04/2003	Exempt							
		D	An incentive for readers to remember their tickets.	REPLACEMENT OF LIBRARY TICKETS - computer system (per ticket)		01/04/2007	£1.50		01/04/2007	£1.50		0.0%		2	2	0	NB
		D	To cover small element of costs incurred and act as an incentive to collect items when available.	LIBRARY RESERVATION FEES a) Book / Audio Books Reservations: - Standard charge - Concessionary rate - Under 18s (incl children in public care) b) Items supplied from outside Oxfordshire : - Standard charge - Concessionary rate c) Audio Visual Reservations (excluding Audio Books): - Standard charge - Concessionary rate	C D E	01/04/2007	£0.65		01/04/2011	£0.95		11.8%	Comparable to neighbouring authorities	60	65	4	NB
						01/04/2006	£0.40		01/04/2011	£0.45		12.5%					NB
						01/04/2006	Exempt		01/04/2005	Exempt							
						01/04/2006	£3.00		01/04/2006	£3.00		0.0%					NB
						01/04/2006	£1.50		01/04/2006	£1.50		0.0%					NB
						01/04/2007	£0.65		01/04/2011	£0.95		11.8%					NB
						01/04/2006	£0.40		01/04/2011	£0.45		12.5%					NB

2. LIBRARIES - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2010/11			2011/12			% Increase in fees & charges	Reasons for Change	Expected Income 2010/11 Total £000	Expected Income 2011/12 Total £000	Income rising above 1.50% inflation to meet pressures	VAT Class
						Effective Date	Rate	Maximum Charge	Effective Date	Proposed Rate	Maximum Charge						
SC1.1	Library Service (cont'd)	D	To purchase new items and maximise income for the Service as a whole.	AUDIO VISUAL HIRE CHARGES a) Books on Cassette (per 3 weeks / mobiles 4 weeks): - Band 1 - Band 2 - Band 3 - Children in public care b) Video Cassettes (per wk / Mobile Visit) - Band 1 - Band 2 - Band 3 c) DVDs (Per Week / Mobile visit) - Band 1 - Band 2 - Band 3 d) DVDs Late return Charges (Per day Static Library) - Band 1 - Band 2 - Band 3 e) DVDs Late return Charges (Per day Mobile Library) - Band 1 - Band 2 - Band 3 f) Music CD's (per Week / Mobile visit) - Band 1 - Band 2 - Band 3 g) Music CDs (to try CDs on site) - Band 1 - Band 2 - Band 3 h) Music CDs Late return Charges (Per day Static Library) - Band 1 - Band 2 - Band 3 i) Music CDs Late return Charges (Per day Mobile Library) - Band 1 - Band 2 - Band 3 j) Books on CD (3 weeks / Mobile 4 Weeks): - Band 1 - Band 2 - Band 3 - Children in public care j) Audio Books & Language Packs Late Return Charges (Per day Static Library) - Band 1 - Band 2 - Band 3 k) Audio Books & Language Packs Late Return Charges (Per day Mobile Library) - Band 1 - Band 2 - Band 3	F	01/04/2009	£0.50		01/04/2009	£0.50		0.0%		11	11	0	
						01/04/2004	£0.75		01/04/2004	£0.75		0.0%					NB
						01/04/2005	£1.50		01/04/2005	£1.50		0.0%					NB
						01/04/2003	Exempt		01/04/2003	Exempt		0.0%		0	0	0	NB
						01/04/2006	£1.25		01/04/2006	£1.25		0.0%					NB
						01/04/2006	£2.50		01/04/2006	£2.50		0.0%					NB
						01/04/2006	£3.50		01/04/2006	£3.50		0.0%		256	250	-10	NB
						01/04/2006	£1.25		01/04/2006	£1.25		0.0%					NB
						01/04/2006	£2.50		01/04/2006	£2.50		0.0%					NB
						01/04/2006	£3.50		01/04/2006	£3.50		0.0%					NB
						01/01/2009	£0.20	£3.75	01/01/2009	£0.20	£3.75	0.0%					NB
						01/01/2009	£0.40	£7.50	01/01/2009	£0.40	£7.50	0.0%					NB
						01/01/2009	£0.50	£10.50	01/01/2009	£0.50	£10.50	0.0%					NB
						01/01/2009	£0.10	£3.75	01/01/2009	£0.10	£3.75	0.0%					NB
						01/01/2009	£0.20	£7.50	01/01/2009	£0.20	£7.50	0.0%					NB
						01/01/2009	£0.25	£10.50	01/01/2009	£0.25	£10.50	0.0%		21	21	0	NB
						01/04/1998	£1.00		01/04/1998	£1.00		0.0%					NB
						01/04/1998	£1.50		01/04/1998	£1.50		0.0%					NB
						01/04/1998	£2.00		01/04/1998	£2.00		0.0%					NB
						01/04/2004	£0.25		01/04/2004	£0.25		0.0%					NB
						01/01/2009	£0.15	£3.00	01/01/2009	£0.15	£3.00	0.0%					NB
						01/01/2009	£0.20	£4.50	01/01/2009	£0.20	£4.50	0.0%					NB
						01/01/2009	£0.30	£6.00	01/01/2009	£0.30	£6.00	0.0%					NB
						01/01/2009	£0.07	£3.00	01/01/2009	£0.07	£3.00	0.0%					NB
						01/01/2009	£0.10	£4.50	01/01/2009	£0.10	£4.50	0.0%					NB
						01/01/2009	£0.15	£6.00	01/01/2009	£0.15	£6.00	0.0%		37	37	-1	NB
						01/01/2009	£0.50		01/01/2009	£0.50		0.0%					NB
						01/04/2004	£0.75		01/04/2004	£0.75		0.0%					NB
						01/04/2004	£1.50		01/04/2004	£1.50		0.0%					NB
						01/04/2003	Exempt		01/04/2003	Exempt		0.0%					NB
						01/01/2009	£0.02	£1.50	01/01/2009	£0.02	£1.50	0.0%					NB
						01/01/2009	£0.04	£2.25	01/01/2009	£0.04	£2.25	0.0%					NB
						01/01/2009	£0.08	£4.50	01/01/2009	£0.08	£4.50	0.0%					NB
						01/01/2009	£0.02	£1.50	01/01/2009	£0.02	£1.50	0.0%					NB
						01/01/2009	£0.03	£2.25	01/01/2009	£0.03	£2.25	0.0%					NB
						01/01/2009	£0.06	£4.50	01/01/2009	£0.06	£4.50	0.0%					NB

2. LIBRARIES - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2010/11			2011/12			% increase in fees & charges	Reasons for Change	Expected Income 2010/11 Total £000	Expected Income 2011/12 Total £000	Income rising above 1.50% inflation to meet pressures	VAT Class
						Effective Date	Rate	Maximum Charge	Effective Date	Proposed Rate	Maximum Charge						
SC1.1	Library Service (cont'd)			j) CD-ROM (per Week / Mobile visit) - Band 1 - Band 2 - Band 3 - Band 4 m) Language Packs (per 3 weeks/ mobiles 4 weeks) - Band 1 - Band 2 n) Play/Station Charges (per wk / mobiles 2 wks) - Band 1 - Band 2	F	01/04/2001 01/04/2001 01/04/2001 01/04/2001 01/01/2009 01/04/1999 01/04/2005 01/04/2005	£1.00 £1.50 £2.00 £3.00 £0.75 £1.50 £2.00 £3.00		01/04/2001 01/04/2001 01/04/2001 01/04/2001 01/01/2009 01/04/1999 01/04/2005 01/04/2005	£1.00 £1.50 £2.00 £3.00 £0.75 £1.50 £2.00 £3.00		0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%		0 3 0 0 0 0 0 0	0 3 0 0 0 0 0 0	NB NB NB NB NB NB NB NB	
		D	To self finance the service.	VOCAL & ORCHESTRAL SETS a) Booking Fee per 6 month loan - Vocal Scores per set of 10 - per score with performance time of 10 minutes or less - per score with performance time of more than 10 minutes - Orchestral Sets - per set for works with performance time of 10 minutes or less - per set for works with performance time of more than 10 minutes b) Overdue charge (irrespective of original booking fee) - per week or part week, per loan, vocal or orchestral c) Renewal fee per set for vocal or orchestral		01/04/2004 01/04/2004 01/04/2004 01/04/2004 01/04/2004 01/04/2004 01/04/2004 01/04/2004	£0.50 £1.00 £10.00 £20.00 £10.00 £10.00 £10.00	£0.50 £1.00 £10.00 £20.00 £10.00 £10.00 £10.00	01/04/2004 01/04/2004 01/04/2004 01/04/2004 01/04/2004 01/04/2004 01/04/2004 01/04/2004	£0.50 £1.00 £10.00 £20.00 £10.00 £10.00 £10.00		0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0%		15 15	15	0 NB NB NB NB NB NB NB	

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2. LIBRARIES - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2010/11			2011/12			% Increase in fees & charges	Reasons for Change	Expected Income 2010/11 Total £000	Expected Income 2011/12 Total £000	Income rising above 1.50% inflation to meet pressures	VAT Class
						Effective Date	Rate	Maximum Charge	Effective Date	Proposed Rate	Maximum Charge						
SC1.1	Library Service (cont'd)	D	To recover costs.	CD ROM / INTERNET SEARCHES a) Searches: - Access to Business Data - printing (per page of text) - printing (digital mapping) - download to disk (floppy) - download to disk (CD)		01/04/2006	Various		01/04/2006	Various		0.0%	Fees set at officers discretion reflecting market forces	0	0	0	SR
						01/04/2006	£0.20	£0.20	01/04/2006	£0.20	£0.20	0.0%					SR
						01/04/2006	£0.50	£0.50	01/04/2006	£0.50	£0.50	0.0%					SR
						01/04/2006	£0.50	£0.50	01/04/2006	£0.50	£0.50	0.0%					SR
						01/04/2006	£1.00	£1.00	01/04/2006	£1.00	£1.00	0.0%					SR
		D		INTERNET SERVICE A4 Colour and B&W prints A4 Colour and B&W prints (Double sided) A3 Colour and B&W prints A3 Colour and B&W prints (Double sided) Sales of diskettes, discs, memory sticks		01/04/2009	£0.20	£0.20		£0.20	£0.20	0.0%		54	53	-2	SR
						01/04/2009	£0.30	£0.30		£0.30	£0.30	0.0%	To cover printing costs				
						01/04/2009	£0.40	£0.40		£0.40	£0.40	0.0%					
						01/04/2009	£0.60	£0.60		£0.60	£0.60	0.0%	Fees set at officers discretion				
		D	To recover Costs	FAX TRANSMISSIONS (by staff) Handling charge		01/04/2009	£3.50	£3.50		£3.50		0.0%	Fees set at officers discretion reflecting market forces	3	3	0	SR
														701	729	17	
Sub-Total Library Service																	

Legislation on charging

Notes

SP Statutory Prohibited

SA Statutory Arrangements

D Discretionary (LG Act 2003)

VAT Class

SR

ZR Zero Rated

NB Non Business

EX Exempt

Standard Rate (20% 4 Jan 2011)

Housebound readers and people with disabilities are exempt from these charges.

Overdue charges will not be charged in the following cases:

- books borrowed by housebound readers, people with disabilities, children in public care, registered foster carers, childminders and picture books borrowed by children under 5 yrs old on their own library card.

- books borrowed from a mobile library

For all book and audio book reservations (including 'out of county'), housebound readers, people with disabilities, under 18's, and registered foster carers are exempt.

Concessionary rates apply to unemployed people.

Includes reservation charges as stated in Library Reservations Fees note a).

Concessionary rates for audio visual reservations apply to the under 18's, people with disabilities and registered foster carers. Housebound readers are exempt.

Differential pricing is used for certain items / times of year to maximise income.

All audio visual hire services are free to the housebound. People with disabilities are also entitled to free loans with the exception of DVDs in the highest price band..

Children in public care and registered foster carers are exempt for audio books only

3. HERITAGE SERVICES - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2010/11		2011/12		% Increase in fees & charges	Reasons For Change	Additional Information	Expected Income 2010/11 Total £000	Expected Income 2011/12 Total £000	Income rising above 1.50% inflation to meet pressures	VAT Class
						Effective Date	Rate (ex. VAT)	Effective Date	Proposed Rate (ex. VAT)							
SC1 SC1.2	COMMUNITY SERVICES Heritage Services	D	To recover costs but remain competitive.	DIGITAL IMAGING Digital Image Prints (OS) - per copy on A4 (or smaller) - per copy on A3 paper Create Digital Images (ORO) - per copy on A4 (or smaller) paper or electronic format - per copy on A3 paper	F / G	01/04/2007	£7.50	01/04/2007	£7.50	0.0%			6	6	0	SR
						01/04/2007	£15.00	01/04/2007	£15.00	0.0%						SR
						01/04/2008	£7.50	01/04/2008	£7.50	0.0%			2	2	0	SR
						01/04/2008	£15.00	01/04/2008	£15.00	0.0%						SR
		D	To meet costs and income target.	MRC DIGITAL IMAGING Provide digital image - per item - up to 10 on CD Provide print - record print quality up to A4 - replica print quality up to A3 Studio Photography - per hour		01/04/2007	£6.00	01/04/2007	£6.00	0.0%			0	0	0	SR
						01/04/2007	£50.00	01/04/2007	£50.00	0.0%						SR
						01/04/2007	£12.00	01/04/2007	£12.00	0.0%						SR
						01/04/2008	£40.00	01/04/2009	£40.00	0.0%						SR
						01/04/2008	£40.00	01/04/2008	£40.00	0.0%						SR
D	To meet costs and income target.	HIRE OF ACCOMMODATION a) Oxfordshire Museum - Exhibition Gallery - per week - per day - Lecture Room - per day - Education Use - per day - Commercial Use - per session (up to 4 hours) Education Use - per session (up to 4 hours) Commercial Use b) Brewhouse - Exhibition Gallery - per month - 1/2 day Education Use - 1/2 day Commercial Use - per day - Education Use - per day - Commercial Use c) Coachhouse - 1/2 day Education Use - 1/2 day Commercial Use - per day - Education Use - per day - Commercial Use	A	01/04/2008	£150.00	01/04/2011	£160.00	6.7%	To cover increase in overheads			6	6	0	EX	
				01/04/2006	£30.00	01/04/2011	£40.00	33.3%	To cover increase in overheads						EX	
				01/04/2003	£26.00	01/04/2011	£0.00	-100.0%	Pratten building no longer in use						EX	
				01/04/2004	£50.00	01/04/2011	£0.00	-100.0%	Pratten building no longer in use						EX	
				01/04/2007	£18.00	01/04/2011	£0.00	-100.0%	Pratten building no longer in use						EX	
				01/04/2004	£35.00	01/04/2011	£0.00	-100.0%	Pratten building no longer in use						EX	
				01/04/2008	£200.00	01/04/2008	£200.00	0.0%							EX	
				01/04/2007	£20.00	01/04/2007	£20.00	0.0%							EX	
				01/04/2008	£50.00	01/04/2008	£50.00	0.0%							EX	
				01/04/2008	£50.00	01/04/2008	£50.00	0.0%							EX	
01/04/2008	£75.00	01/04/2011	£80.00	6.7%	To cover increase in overheads						EX					
01/04/2008	£30.00	01/04/2008	£30.00	0.0%							EX					
01/04/2009	£60.00	01/04/2009	£60.00	0.0%							EX					
01/04/2008	£50.00	01/04/2008	£50.00	0.0%							EX					
01/04/2009	£100.00	01/04/2011	£105.00	5.0%	To cover increase in overheads						EX					

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3. HERITAGE SERVICES - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2010/11		2011/12		% increase in fees & charges	Reasons For Change	Additional Information	Expected Income 2010/11 Total £000	Expected Income 2011/12 Total £000	Income rising above 1.50% inflation to meet pressures	VAT Class
						Effective Date	Rate (ex. VAT)	Effective Date	Proposed Rate (ex. VAT)							
SC1.2	Heritage Services (cont'd)		To meet costs	d) Provision of staff to support activities of hirer - during Museum open hours - out of Museum open hours		01/04/2009	£12.00	01/04/2011	£12.50	4.2%	To cover increase in overheads					
						01/04/2009	£18.00	01/04/2011	£20.00	11.1%	To cover increase in overheads					
				e) Equipment Hire Education Use per session	I	01/04/2008	£10.00	01/04/2008	£10.00	0.0%						SR
				Commercial Use per session	I	01/04/2008	£20.00	01/04/2011	£25.00	25.0%	To cover increase in overheads					SR
				f) Charge for use outside normal opening hours - per hour		01/04/2008	£35.00	01/04/2011	£37.00	5.7%	To cover increase in overheads					EX
				Commercial Use		01/04/2008	£50.00	01/04/2011	£55.00	10.0%	To cover increase in overheads					EX
				e) The Oxfordshire Record Office (St Luke's) - Lecture Room - per day - per evening		01/04/2009	£40.00	01/04/2009	£40.00	0.0%						EX
						01/04/2009	£25.00	01/04/2009	£25.00	0.0%						EX
				CONSERVATION AND EXHIBITION SERVICES	B	01/04/2008	£40.00	01/04/2008	£40.00	0.0%						SR
				a) MRC and St Luke's Remedial conservation - per hour		01/04/2008	£610.00	01/04/2008	£610.00	0.0%						SR
				b) Storage (per m ² per year) MRC - per year - per month		01/04/2008	£61.00	01/04/2008	£61.00	0.0%						SR
				- St Lukes per shelf		01/04/2009	£305.00	01/04/2009	£305.00	0.0%						SR
				c) Environmental Monitoring (per month) - for 3 thermohygrographs - for each additional thermohygrograph	C	01/04/2008	£61.00	01/04/2008	£61.00	0.0%						SR
				d) Conservation Advice - per day - per half-day		01/04/2008	£15.00	01/04/2008	£15.00	0.0%						SR
				e) Museum Pest Management - per day - per half day - per hour	D	01/04/2009	£320.00	01/04/2009	£320.00	0.0%						SR
						01/04/2008	£160.00	01/04/2008	£160.00	0.0%						SR
				f) Hire of display equipment Cases - per day - per week - per month		01/04/2009	£5.00	01/04/2009	£5.00	0.0%						SR
				- per month		01/04/2004	£30.00	01/04/2004	£30.00	0.0%						SR
				Screens - per day - per week - per month		01/04/2007	£4.00	01/04/2007	£4.00	0.0%						SR
						01/04/2004	£15.00	01/04/2004	£15.00	0.0%						SR
				- per month		01/04/2004	£40.00	01/04/2004	£40.00	0.0%						SR
				Labour (per hour)	E	01/04/2008	£40.00	01/04/2008	£40.00	0.0%						SR
						01/04/2008	£40.00	01/04/2008	£40.00	0.0%						SR
						01/04/2008	£40.00	01/04/2008	£40.00	0.0%						SR
						01/04/2008	£40.00	01/04/2008	£40.00	0.0%						SR
						01/04/2008	£40.00	01/04/2008	£40.00	0.0%						SR
						01/04/2008	£40.00	01/04/2008	£40.00	0.0%						SR
						01/04/2008	£40.00	01/04/2008	£40.00	0.0%						SR

3. HERITAGE SERVICES - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2010/11		2011/12		% increase in fees & charges	Reasons For Change	Additional Information	Expected Income 2010/11 Total £000	Expected Income 2011/12 Total £000	Income rising above 1.50% inflation to meet pressures	VAT Class
SC1.2	Heritage Services (cont'd)	D	To Meet Costs	RESEARCH ENQUIRIES - written reply to each enquiry per hour (or pro-rata) - higher rate for businesses and profit-making organisations		01/04/2008	£25.00	01/04/2011	£27.00	8.0%	To bring charge in line with actual costs		3	3	0	SR
						01/04/2008	£36.00	01/04/2011	£40.00	11.1%			To bring charge in line with actual costs			
		D	To recover costs.	CD-ROM CHARGES a) Searches: - charge per search - printing (per page of text) - printing (digital mapping) - conversion to disk b) Current Awareness: - Profile set-up - Annual Subscription		01/04/1999	£5.00	01/04/1999	£5.00	0.0%			1	1	0	SR
						01/04/1999	£0.25	01/04/1999	£0.25	0.0%			SR			
						01/04/2000	£0.50	01/04/2000	£0.50	0.0%			SR			
						01/04/1999	£1.50	01/04/1999	£1.50	0.0%			SR			
						01/04/1999	£25.00	01/04/1999	£25.00	0.0%			SR			
						01/04/1999	£50.00	01/04/1999	£50.00	0.0%			SR			
		D	To recover costs	MICROFORM COPYING a) Self Service Copying - per A4 copy - per A3 copy b) Copying by Staff - per A4 copy - per A3 copy		01/04/2008	£0.50	01/04/2008	£0.50	0.0%			7	7	0	SR
						01/04/2008	£0.75	01/04/2008	£0.75	0.0%			SR			
						01/04/2008	£1.00	01/04/2008	£1.00	0.0%			SR			
						01/04/2008	£2.00	01/04/2008	£2.00	0.0%			SR			
		D	To recover costs	COPIES OF RECORDINGS from Oral History		01/04/1997	£16.00	01/04/1997	£16.00	0.0%					SR	
		D	To recover costs	ADMINISTRATIVE CHARGE Minimum charge for providing an invoice for any service		01/04/2007	£10.00	01/04/2011	£20.00	100.0%	To bring charge in line with actual costs				SR	

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3. HERITAGE SERVICES - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2010/11		2011/12		% increase in fees & charges	Reasons For Change	Additional Information	Expected Income 2010/11 Total £000	Expected Income 2011/12 Total £000	Income rising above 1.50% inflation to meet pressures	VAT Class
SC1.2	Heritage Services (cont'd)	D	To recover Costs	Photographic Photograph Documents	H	01/04/2008		01/04/2008					0	0		SR
			To Recover Costs	LECTURE FEES		01/04/2008	£39.40	01/04/2011	£40.00	1.5%			0	0		SR
			To Recover Costs	Use of Oxfordshire Museum Garden for Weddings Photography		01/04/2008	£50.00	01/04/2011	£75.00	50.0%	To bring charge in line with actual costs		0	0		EX
	Sub-Total Heritage Services												25	25		0

Legal Position on charging
SP Statutory Prohibited
SA Statutory Arrangements
D Discretionary (LG Act 2003)

Remarks
A: 20% Commission is charges on all sales
B: 10% discount offered to Members of OMC, for work committed over £1,000 or more than 2 years.
C: Concessions of 50% proposed for community groups that meet specified criteria.
D: Preventative & Fumigation. Minimum 4 hours labour charged for set up.
E: Transport outside County charged at Mileage / Hourly rate. Materials at cost.
F: standardise rates due to closure of Central Library, OXS moving to ORO temporarily in 08/09
G: ORO & OS have large income targets - charges reflect the need to meet these
H: Photograph Documents with digital cameras - preserve documents from photocopying
I: New way of charging to accurately reflect staff time to set up

VAT Class
SR Standard Rate (20% 4 Jan 2011)
ZR Zero Rated
NB Non Business
EX Exempt

Legal Position on charging		Notes	VAT Class
SP	Statutory Prohibited	Concessions: Children eligible for free school meals, free. Except for instrument hire.	SR
SA	Statutory Arrangements	Adults, as per adult education.	ZFR
D	Discretionary (LG Act 2003)	Hire of instruments by Orchestra - now a range of charges depending on instrument max fee shown above. Rates are set to be divisible by 3 to facilitate direct debit payments per term.	NB EX

5. ADULT SOCIAL CARE - S&CS - Review of Charges 2011/12

CAT

ANNEX 4b

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11 Effective Date	Rate	2011/12 Effective Date	Proposed Rate	% Increase in fees & charges	Reasons for Change	Expected Income Total £000	Expected Income Total 2011/12 £000	Income rising above 1.50% inflation to meet pressures	VAT Class
SC2 SC2_1	Social Care for Adults Services For All Client Groups Alert Service	SA	The Alert Service can be defined as the provision of equipment <u>plus</u> the monitoring of that equipment – it is not possible to have one without the other. Assessment, review, base alarm unit, pendant, monitoring, temporary movement into level 2 for a maximum of 6 weeks in any one rolling calendar year. Sensors installed according to assessed need Level 1 Assessment, review, base alarm unit, pendant, monitoring, planned support, 24/7 emergency response Sensors installed according to assessed need Level 2	Weekly Charges:	01/11/2010	£5.00	01/11/2010	£5.00	0.0%			TBC		NB
					01/11/2010	£22.00	01/11/2010	£22.00	0.0%			TBC		NB
SC2	Care Homes	SA	Residents who are financially supported by the County Council in Residential and Nursing Homes are subject to a financial assessment under the National Assistance Regulations 2005 Under these Regs the Dept of Works and Pensions determine the minimum char	Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23,000 Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	As negotiated with the care homes (for full cost clients), or will depend on benefit increases (for supported clients).		12,831	13,463	439	NB
SC2	Fairer Charging	SA	With effect from April 2003, all clients receiving non-residential services are subject to the Fairer Charging Policies for Home Care and Non-Residential Services. Clients are financially assessed under new statutory Government Regs according to their income and capital to contribute towards their care charges and these will therefore range from nil to the full cost of services being provided.	Domiciliary Charging <i>No charge for clients with income at or below the level of basic Income Support plus 25% Max charges for other assessed clients:</i> Single Care Assistant - Weekday 15 mins £9.78 30 mins £12.36 45 mins £15.10 1 hour £17.77 Single Care Assistant - Weekend 15 mins £9.91 30 mins £15.04 45 mins £18.49 1 hour £22.84	01/04/2010	£9.78	01/04/2011	£9.93	1.5%		4,674	4,894	150	NB
					01/04/2010	£12.36	01/04/2011	£12.55	1.5%					NB
					01/04/2010	£15.10	01/04/2011	£15.33	1.5%					NB
					01/04/2010	£17.77	01/04/2011	£18.04	1.5%					NB

5. ADULT SOCIAL CARE - S&CS - Review of Charges 2011/12

CA7

ANNEX 4b

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12		% Increase in fees & charges	Reasons for Change	Expected Income Total 2010/11 £000	Expected Income Total 2011/12 £000	Income rising above 1.50% inflation to meet pressures	VAT Class	
					Effective Date	Rate	Effective Date	Proposed Rate							
SC 2.2	Fairer Charging (Contd)			More than one Care Assist - Weekday 15 mins 30 mins 45 mins 1 hour More than one Care Assist - Weekend 15 mins 30 mins 45 mins 1 hour	01/04/2010	£15.04	01/04/2011	£15.26	1.5%					NB	
					01/04/2010	£20.67	01/04/2011	£20.98	1.5%					NB	
					01/04/2010	£26.14	01/04/2011	£26.53	1.5%					NB	
					01/04/2010	£31.56	01/04/2011	£32.03	1.5%					NB	
					01/04/2010	£15.18	01/04/2011	£15.41	1.5%					NB	
					01/04/2010	£24.96	01/04/2011	£25.33	1.5%					NB	
					01/04/2010	£31.98	01/04/2011	£32.46	1.5%					NB	
					01/04/2010	£40.70	01/04/2011	£41.31	1.5%					NB	
					01/04/2010	£10	01/04/2010	£10	0.0%			326	301	-30	NB
					01/04/2010	£30	01/04/2010	£30	0.0%						NB
SC2.3	Fairer Charging			Day Care Charging Day Care for Older People (max charge) Charge per day Nominal charge per week for Home Support - For clients who are not immediately judged to be responsible for paying the full cost of their care	01/04/2010	Various	01/04/2011	Various	-					0	NB
					01/04/2010	Various	01/04/2011	Various	-					0	NB
SC2.3	Fairer Charging			Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23 000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	-					0	NB
					01/04/2010	Various	01/04/2011	Various	-					0	NB
SC2.3	Fairer Charging			Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23 000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	-					0	NB
					01/04/2010	Various	01/04/2011	Various	-					0	NB
SC2.3	Fairer Charging			Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23 000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	-					0	NB
					01/04/2010	Various	01/04/2011	Various	-					0	NB
SC2.3	Fairer Charging			Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23 000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	-					0	NB
					01/04/2010	Various	01/04/2011	Various	-					0	NB
SC2.3	Fairer Charging			Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23 000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	-					0	NB
					01/04/2010	Various	01/04/2011	Various	-					0	NB
SC2.3	Fairer Charging			Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23 000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	-					0	NB
					01/04/2010	Various	01/04/2011	Various	-					0	NB
SC2.3	Fairer Charging			Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23 000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	-					0	NB
					01/04/2010	Various	01/04/2011	Various	-					0	NB
SC2.3	Fairer Charging			Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23 000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	-					0	NB
					01/04/2010	Various	01/04/2011	Various	-					0	NB
SC2.3	Fairer Charging			Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23 000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	-					0	NB
					01/04/2010	Various	01/04/2011	Various	-					0	NB
SC2.3	Fairer Charging			Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23 000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	-					0	NB
					01/04/2010	Various	01/04/2011	Various	-					0	NB
SC2.3	Fairer Charging			Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23 000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	-					0	NB
					01/04/2010	Various	01/04/2011	Various	-					0	NB
SC2.3	Fairer Charging			Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23 000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	-					0	NB
					01/04/2010	Various	01/04/2011	Various	-					0	NB
SC2.3	Fairer Charging			Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23 000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	-					0	NB
					01/04/2010	Various	01/04/2011	Various	-					0	NB
SC2.3	Fairer Charging			Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23 000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	-					0	NB
					01/04/2010	Various	01/04/2011	Various	-					0	NB
SC2.3	Fairer Charging			Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23 000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	-						

5. ADULT SOCIAL CARE - S&CS - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11 Effective Date	Rate	2011/12 Effective Date	Proposed Rate	% Increase in fees in fees & charges	Reasons for Change	Expected Income Total £000	Expected Income Total 2011/12 £000	Income rising above 1.50% inflation to meet pressures	VAT Class
SC3.1	Planning Day Services & Prevention Day Services	D		Private clients only. Other clients are assessed through fairer charging	01/04/2010	Various	01/04/2011	Various	-		156	157	-1	EX
	Sub-Total Planning Day Services & Prevention										156	157	-1	
SC3.3a	OCC Contribution to Learning Disabilities Pool Residential External	SA	Statutory Requirement	Financially assessed contributions from clients in Care Homes Supported clients are those which have a capital threshold below £23,000. Contributions are set based on a financial assessment and vary accordingly.	01/04/2010	Various	01/04/2011	Various	-		1,518	1,540	0	NB
	Fairer Charging	SA	Statutory Requirement	Home Care & Day Care - same basic scheme as shown under Older People Supported Living Adult Placements (including those for other client groups) Supported living - additional support for client holidays	01/04/2010	Various	01/04/2011	Various	-		1,378	1,326	-72	NB
		D			01/04/2010	Various	01/04/2011	Various	-		217	1,158	937	NB
					01/04/2010	Various	01/04/2011	Various	-		8	213	205	NB
					01/04/2010	Various	01/04/2011	Various	-		6	6	0	
	Sub-Total Learning Disabilities										3,127	4,243	1,070	
	Sub-total Adult Social Care										21,939	23,856	1,588	

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Legal Position on charging

SP Statutory Prohibited
SA Statutory Arrangements
D Discretionary (LG Act 2003)

VAT Class

SR Standard Rate (20% 4 Jan 2011)
ZR Zero Rated
NB Non Business
EX Exempt

6. FIRE & RESCUE - S&CS - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11	2011/12	% increase in fees & charges	Reasons for change	Expected Income Total £000	Expected Income Total 2011/12 £000	Income rising above 1.50% inflation to meet pressures	VAT Class
CS1	FIRE & RESCUE SERVICE											
CS1.2	Service Delivery	D	The charge is to cover the cost of an operational firefighter plus overheads.	Special Services: a) Personnel, regardless of rank, per hour or part hour.	01/01/2010	01/04/2011	2.4%		7	7	0	SR
			The charge compares with the hiring of a similar type of heavy plant such as a large mobile crane or Cherry Picker.	b) Aerial Ladder Platform per hour or part hour, excluding petrol.	01/01/2010	01/04/2011	3.5%					SR
			This charge compares with the hiring of smaller plant with multiple special tools.	c) Vehicles/appliances exceeding 2 tons (unladen) per hour or part hour	01/01/2010	01/04/2011	3.7%					SR
			The charge compares with the hiring of smaller self contained plant such as a small Cherry Picker.	d) Vehicles/appliances NOT exceeding 2 tons (unladen) per hour or part hour.	01/01/2010	01/04/2011	3.6%					SR
		D	Recovery of costs relevant to the removal of a Fire Report, copying/extract preparation and posting to client	Fire Reports: a) Preparation of Fire Report	01/01/2010	01/04/2011	1.4%		3	3	0	NB
			Recovery of costs relevant to time spent investigating the fire, preparation of report and posting to client.	b) Preparation of a Fire Investigation Report i) short or extracted ii) full report or one involving extensive enquiries, photographs etc. iii) full report or one on major incidents requiring extensive protracted investigation etc.	01/01/2010 01/01/2010	01/04/2011 01/04/2011	1.5% 1.4%					NB NB
		D	The charge is to cover the cost of an operational officer for an interview on one of the Fire Service site locations.	Insurance Interviews	01/01/2010	01/04/2011	1.5%					NB
CS1.5	Service Support Service Support Management	D	Annual charge made to alarm receiver centres and users of dedicated dial in facilities in respect of unwanted fire alarms	Direct Dial in Facilities Charges made to alarm receiver centres & users of dedicated dial in facilities in respect of unwanted fire alarms	01/01/2010	01/04/2011	1.5%		6	6	0	SR
	Sub-Total Fire & Rescue Service								16	16	0	

Legal Position on charging

SP Statutory Prohibited
SA Statutory Arrangements
D Discretionary (LG Act 2003)

VAT Class

SR Standard Rate (20% 4 Jan 2011)
ZR Zero Rated
NB Non Business
EX Exempt

7. TRADING STANDARDS - S&CS - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12		% increase in fees & charges	Reasons for change	Additional information	Expected Income 2010/11		Expected Income 2011/12		Income rising above 1.50% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate				Unit	Total £000	Unit	Total £000		
CS5	TRADING STANDARDS	SA	So that licence holders contribute towards the cost of the licensing system	Licences (for holding poisons register)	01/04/2010	£31.72	01/04/2010	£32.67	3.0% Fees set nationally by LG Regulation 3.0% 2.9%			5	1	5	1	0	NB NB NB NB
					01/04/2010	£16.72	01/04/2010	£17.22				65	0	65	0		
					01/04/2010	£8.55	01/04/2010	£8.80				0		0			
		D	So that licence holders contribute towards the cost of the licensing system	Performing animal licences	01/04/2010	£27.50	01/04/2011	£28.00	1.8%			5	0		0	NB	
		SA	Statutory Charge for issuing a licence to store explosives.	Explosive Acts 1875 & 1923: a) Initial Licence Fees for storage of mixed explosives -one year's duration -two year's duration -three year's duration b) Renewal Licence Fees for storage of mixed explosives -one year's duration -two year's duration -three year's duration c) Initial Registration Fee for storage of mixed explosives -one year's duration -two year's duration -three year's duration d) Renewal Registration Fee for storage of mixed explosives -one year's duration -two year's duration -three year's duration e) Varying a licence - varying name or address - Transfer of licence/registration - Replacement of licence/registration	01/04/2010	£178.00	01/04/2011	See Note 2				14	14	0	NB NB NB NB NB NB NB NB NB NB NB NB		
					01/04/2010		01/04/2011										
					01/04/2010	£83.00	01/04/2011										
					01/04/2010		01/04/2011										
					01/04/2010		01/04/2011										
01/04/2010	£105.00				01/04/2011												
01/04/2010					01/04/2011												
01/04/2010					01/04/2011												
01/04/2010	£52.00				01/04/2011												
01/04/2010					01/04/2011												
SA	Statutory Charge for issuing a licence to store petroleum.	Dangerous Substances and Explosive Atmospherics Regulations 2002: a) Not exceeding 2,500 litres b) Exceeding 2,500 litres but less than 50,000 litres c) Over 50,000 litres d) Transfer licence	01/04/2010	£42.00	01/04/2011	See Note 2				14	14	0	NB NB NB NB				
			01/04/2010	£58.00	01/04/2011												
			01/04/2010	£120.00	01/04/2011												
			01/04/2010	£8.00	01/04/2011												

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7. TRADING STANDARDS - S&CS - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12	2011/12		% increase in fees & charges	Reasons for change	Expected Income 2010/11		Expected Income 2011/12		Income rising above 1.50% inflation to meet pressures	VAT Class			
					Effective Date	Rate		Effective Date	Proposed Rate			Unit	Total £000	Unit	Total £000					
CS5	TRADING STANDARDS (Cont'd)	D	So that fee payers contribute towards the costs of the tests and LACORS guidance on setting them is followed	Testing fees - verifying weights and measures	01/04/2010	Various	01/04/2011	Various	-		Apply new VAT rate	Various	65	Various	65	-1	SR			
				Hourly rate	01/04/2010	£68.59	01/04/2011	£69.62	1.5%											
				Weighing instruments 15k or less - First item	01/04/2010	£35.43	01/04/2011	£35.97	1.5%											
					01/04/2010	£28.78	01/04/2011	£29.21	1.5%											
					01/04/2010	£27.41	01/04/2011	£27.82	1.5%											
				Over 15kg to 1,000kg - First item	01/04/2010	£59.68	01/04/2011	£60.58	1.5%											
					01/04/2010	£47.43	01/04/2011	£48.14	1.5%											
					01/04/2010	£44.96	01/04/2011	£45.64	1.5%											
				Over 1,000kg to 10t - First item	01/04/2010	£183.81	01/04/2011	£186.56	1.5%											
					01/04/2010	£147.28	01/04/2011	£149.49	1.5%											
					01/04/2010	N/A	01/04/2011	N/A												
				- Weights and labour provided	01/04/2010	Hourly rate	01/04/2011	Hourly rate												
				Over 10t to 60t - First item	01/04/2010	£305.62	01/04/2011	£310.20	1.5%											
					01/04/2010	£244.72	01/04/2011	£248.39	1.5%											
					01/04/2010	N/A	01/04/2011	N/A												
				- Weights and labour provided	01/04/2010	Hourly rate	01/04/2011	Hourly rate												
				Where a second person must attend or where a second series of tests is needed	01/04/2010	50% added to above rates	01/04/2011	50% added to above rates												
				When specialist equipment is needed	01/04/2010	Charge per hour, day or per visit	01/04/2011	Charge per hour, day or per visit												
				Testing outside normal hours Outside 8.30-17.00, Monday to Friday and on Saturday:	01/04/2010	£10.15	01/04/2011	£10.30	1.5%											
					Trading Standards Officer, per hour	01/04/2010	£7.11	01/04/2011	£7.21	1.5%										
					Non Trading Standards Officer, per hour															
On Sundays and Bank Holidays																				
Trading Standards Officer, per hour	01/04/2010	£20.30	01/04/2011		£20.60	1.5%														
Non Trading Standards Officer, per hour	01/04/2010	£14.21	01/04/2011	£14.42	1.5%															
Weights 500mg- 5Kg - First item	01/04/2010	£5.54	01/04/2011	£5.63	1.5%															
	01/04/2010	£4.44	01/04/2011	£4.50	1.5%															
	Below 500mg and above 5Kg - First item	01/04/2010	£8.86	01/04/2011	£8.99	1.5%														
- Second and subsequent items	01/04/2010	£6.64	01/04/2011	£6.74	1.5%															

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7. TRADING STANDARDS - S&CS - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12		% increase in fees & charges	Reasons for change	Additional Information	Expected Income 2010/11		Expected Income 2011/12		Income rising above 1.50% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate				Unit	Total £000	Unit	Total £000		
CS5	TRADING STANDARDS (Cont'd)			Measuring instruments for Liquid fuel and Lubricants Per Nozzle - First item - Second and subsequent items on same site	01/04/2010 01/04/2010	£101.25 £62.88	01/04/2011 01/04/2011	£102.76 £63.82	1.5% 1.5%		Apply new VAT rate						
				Testing peripheral electronic equipment on a separate visit (per site) 01/04/2010	01/04/2010	£88.59	01/04/2011	£89.62	1.5%								
				Testing of credit card acceptor (per unit, regardless of number of nozzles etc) 01/04/2010	01/04/2010	£88.59	01/04/2011	£89.62	1.5%								
				Measuring instruments - Intoxicating liquor 150ml or less - First item - Second and subsequent items	01/04/2010 01/04/2010	£14.38 £11.51	01/04/2011 01/04/2011	£14.60 £11.68	1.5% 1.5%								
				Above 150ml - First item - Second and subsequent items	01/04/2010 01/04/2010	£17.71 £14.18	01/04/2011 01/04/2011	£17.98 £14.39	1.5% 1.5%								
				Length measures 3 metres or less - First item - Second and subsequent items	01/04/2010 01/04/2010	£8.86 £6.64	01/04/2011 01/04/2011	£8.99 £6.74	1.5% 1.5%								
				Capacity measures 1 litre or less - First item - Second and subsequent items	01/04/2010 01/04/2010	£5.54 £4.44	01/04/2011 01/04/2011	£5.63 £4.50	1.5% 1.5%								
				Cubic ballast measures Average quantity measures	01/04/2010 01/04/2010	£150.59 £24.36	01/04/2011 01/04/2011	£152.84 £24.73	1.5% 1.5%								
				Average quantity templates - First item - Second and subsequent items	01/04/2010 01/04/2010	£42.07 £16.61	01/04/2011 01/04/2011	£42.70 £16.85	1.5% 1.5%								

7. TRADING STANDARDS - S&CS - Review of Charges 2011/12

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Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12		% increase in fees & charges	Reasons for change	Expected Income 2010/11		Expected Income 2011/12		Income rising above 1.50% inflation to meet pressures	VAT Class	
					Effective Date	Rate	Effective Date	Proposed Rate			Unit	Total £000	Unit	Total £000			
CS5	TRADING STANDARDS (Cont'd)		Pharmaceutical measures at manufacturers premises 0-50 items - 5 graduations - 6 graduations - 7 to 10 graduations 50-100 items - 5 graduations - 6 graduations - 7 to 10 graduations 100+ items - 5 graduations - 6 graduations - 7 to 10 graduations	01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010	£2.41 £2.55 £3.57 £1.93 £2.04 £2.86 £1.81 £1.91 £2.68	01/04/2011 01/04/2011 01/04/2011 01/04/2011 01/04/2011 01/04/2011 01/04/2011 01/04/2011 01/04/2011	£2.44 £2.59 £3.63 £1.96 £2.07 £2.91 £1.83 £1.94 £2.72	1.5% 1.5% 1.5% 1.5% 1.5% 1.5% 1.5% 1.5% 1.5%	Apply new VAT rate								
		D	Hire of cattle crush: Oxfordshire businesses - First day - Subsequent days - Additional fee for re-location (per hour) Non-Oxfordshire businesses - First day - Subsequent days - Additional fee for re-location (per hour)		£250.00 £75.00 £15.00 £300.00 £75.00 £15.00	01/04/2011 01/04/2011 01/04/2011 01/04/2011 01/04/2011 01/04/2011	£253.75 £76.13 £15.23 £304.50 £76.13 £15.23	1.5% 1.5% 1.5% 1.5% 1.5% 1.5%	Apply new VAT rate	1		1		0	SR		
			Buy with Confidence Trader Approval scheme 1-5 employees 6-20 employees 21+ employees	01/04/2010 01/04/2010 01/04/2010	£100.00 £150.00 £200.00	01/04/2011 01/04/2011 01/04/2011	£101.50 £152.25 £203.00	1.5% 1.5% 1.5%	Apply new VAT rate		8		8		0	SR	
			To recover costs incurred administering the scheme														
	Sub-Total Trading Standards													103	-2		

Note 1: National guidance on fees for this activity are issued by LACORS.

OCC fees will be set following the issue of this guidance.

Note 2: Fees set by statute and have not yet been issued for 2011/12. We don't expect to be notified before the new year.

Legal Position on charging

SP Statutory Prohibited

SA Statutory Arrangements

D Discretionary (LG Act 2003)

VAT Class

SR

ZR

NB Non Business

EX Exempt

Standard Rate (20% 4 Jan 2011)

Zero Rated

Non Business

Exempt

8. Gypsy & Traveller Service - S&CS - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12 Effective Date	Proposed Rate	% increase in fees & charges	Reasons for change	Expected Income 2010/11 Total £000	Expected Income 2011/12 Total £000	Income rising above 1.50% inflation to meet pressures	VAT Class
					Effective Date	Rate								
CS4	GYPSY & TRAVELLER SITES													
		Oxfordshire sites	D	Recovery of full cost	Weekly rent of plot to site resident	01/04/2010	£61.00	01/04/2011	£62.00	1.6%	234	238	0	EX
		Buckinghamshire sites	D	Recovery of full cost	Weekly rent of plot to site resident	01/04/2010	£61.00	01/04/2011	£62.00	1.6%	203	206	0	EX
			D	Recovery of full cost	Rent for plots at the Orchards (Rent at this site is lower because full facilities are not available)	01/04/2010	£30.50	01/04/2011	£31.00	1.6%	7	7	0	EX
	Sub-Total Gypsy & Traveller Service										444	451	0	
	Sub-Total Adult Social care										21,839	23,856	1,588	
	Sub-Total Fire & Rescue										16	16	0	
	Sub-Total Trading Standards										103	103	-2	
	TOTAL S&CS										22,502	24,426	1,586	

Legal Position on charging

SP Statutory Prohibited
SA Statutory Arrangements
D Discretionary (LG Act 2003)

VAT Class

SR Standard Rate (20% 4 Jan 2011)
ZR Zero Rated
NB Non Business
EX Exempt

9. HIGHWAYS & TRANSPORT - E&E - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12		Note	% increase in fees & charges	Expected Income 2010/11		Expected Income 2011/12		Income rising above 1.50% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate			Unit	Total £000	Unit	Total £000		
EE1	HIGHWAYS & TRANSPORT Policy & Strategy	D	Cover Administration and Supervision Costs for S.38 & S.278 agreements relating to new developments	Administration and Supervision Fees for highway works on new developments - Percentage of Capital cost - Minimum charge (from 1 April 2010) Additionally: - Safety Audits - Technical Approvals	01/04/2005		01/04/2005			0.0%		340		340	-5	
EE1.2					01/04/2010	9% £1,500	01/04/2010	9% £1,500	1	0.0%						NB
						£250.00 0.4%		£250.00 0.4%	1	0.0%						NB
										0.0%						NB
EE1.3	Delivery	D	Recover costs	Temporary Traffic Regulation Orders Basic Charges: - Routine Temporary TRO - Emergency Notice Advertising, maint of notices and exceptional staff time at cost	01/04/2010	£830.00 £415.00 At cost	01/04/2011	£850.00 £425.00 At cost		2.4% 2.4%	40 225	33 93	40 225	34 96	1 2	NB NB
		D	Recover costs	Planning Obligation (by Unilateral Undertaking) - Exclusion of property from eligibility for residents (etc) permits - Other minor TRO changes at cost (Minimum charge from 1/04/11)	pre 2001	£1,000.00 At cost	01/04/2011	£1,500.00 MIN £1,000.00 At cost		50.0%	14 5	14 5	10 5	15 5	1 0	NB NB
		D	Recover cost of sign removal	Removal of unauthorised signs (a) Signs under 0.5 sq metre in area (b) Signs over 0.5 sq metre in area	01/04/2010	£90.00 £125.00	01/04/2010	£90.00 £125.00	1 1	0.0% 0.0%	7 3	1 3	7 3	1 3	0 0	NB NB
		D		Tourism Signs - New charging framework from 2007: (a) Assessing application and detailed site assessment (b) Design, manufacture & erection (c) Maintenance & removal	01/04/2010	£230.00 Cost + 15% 2/3 x (b) above	01/04/2010	£230.00 Cost + 15% 2/3 x (b) above	1	0.0%		0		0	0	NB SR SR
		D	Recover costs of design work for new street lighting schemes.	Design Work on Street Lighting for New Developments - Percentage of capital cost - Minimum Charge - Maximum Charge	01/04/2010	5% £235.00 £987.00	01/04/2011	5% £246.00 £1,020.00		0.0% 4.7% 3.3%	25	11	25	11	0	SR SR SR

9. HIGHWAYS & TRANSPORT - E&E - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12		Note	% increase in fees & charges	Expected Income 2010/11		Expected Income 2011/12		Income rising above 1.50% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate			Unit	Total £000	Unit	Total £000		
EE1.3	Delivery	D	Recover costs of design work for new street lighting schemes.	Re-submission of Design Work on Street Lighting	01/04/2006	£64.00	01/04/2011	£66.00		3.1%	3	0	3	0	0	SR
		D	Cover administration costs of attending to enquiries, including retrieval, printing and dispatch of accident data	Sale of Accident Analysis Reports	01/04/2010	£32.11	01/04/2011	£33.00		2.8%	40	1	40	1	0	SR
		D	Recover reasonable costs	Staff Admin Time responding to external requests for Private Works in Highway related matters	01/04/2010	£38.50 per hr. or 15% of total works	01/04/2011	£40.00 per hr. or 15% of total works		3.9%		9		9	0	SR SR
EE1.4	Customer & Business	SA	Ensure reinstatement is undertaken	Reinstatement of Trenches Site Supervision by Highways Inspectors - Standard Charge for Defect Inspections set by Statutory Regulation	01/04/2009	£47.50	01/04/2009	£47.50		0.0%	1,470	70	1,470	70	-1	NB
		SA	Ensure reinstatement is undertaken	Reinstatement of Trenches Site Supervision by Highways Inspectors - Standard Charge for Sample Inspections set by Statutory Regulation	01/04/2009	£50.00	01/04/2009	£50.00		0.0%	6,000	300	6,000	300	-4	NB
		SA	Recover costs	Committed fee for licence of private apparatus in the highway, including the admin cost of maintaining the licence record	01/04/2001	£600.00	01/04/2001	£600.00		0.0%	35	21	35	21	0	NB
		SA	Recover costs	Registration fee for non-electronic notices to be entered on the Street Works Register: - First notice each month - Subsequent notices	01/08/1999	£21.20 £1.20	01/08/1999	£21.20 £1.20		0.0% 0.0%					0	NB NB NB
				Fixed Penalty Notice income from statutory undertakers for non-compliance with Sections 54, 55, 57, 70, 74 of the New Roads and Street Works Act (NRSWA) Discounted rate	12/05/2008	£120.00	12/05/2008	£120.00		0.0%	50	6	50	6	0	NB
						£80.00		£80.00		0.0%	8	1	8	1	0	NB
		D	Administering and Monitoring work in the highway to connect to a public foul sewer.	Charge for connection to a public foul sewer	01/04/2005	£110.00	01/01/2011	£300.00		172.7%	120	13	120	36	23	NB

9. HIGHWAYS & TRANSPORT - E&E - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12		Note	% increase in fees & charges	Expected Income 2010/11		Expected Income 2011/12		Income rising above 1.50% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate			Unit	Total £000	Unit	Total £000		
EE1.4	Customer & Business	SA	Recover costs	Charge to public utilities for outstaying prescribed and/or reasonable periods for their works in the highway.	01/06/2001	Various As per scale of charges	01/06/2001	Various As per scale of charges	1	0.0%	100	50	100	50	-1	NB
		D	Recover costs	Portable Multi-Way Traffic Signal Permit for Major Works	01/04/2005	Various as per scale of fees	01/04/2005	Various as per scale of fees			20	2	20	2	0	NB
		D	Recover costs	Filming Policy - On or in the vicinity of the Highway: - Application Fee for permission to film Crew Size 1-5 Crew Size 6-12 Crew Size 12-29 Crew Size 30+ - Further Associated charges (site visits, materials, alterations, clearance etc...)	01/04/2009 01/04/2009 01/04/2009 01/04/2009	£35.00 £75.00 £150.00 £150.00 Various at cost	01/04/2011 01/04/2011 01/04/2011 01/04/2011	£50.00 £100.00 £300.00 £1,000.00 Various at cost		42.9% 33.3% 100.0% 566.7%		3		4	1	NB
		D	Recover costs	Vehicle Crossings (residential)	01/04/2009	£60.00	01/04/2011	£80.00		33.3%	650	39	650	52	12	NB
		D	Recover costs	Vehicle Crossings (multiple access and commercial use)	01/04/2009	£240.00	01/04/2011	£300.00		25.0%	5	1	5	1	0	NB
		D	Recover costs	Vehicle Crossings - Design and Testing Costs	01/04/2009	at cost	01/04/2009	at cost				2		2	0	NB
		D	Recover costs	Highway Material Storage Licence	01/04/2009	£35.00	01/04/2011	£40.00		14.3%	20	1	20	1	0	NB
		D	Recover costs	Renewal of Material Storage Licence	01/04/2009	£20.00	01/04/2009	£20.00		0.0%	20	0	20	0	0	NB
		D	Recover costs	Skip Licences	01/04/2009	£35.00	01/04/2011	£40.00		14.3%	2,200	77	2,150	86	8	NB
		D	Recover costs	Skip Licence Renewals	01/04/2009	£20.00	01/04/2011	£25.00		25.0%	800	16	750	19	3	NB
		D	Recover costs	Scaffolding Licences up to 8m length - one month occupation	01/04/2009	£85.00	01/04/2011	£90.00		5.9%	800	68	460	41	-28	NB
		D	Recover costs	Scaffolding Licences Renewals - one month occupation	01/04/2009	£65.00	01/04/2011	£70.00		7.7%	120	8	100	7	-1	NB
		D	Recover costs	Scaffolding Licences 8.1m+ - one month occupation		£0.00	01/04/2011	£100.00		n/a	0	0	100	10	10	NB
		D	Recover costs	Scaffolding Licences Renewals - one month occupation		£0.00	01/04/2011	£85.00		n/a	0	0	20	2	2	NB

9. HIGHWAYS & TRANSPORT - E&E - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12		Note	% increase in fees & charges	Expected Income 2010/11		Expected Income 2011/12		Income rising above 1.50% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate			Unit	Total £000	Unit	Total £000		
EE1.4	Customer & Business	D	Recover costs	Tower Scaffolding Licences/Cherry Picker / Small Lift / Small crane - 2 days occupation		£0.00	01/04/2011	£60.00		n/a	0	0	300	18	18	NB
		D	Recover costs	Scaffolding Licences Renewals - 2 days occupation		£0.00	01/04/2011	£60.00		n/a	0	0	30	2	2	NB
		D	Recover costs	Hoarding Consents up to 8m length - one month occupation	01/04/2009	£85.00	01/04/2011	£90.00		5.9%	20	2	20	2	0	NB
		D	Recover costs	Hoarding Consents Renewals - one month occupation	01/04/2009	£65.00	01/04/2011	£70.00		7.7%	4	0	4	0	0	NB
		D	Recover costs	Hoarding Consents 8.1m + - one month occupation		£0.00	01/04/2011	£100.00		n/a	0	0	10	1	1	NB
		D	Recover costs	Hoarding Consents Renewals - one month occupation		£0.00	01/04/2011	£85.00		n/a	0	0	4	0	0	NB
		D	Recover costs	Oversailing Consents - structures oversailing the highway	01/04/2010	£140.00	01/04/2011	£150.00		7.1%	8	1	8	1	0	NB
		D	Recover costs	Oversailing Consents - temporary traffic monitoring/CCTV oversailing the highway attached to OCC property			01/04/2011	£50.00	n/a		0	0	40	2	2	NB
		D	Recover costs	Table & Chairs Licence Annual charges - new framework Up to 2 tables & 8 seats For 3 to 4 tables & up to 16 seats For 5 to 10 tables & up to 40 seats For 11 or more tables & over 40 seats	01/04/2009	£160 £420 £780 £1,050	01/04/2011	£180 £450 £820 £1,250		12.5% 7.1% 5.1% 19.0%		8		9	1	NB NB NB NB
		D	Recover costs	Supply of Highway related information, including Personal Search Fees - Written response to enquiries Verbal response to enquiries	01/04/2010 01/04/2009	£57.95 £11.90	01/04/2011 01/04/2011	£60.00 £12.24		3.5% 2.9%	586 500	34 6	586 500	35 6	0 0	SR SR
EE	Customer & Business On-Street Parking & Park and Ride	D	Recover costs	Supply of Conveyancing 29 Highway Search Information	01/04/2002	£10,000.00	01/04/2002	£10,000.00		0.0%	5	50	5	50	-1	NB
		D	Recover costs	Supply of Traffic Survey Data - First Data Item Additional Data Items on same order Additional weeks at ATC sites	01/04/2010	£147.00 £100.00 £23.50	01/04/2011	£188.00 £117.50 £29.38		27.9% 17.5% 25.0%		3		3	0	SR SR SR

9. HIGHWAYS & TRANSPORT - E&E - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12		Note	% increase in fees & charges	Expected Income 2010/11		Expected Income 2011/12		Income rising above 1.50% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate			Unit	Total £000	Unit	Total £000		
EE1.4	Customer & Business On-Street Parking & Park and Ride	D	Cover Admin Costs	Supply copies of signal controller specifications and site drawings Additional site in same request	01/01/2010	£40	01/01/2010	£40	1	0.0%		0	5	0	0	SR
					01/01/2010	£20.00	01/01/2010	£20.00	1	0.0%		0	10	0	0	
		D	Contribute towards operating costs of park and ride facilities	Park and Ride Car Park charges Excess Charge Notices - Fines paid within 14 days Fines paid after 14 & up to 28 days	01/04/2007	Free	??	??	2					1,000		
						£20.00 £40.00		£20.00 £40.00		0.0% 0.0%						NB NB
		D	On Street Parking -	On Street Parking - Pay and Display Oxford City - 8am-6:30pm Mon-Sat 30 min 1 hour 2 hours (the maximum) Possible third hour charge Oxford City 6:30pm onwards (up to 10pm) Oxford City Sundays Abingdon 8am-6pm (excl. Sundays, B hols.) 1 hour 2 hours (the maximum) Visitor permit (24 hours) Henley 8am-6pm (excl. Sundays, B Hols.) 1 hour 2 hours (the maximum) Visitors permit (24 hours) Vehicle Removal Charge	n/a		13/09/2010	£1.00	3	n/a		4,930		4,955	-49	NB NB NB
					01/04/2010	£2	13/09/2010	£2.50		25.0%						
					01/04/2010	£3	13/09/2010	£4.00		33.3%						
					n/a		??	??								
					01/04/2010	£0	??	??	2							
					01/04/2010	£0	??	??	2							
					01/04/2010	£0	??	??	2							
					01/04/2010	£0.40	01/04/2010	£0.40		0.0%						NB NB NB
					01/04/2010	£0.60	01/04/2010	£0.60		0.0%						NB NB NB
					01/04/2010	£0.40	01/04/2010	£0.40		0.0%						NB NB NB
					01/04/2010	£0.30	01/04/2010	£0.30		0.0%						NB NB NB
					01/04/2010	£0.40	01/04/2010	£0.40		0.0%						NB NB NB
					01/04/2010	£0.30	01/04/2010	£0.30		0.0%						NB NB NB
					01/04/2010	£105.00		£105.00		0.0%						NB

9. HIGHWAYS & TRANSPORT - E&E - Review of Charges 2011/12

Ref.

Service Area

Legal position on charging

Charging Objectives of Service

Type of charge

2010/11

Effective Date

Rate

2011/12

Effective Date

Proposed Rate

Note

% increase in fees & charges

Expected Income 2010/11

Unit

Total £000

Expected Income 2011/12

Unit

Total £000

Income rising above 1.50% inflation to meet pressures

VAT Class

EE1.4

Customer & Business

D

Parking Permits

Parking Permits - Oxford (per annum)

Oxford residents (excl. Kassam stadium) 1st & 2nd Car

Oxford residents (excl. Kassam stadium) 3rd Car

Oxford residents (excl. Kassam stadium) 4th Car

Oxford residents (Kassam stadium area)

Business permits

Traders permits per week

Visitors permits - First 25

Visitors permits - 2nd 25 (total cost)

Residents Parking Permits - Abingdon (per annum)

Henley (per annum)

Excess Charge Notices - Fines paid within 14 days

Fines paid after 14 & up to 28 days

Penalty Charge Notices - higher contraventions

Fines paid within 14 days

Fines paid after 14 & up to 28 days

Penalty Charge Notices - lower contraventions

Fines paid within 14 days

Fines paid after 14 & up to 28 days

Bus Lane Camera Enforcement

Fines paid within 14 days

Fines paid after 14 & up to 28 days

01/04/2010

£40.00

01/04/2010

£80.00

01/04/2010

£120.00

01/04/2010

£10.00

01/04/2010

£100.00

01/04/2010

£15.00

01/04/2010

Free

01/04/2010

£15.00

01/04/2010

£100.00

£65.00

£20.00

£40.00

01/04/2008

£35.00

01/04/2008

£70.00

01/04/2008

£25.00

01/04/2008

£50.00

£30.00

£60.00

04/01/2011

£50.00

04/01/2011

£100.00

04/01/2011

£150.00

04/01/2011

£11.00

01/04/2010

£100.00

01/04/2010

£15.00

01/04/2010

Free

01/04/2011

£16.00

£100.00

£65.00

£20.00

£40.00

01/04/2008

£35.00

01/04/2008

£70.00

01/04/2008

£25.00

01/04/2008

£50.00

£30.00

£60.00

3

25.0%

25.0%

25.0%

10.0%

0.0%

0.0%

0.0%

6.7%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

Legal Position on charging

SP Statutory Prohibited
SA Statutory Arrangements
D Discretionary (LG Act 2003)

Note

1. This charge may be reviewed further
2. Please note - detailed changes are being considered and the resulting income is estimated
3. Income from Parking Permits is included in the On Street Parking total

VAT Class

SR Standard Rate (20% 4 Jan 2011)
ZR Zero Rated
NB Non Business
EX Exempt

10. SUSTAINABLE DEVELOPMENT, WASTE MANAGEMENT, COUNTRYSIDE - E&E - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12		% increase in fees & charges	Reasons for change	Expected Income 2010/11		Expected Income 2011/12		Income rising above 1.50% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate			Unit	Total £000	Unit	Total £000		
EE2	SUSTAINABLE DEVELOPMENT Planning Implementation	SA	To contribute to cost of deciding on minerals and waste development control application & County Council's own developments.	Planning Applications	01/4/2006	Various	01/4/2006	Various	0.0%			157		179	20	NB
EE2.2		D	To contribute to cost of providing pre-app advice to applicants/developers	Pre - application advice			01/01/2011	Various				0		20	20	NB
		D	To contribute to cost of providing the development control service	Clearance of conditions on planning permissions	01/10/2010	£85.00 per request	01/10/2010	£85.00 per request				0		5	5	NB
		D	Recover costs	Supply of information in regards to Planning Obligations and other associated legal agreements			01/04/2011	£60.00	n/a			0	8	1	1	SR
				Written response to enquiries												
				Copies of Planning Obligations and other associated legal agreements (i.e S38, S278, Bonds, Routing Agreements etc)												
				Electronic Copies			01/04/2011	£18.00	n/a				6	0		SR
				Paper Copies			01/04/2011	£24.00	n/a				6	0		SR
		D	Recovery of costs	Charging administration fee for managing & monitoring S.106 agreements relating to planning permissions	01/4/2006	Various	01/4/2006	Various	0.0%			11		21	10	NB
		SA	Recovery of costs	Charging for Monitoring of Minerals Sites - Active Sites				£288 per Visit								
				Charging for Monitoring of Minerals Sites - Dormant Sites				£96 per /Visit				19		19	0	NB
		D	To contribute to cost of HER consultations.	Charge for digitised HER data to commercial organisations			01/4/2011	£75 per hour	n/a			0		1	1	NB
		D	To contribute to cost of HER consultations.	Charge for commercial visits to the HER.			01/4/2011	£75 per hour	n/a			0		1	1	NB
		D	To contribute to the cost of monitoring fieldwork.	Charge for monitoring of archaeological fieldwork .			01/4/2011	Various	na/			0		1	1	NB
		D	To contribute to the cost of arranging for archaeological fieldwork.	Charge for writing briefs for archaeological fieldwork required for commercial developments.				£75 per brief.				0		1	1	NB

10. SUSTAINABLE DEVELOPMENT, WASTE MANAGEMENT, COUNTRYSIDE - E&E - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12		% Increase in fees & charges	Reasons for change	Expected Income 2010/11		Expected Income 2011/12		Income rising above 1.50% inflation to meet pressures	VAT Class			
					Effective Date	Rate	Effective Date	Proposed Rate			Unit	Total £000	Unit	Total £000					
EE2.4 EE2.4.8	Waste Management General Site Costs	D	Recover costs	Disposal of Large Scale DIY Waste	01/04/2010	£1.50 per item	01/04/2011	£1.00 per item	-33.3%					9	0	SR			
		D	To recover costs of disposing of tyres	Standard motorcycle and car tyres Oversized car (no lorry tyres)	01/04/2010 01/04/2008	£3.00 £4.00	01/04/2011 01/04/2008	£2.50 £4.00	-16.7% 0.0%					5 1	0 0	SR SR			
EE2.5 EE2.5.1	Countryside Countryside Services	SA	Recovery of costs under DoE Circular 3/1993	<u>Public Path Order Charges</u> a) Applications received between 10/3/93 - 21/8/96	01/04/2003	£400.00	01/04/2003	£400.00	0.0%					0	2	1	NB		
		SA	Recovery of costs under DoE Circular 11/1996	b) Orders confirmed unopposed	01/04/2010	£1,089.00	01/04/2011	£1,105.00	1.5%	Inflation	2				0	7	8	NB	
		SA	Recovery of costs under DoE Circular 11/1996	c) Orders confirmed - objections withdrawn	01/04/2010	£1,498.00	01/04/2011	£1,520.00	1.5%	Inflation					0	0	0	NB	
		SA	Recovery of costs under DoE Circular 11/1996	d) Orders opposed - not proceeded with	01/04/2010	£1,703.00	01/04/2011	£1,728.00	1.5%	Inflation					0	0	0	NB	
		SA	Recovery of costs under DoE Circular 11/1996	e) Orders opposed - submitted to SoS	01/04/2010	£2,084.00	01/04/2011	£2,115.00	1.5%	Inflation	5				4	2	4	NB	
		D	Recovery of full cost	<u>Commons Registration Authority Charges</u> Common searches	01/04/2010	£17.50	01/04/2011	£17.76	1.5%	Inflation				21	1,200	21	0	NB	
		SA	Recovery of reasonable fee under Commons Registration (General) Regulations 1966	Certified copy of register (per parcel - max. 10 sheets)			01/04/2011	£17.76		New Charge permitted by Commons Regs				56	1	1	NB		
	Sub-Total Sustainable Development															227		299	69

Legal Position on charging

SP Statutory Prohibited
SA Statutory Arrangements
D Discretionary (LG Act 2003)

VAT Class

SR Standard Rate (20% 4 Jan 2011)
ZR Zero Rated
NB Non Business
EX Exempt

11. PROPERTY ASSET MANAGEMENT & DIRECTORS OFFICE - E&E - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		Rate	2011/12		% increase in fees & charges	Expected Income 2010/11 Total £000	Expected Income 2011/12 Total £000	Income rising above 1.50% inflation to meet pressures	VAT Class
					Effective Date	Effective Date		Proposed Rate						
EE3	<u>PROPERTY SERVICES</u> Corporate Properties Staff Housing Smallholdings	D D D	Recovery of full cost Recovery of full cost Recovery of full cost	Rents controlled by terms of the lease	01/04/2009		Various	01/04/2009	Various	-	291	292	-3	EX
					01/04/2009		Various	01/04/2009	Various	-	142	142	-2	EX
					01/04/2009		Various	01/04/2009	Various	-	79	48	-32	EX
										512	482	-38		
EE4	<u>BUSINESS SUPPORT</u> Admin Support Services	D	Recover costs	Sale of Planprints - up to A1 size - up to A0 size - over A0 size	01/04/2008		£7.90	01/04/2008	£7.90	0.0%	0	0	0	SR
					01/04/2008		£9.90	01/04/2008	£9.90	0.0%				SR
					01/04/2008		£14.80	01/04/2008	£14.80	0.0%				SR
					01/04/2010		£38.50	01/04/2010	£40.00	3.9%	0	0	0	SR
					01/04/2008		As below	01/04/2008	As below	0.0%	1	1	0	ZR
		D	Recover costs	Sale of Publications: Structure Plan Residential Rd Design Guide Local Transport Oxfordshire Mineral & Waste Plan	01/04/2008		£30.00	01/04/2008	£30.00	0.0%				
					01/04/2008		£50.00	01/04/2008	£50.00	0.0%				
					01/04/2008		£40.00	01/04/2008	£40.00	0.0%				
					01/04/2008		£35.00	01/04/2008	£35.00	0.0%				
	<u>Sub-Total Director's Office</u>										1	1	0	
	<u>Sub-Total PAM and Director's Office</u>										513	483	0	
	<u>Sub-Total Highways & Transport</u>										6,219	7,307	995	
	<u>Sub-Total Sustainable Development</u>										227	299	69	
TOTAL ENVIRONMENT & ECONOMY											6,959	8,089	1,063	

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Legal Position on charging

SP Statutory Prohibited
SA Statutory Arrangements
D Discretionary (LG Act 2003)

VAT Class

SR Standard Rate (20% 4 Jan 2011)
ZR Zero Rated
NB Non Business
EX Exempt

12. OXFORDSHIRE CUSTOMER SERVICES - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12		% increase in fees & charges	Reasons for change	Additional Information	Expected Income 2010/11 Total £000	Expected Income 2011/12 Total £000	Income rising above 1.50% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate							
CS6 CS6.1.2 CS6.1.2 CS6.1.4	SHARED SERVICES Money Management Payroll Control Learning & Development	SA D D	Recovery of full cost Recovery of full cost Recovery of full cost	Court of Protection income Provision of payroll services etc Fire prevention training						Review of service		102	103	0	NB
												10	10	0	SR
												150	120	-32	SR
CS6.14	Occupational Health Service	D	Recovery of full cost	Provision of service to outside bodies						Termination of contract for the supply of services		8	1	-7	SR
CS6.1.5	Food with Thought	D	Cost of providing lunchtime meal.	<u>School Meals Service</u> (a) Meals Income - Pupils (b) Meals Income - Adults	01/09/2010 01/09/2010 01/09/2010	£2.05 £2.95 £2.95	01/09/2011 01/09/2011 01/09/2011	£2.10 £3.00 £3.00	2.4% 1.7% 1.7%			3,359	3,441	32	NB
												153	156	0	SR
												12	12	0	SR
SC4	Translation Service (Moved from S&CS)		Recovery of full cost	Translation services	01/04/2008	Various	01/04/2008	Various	-	Various					
Sub-Total Customer Services													3,794	3,842	-9

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Sub-Total Adult Learning												831	769	-74

TOTAL CUSTOMER SERVICES												4,625	4,611	-83

Legal position on charging
SP Statutory Prohibited
SA Statutory Arrangements
D Discretionary (LG Act 2003)

VAT Class

SR Standard Rate (20% 4 Jan 2011)
ZR Zero Rated
NB Non Business
EX Exempt

13. ADULT LEARNING - Customer Services - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12		% Increase in fees & charges	Reasons For Change	Expected Income 2010/11 Total £000	Expected Income 2011/12 Total £000	Income rising above 1.50% inflation to meet pressures	VAT Class
SC1 SC1.4	COMMUNITY SERVICES Adult Learning	D	To recover costs and develop an additional income stream	HIRE OF ADULT LEARNING PREMISES For educational purposes For community groups: Classroom/Adult Learning Lounge (max. 20 learners) Specialist workshop (e.g. woodwork, sewing machines, pottery) ICT Suite - including consumables (max. 12 learners) Hall, Gym, Lecture Theatre, Auditorium Outdoors facilities Outdoors facilities with use of indoor changing facilities For non-community groups: Currently there is a wide range of charges, and some community groups are not charged.	Effective Date	Rate	Effective Date	Proposed Rate	0.0% 0.0% 0.0% 0.0% 0.0% 0.0%		5	5	0	EX EX EX EX EX EX
					01/09/2010	£8.80	01/09/2010	£8.80						
					01/09/2010	£22.00	01/09/2010	£22.00						
					01/09/2010	£22.00	01/09/2010	£22.00						
					01/09/2010	£13.20	01/09/2010	£13.20						
					01/09/2010	£5.50	01/09/2010	£5.50						
					01/09/2010	£11.00	01/09/2010	£11.00						
		D	To contribute towards the cost of the service	ADULT LEARNING COURSE FEES Personal & Community Development Learning: Standard Courses Workshops Lip-Reading ESOL (English Speakers of Other Languages) Further Education: Standard Courses GCSE Overseas Learners - EFL, PCDL, FE Plus Groups - Standard Courses	Effective Date	Rate	Effective Date	Proposed Rate	0.0% 0.0% 0.0% 0.0% 0.0% 0.0%	Recommended national rate	826	764	-74	EX EX EX EX EX EX EX EX
					01/09/2010	£4.00	01/09/2010	£4.00						
					01/09/2010	£5.50	01/09/2010	£5.50						
					01/09/2010	£2.00	01/09/2010	£2.00						
					01/01/2010	£3.00	01/01/2010	£3.00						
					01/09/2008	N/A	01/09/2008	N/A						
					01/09/2010	£3.55	01/09/2010	£3.55						
					01/09/2010	£6.50	01/09/2010	£6.50						
					01/09/2010	£5.50	01/09/2010	£5.50						
	Sub-Total Adult Learning										831	769	-74	

Legal Position on charging

SP Statutory Prohibited
 SA Statutory Arrangements
 D Discretionary (LG Act 2003)

VAT Class

SR Standard Rate (20% 4 Jan 2011)
 ZR Zero Rated
 NB Non Business
 EX Exempt

14. CHIEF EXECUTIVE'S OFFICE - CEO - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12		% Increase in fees & charges	Reasons for change	Additional Information	Expected Income 2010/11 Total £000	Expected Income 2011/12		Income rising above 1.50% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate					Unit	Total £000		
CC5	Legal & Democratic Services Legal Services Legal Services	SA & D D	Recovery of full cost Recovery of full cost	Sec106 and other legal charges Work for outside bodies	01/04/2010	£160.00	01/04/2011	£170.00	6.3%			125		127	0	SR
					-	-	-	-	-		9		9	0	SR	
CC8	Communications & Marketing Communications & Marketing	D	Recovery of full cost	Marketing services						Publication of the council magazine has ceased which removes the opportunity to sell space in this publication.		41		5	-37	SRZR
	Sub-Total Chief Executive's											175		141	-37	
	Registration											1,174		1,212	21	
	TOTAL CHIEF EXECUTIVE'S											1,349		1,353	-16	

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Legislation on charging
SP Statutory Prohibited
SA Statutory Arrangements
D Discretionary (LG Act 2003)

VAT Class
SR Standard Rate (20% 4 Jan 2011)
ZR Zero Rated
NB Non Business
EX Exempt

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		2011/12		% Increase in fees in fees & charges	Reasons For Change	Expected Income 2010/11		Expected Income 2011/12		Income rising above 1.50% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate			Unit	Total £000	Unit	Total £000		
SC1 SC1.6	COMMUNITY SERVICES Registration Service	D	To raise revenue to cover the costs of the registration service	To licence approved premises for a three-year period	01/04/2010	£1,950.00	01/04/2010	£1,950.00	0.0%		29	57	29	57	-1	NB
		D	To cover a proportion of the costs	Marriage & Civil partnership fees at former Register Office Marriage rooms Monday - Friday and Saturday between 9.15am and 12 noon.												
		SA		Abington- Royse Court (Mon -Fri) Barbury Bodicote House Bicester - Garth Park Didcot - Broadway Room Henley - Regatta Court Oxford - Tidmarsh Lane RO Wed- Fri Dexter Room Tues-Fri Dexter Room Sat AM Wantage - Civic Centre Wheatley - Sholover Room Witney - Windrush Rooms Total for all district Offices Total for all district Offices Attended chapel	01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010	£160.00 £160.00 £160.00 £160.00 £160.00 £160.00 £43.50 £90.00 £160.00 £0.00 £160.00 £160.00 £160.00 £360.00 £470.00 £83.50	01/04/2011 01/04/2011 01/04/2011 01/04/2011 01/04/2011 01/04/2011 01/04/2010 01/04/2011 01/04/2011 01/04/2011 01/04/2011 01/04/2011 01/04/2011 01/04/2011 01/04/2011 01/04/2010	£170.00 £170.00 £170.00 £170.00 £170.00 £170.00 £43.50 £100.00 £170.00 £0.00 £170.00 £170.00 £170.00 £400.00 £490.00 £83.50	6.3% 6.3% 6.3% 6.3% 6.3% 6.3% 0.0% 11.1% 6.3% 6.3% 6.3% 5.3% 4.3% 0.0%		164 172 134 21 7	164 172 134 21 7	7 17 23	0 1 1	EX EX EX EX EX EX EX EX EX EX EX EX EX EX	
			To raise revenue to cover the costs of the Registration Service	Marriages at Approved Venues (9.00am to 5.00pm)												
				Monday - Thursday Friday & Saturday Sunday & Bank Holiday	01/04/2010 01/04/2010 01/04/2010	£330.00 £380.00 £470.00	01/04/2011 01/04/2011 01/04/2011	£350.00 £400.00 £490.00	6.1% 5.3% 4.3%		108 860 117	36 327 55	108 860 117	38 344 57	2 12 2	EX EX EX
			To raise revenue to cover the costs of the Registration Service	Other Civil Ceremonies (Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at Registration Offices												
				Monday - Friday Saturday Sunday & Bank Holiday Individual Citizenship Ceremonies Group Citizenship Ceremony at County Hall	01/04/2010 01/04/2010 01/04/2010 01/04/2010 01/04/2010	£180.00 £200.00 £250.00 £130.00 £80.00	01/04/2011 01/04/2011 01/04/2011 01/04/2011 01/04/2010	£190.00 £210.00 £260.00 £140.00 £80.00	5.6% 5.0% 4.0% 7.7% 0.0%		0 24 16 17 926	0 5 4 2 74	0 24 16 17 926	0 5 4 2 74	0 0 0 0 -1	SR SR SR SR EX
			To raise revenue to cover the costs of the Registration Service	Other Civil Ceremonies (Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at Approved venues												
				Monday - Friday Saturday Sunday & Bank Holiday Individual Citizenship Ceremonies	01/04/2010 01/04/2010 01/04/2010 01/04/2010	£180.00 £200.00 £250.00 £180.00	01/04/2011 01/04/2011 01/04/2011 01/04/2011	£190.00 £210.00 £260.00 £200.00	5.6% 5.0% 4.0% 11.1%		4 5 12 0	1 1 3 0	4 5 12 0	1 5 12 0	0 0 0 0	SR SR SR SR

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15. REGISTRATION SERVICES - CEO - Review of Charges 2011/12

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2010/11		Rate	2011/12		% Increase in fees & charges	Reasons For Change	Expected Income 2010/11		Expected Income 2011/12		Income rising above 1.50% inflation to meet pressures	VAT Class	
					Effective Date			Effective Date	Proposed Rate			Unit	Total £000	Unit	Total £000			
EEE3.2	Registration Services (cont'd)	To raise revenue to cover the costs of the Registration Service	Other Civil Ceremonies (Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at venues not approved by Oxfordshire County Council	Monday - Sunday/BH	01/04/2010	£300.00		01/04/2011	£350.00	16.7%		16	5	16	6	1	SR	
				Saturday	01/04/2010	£300.00		01/04/2011	£350.00	16.7%		0		0		0	SR	
				Sunday & Bank Holiday	01/04/2010	£300.00		01/04/2011	£350.00	16.7%		0		0		0	SR	
				Civil Funerals	01/04/2010	£180.00		01/04/2010	£180.00	0.0%		32	6	32	6	0	ZR	
		D	To raise revenue to cover the costs of the Registration Service	Nationality Checking Service Adult (single application) Child under 18 who applies separately to parents					01/04/2010	£55.00	9.1%		668	37	668	40	3	SR
									01/04/2010	£27.00	11.1%		98	3	98	3	0	SR
		SA	To raise revenue to cover the costs of the Registration Service	Certificate Fees Births,Deaths& Marriage Certificates on day of registration from a current register from a deposited register Short Birth Certificate on day of registration from a current register from a deposited register Searches in indexes General Search Marriages and Civil Partnership Notice of Marriage/Civil Partnership (for 1 person) Commemorative Certificates					01/04/2010	£3.50	0.0%		39,798	139	39,798	139	-2	EX
									01/04/2010	£7.00	0.0%		9,012	81	9,012	81	-1	EX
									01/04/2010	£9.00	0.0%		46		46	1	1	EX
									01/04/2010	£3.50	0.0%							EX
SA	To raise revenue to cover the costs of the Registration Service	Certificate Fees Births,Deaths& Marriage Certificates on day of registration from a current register from a deposited register Short Birth Certificate on day of registration from a current register from a deposited register Searches in indexes General Search Marriages and Civil Partnership Notice of Marriage/Civil Partnership (for 1 person) Commemorative Certificates					01/04/2010	£3.50	0.0%		39,798	139	39,798	139	-2	EX		
							01/04/2010	£7.00	0.0%		9,012	81	9,012	81	-1	EX		
Sub-total Registration																		

Legal Position on charging
SP
SA
D
Statutory Prohibited
Statutory Arrangements
Discretionary (LG Act 2003)

VAT Class	Standard Rate (20% 4 Jan 2011)
SR	Zero Rated
ZR	Non Business
NB	Exempt
EX	

Review of Charges – Library Service – Concessions Matrix

	Photocopying Charges	Charges for Overdue Books	Reservation Charges – books and audio books	Reservation Charges - other audio visual items	Charges for audio visual hire services
Under 5's		Exempt	Exempt	Concessions	
Under 18's		Concessions	Exempt	Concessions	
Children in Public Care & Foster Carers		Exempt	Exempt	Concessions	Exempt for audio books only
Childminders		Exempt			
People with disabilities	Exempt	Exempt	Exempt #	Concessions	Exempt (except for DVDs in highest price band)
Housebound	Exempt	Exempt	Exempt	Exempt	Exempt
Unemployed			Concessions		
		Exempt if borrowed from a mobile library			

for audio book reservations only, but proposal to extend to book reservations (especially for large print books)

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Division(s): All

CABINET – 21 DECEMBER 2010

PROPOSED CHANGE TO INTERNAL HOME SUPPORT SERVICE

Report by Director for Social & Community Services

Summary

1. This report sets out the implications for the Oxfordshire Internal Home Support Service of budget restrictions and the new policy of self directed support. It describes the current service and how internal costs are relatively high compared to national and local care markets. The service has become increasingly unaffordable following the introduction of personal budgets, and will not be financially viable beyond 2010/11 due to falling demand.
2. A number of options have been considered to improve the competitiveness of the service. The conclusion has been reached by senior management that, subject to consultation with Service User groups and staff, the service should cease to operate by April 2012. If this proposal is confirmed by Cabinet following consultation, Service Users will be offered a range of alternative support options. Most of the services currently provided will be recommissioned through external contracts or offered by Personal Assistants. Staff will be redeployed, transferred to other providers, given guidance on alternative employment or made redundant if no other option is appropriate.
3. Staff, Service Users and other stakeholders have been informed about the proposed closure of the service, and a period of consultation will take place from January to March 2011.
4. Following a final decision by Cabinet in April 2011, the service would be phased out by April 2012. Service Users would be offered a choice of alternative providers using their personal budgets. The County Council will ensure the quality of support delivered in the future through the contract monitoring and personal budget review process. If support can be obtained for around the national average cost of domiciliary care, annual revenue savings of some £2.5m per year are expected.

Background

Overview of the Service

5. 360 care staff and managers are employed in the Internal Home Support Service, delivering care and support to 600 Service Users across a range of provision. The total gross budget is £8m per annum. Services include:
 - Home Support
 - Night Care (Oxford)
 - Laundry

- Community Meals
- Relief to Care
- Extra Care Housing

6. The quality of delivered care is excellent, and customer satisfaction is good. However, the management to staff ratio is relatively high, and Local Authority conditions of service have a major impact on the unit cost, which is now £30 per hour averaged across all services.

Context – The Social Care Market

7. The Internal Home Support Service budget of £8m represents around 40% of total spending on support at home. The mainstream internal service delivers about 225,000 hours of home support compared with over 570,000 hours of good quality care purchased externally in 2009/10 at a cost of around £13.5m. Competition has increased the independent sector market share over the past 15 years so that external providers now provide 72% of the care for 60% of the budget. External prices are falling as a direct consequence of the introduction of personal budgets. Demand for the in-house service has been falling due to the relatively high cost of the service, and staffing levels have already been reduced by around 35% over the past 3 years.
8. Oxfordshire provides significantly higher levels of in-house domiciliary care when compared across England and comparable authorities. There has been a decline of 39% over the past 3 years in the provision of in-house domiciliary care by similar Authorities. **Annex 1** shows this trend across a standard comparator group.

Personalisation, Self Directed Support and Budget Restrictions

9. Following the publication of 'Putting People First' in 2007, Oxfordshire has developed a model of self directed support as required by central government. This radical shift in the way welfare services are provided is designed to give a high level of choice and control to individual citizens. Service Users are assessed for eligibility and allocated a personal budget based on their level of need. This budget is calculated using a Resource Allocation System (RAS) formula, which takes account of local financial conditions, and the amount that the council can afford to pay for services. The Oxfordshire formula assumes a cost of £15 per hour for domiciliary care.
10. The implications of the RAS formula and the £15 per hour assumed cost were presented to Cabinet in a report on 20th July 2010 (Policy for the Operation of Personal Budgets for Adult Social Care). This report indicated that the average cost of Home Care purchased across a range of Local Authorities was around £15 per hour, and that the Department of Health has advised that £15 per hour was an appropriate rate to be paid. There was a clear statement that Service Users would be directed towards more cost effective forms of provision. Cabinet members were also informed that *'given the current budgetary position and future efficiency savings that are likely to be required, the costs of many services will need to be reduced'*. The RAS policy was later approved by the County Council at their meeting on 14th September 2010.

11. The introduction of a £15 per hour base cost for domiciliary care has highlighted the urgent necessity to improve the value for money achieved from the £8m Internal Home Support budget, with a Unit Cost of £30 per hour. By way of comparison, Leicestershire County Council charges £14 p.h. for home support, across the rural majority of that county where care provision is more expensive than in urban areas (Leicester City is a separate authority). The value for money issue was confirmed in the Cabinet report of 20th July: *'Given the financial constraints facing the County Council and the existing need to find further savings to balance the service and resource plan agreed by the County Council in February, officers believe that we must include a target figure in line with best practice'*.
12. An Accelerated Review Programme for existing Service Users was initiated in October 2010, to meet government milestones and efficiency targets. The intention is to transfer 1,800 Service Users onto personal budgets by March 2011. This includes all the current users of the Internal Home Support Service. As the number of personal budgets has increased through this process, the demand for internal home support services provided by the Council has fallen.
13. Service Users and their families, supported by independent Brokers, will have full control over support planning and purchasing before the new financial year. It is extremely unlikely that these new arrangements will generate significant income for the Internal Home Support Service given its high cost. There is also a real risk of the Council double-funding personal budgets and a service which Service Users do not wish to purchase because of the high unit cost.
14. As a consequence of Self Directed Support and the uncompetitive position the service finds itself in, radical change is urgently needed. This would be the case even without the present financial pressures Oxfordshire County Council faces, in common with all councils. Those pressures simply accelerate the need to take action.
15. The direct consequence of high unit costs and the level of budget reductions combined with personal budgets have created a situation where Internal Home Support is unaffordable. The service is no longer considered to be financially viable in its present form. We are confident that there is a range of good quality external providers operating in Oxfordshire who can offer home support to older people and potentially offer employment to some of our former Home Support staff.

Options Appraisal

16. A number of options have been considered in order to address the problem of high unit costs in the Home Support Service. In summary these are:
 - (a) Continue current service, run down to a residual service over several years
 - (b) Restructure, reduce costs and Terms and Conditions

- (c) Transfer most staff to external private sector contractors
 - (d) Transfer most staff to a Social Enterprise
 - (e) Transfer some staff, make the remainder redundant
 - (f) Close the service by April 2012, purchase alternatives at £15 per hour
17. Further information about these options is provided in **Annex 2**. More detailed analysis will be undertaken during the consultation period, and additional options may emerge from consultation with staff. The Cabinet report produced in April 2011 will include an updated option appraisal and final recommendations.
18. The proposal, subject to consultation with staff and Service User groups, is to implement **option f** as set out above. If approved by Cabinet, Oxfordshire County Council will no longer provide an internal Home Support Service from April 2012 at the latest. The service itself will cease to operate and the staff will be supported to find alternative employment either within the County Council, as personal assistants or with external care providers, recognising that they are part of a wider market for the provision of social care.

Action Taken to Date

19. When the implications of Resource Allocation System funding became clear, a major project on the future of the Internal Home Support Service was commissioned in September 2010. A Project Initiation Document has been prepared, which provides a more detailed assessment of the costs and risks involved in the proposed closure of the Internal Home Support Service.
20. Discussions have taken place with UNISON on the implications of self directed support and the £15 per hour budget assumption for the Internal Home Support Service. Detailed negotiations will be initiated following Cabinet decision on 21st December.
21. Existing Service Users have received a letter from the Director of Social and Community Services about their reviews and the introduction of personal budgets. Users of the Internal Home Support Service were informed on 14th December of the proposed closure of the service, and the intention to find alternative provision for their support.
22. Care staff and managers in the Internal Home Support Service have been informed about the implications of self directed support. Managers have had formal briefings that the service may cease to operate by April 2012, subject to consultation with Service User groups and staff, and Cabinet approval.
23. All staff working in the Internal Home Support Service were invited to briefing meetings about the proposed closure on 13th December 2010, and letters summarising the proposals were given to all staff.

Options for current Service Users

24. If the final decision of the Cabinet is to confirm that the Home Support Service will cease to operate, Service Users with personal budgets will have the following main options:
- To purchase an independent sector service using a Direct Payment
 - To purchase a contracted external domiciliary care service via the Council
 - To recruit a Personal Assistant with support from the Council or a Broker
 - To make other arrangements for support using their personal budget

Options for Oxfordshire County Council Internal Home Support staff

25. If the service is phased out over a period of about a year, posts would be deleted in stages. The following main options may apply for staff:
- Redeployment to a suitable vacancy within Oxfordshire County Council
 - Work as a Personal Assistant, directly employed by the Service User
 - Open-market recruitment by external contractors
 - Recruitment into the 'Shared Lives' service
 - Voluntary/compulsory redundancy and/or early retirement if applicable

A set of Frequently Asked Questions for staff has been produced in relation to the service changes and the available employment options.

Transfer of Undertakings (Protection of Employment) (TUPE).

26. Legal advice has been obtained in respect of this complex area of employment law. In summary, it is considered that TUPE regulations will only apply to a limited number of the staff. The service would be ceased for financial reasons, and the funding will be used for hundreds of separate personal budgets. Individual Service Users will in future make their own decisions about how they spend those budgets, and no major 'undertaking' is transferring. If TUPE is deemed to apply in some cases, this will not affect the fundamental decision to cease the service on financial grounds. It will reduce the short-term efficiency savings.

Recommissioning

27. A preliminary commissioning review has been undertaken of the range of services currently provided by the Home Support Service. If these services are to be contracted by the Council in some form, they will be included in the Home Support tender which is currently being constructed, or in subsequent tenders. Replacement services would be put in place from July 2011 onwards.

Future Consultation and Communication

Staff Consultation and Support

28. Subject to the decision of Cabinet, detailed consultation will begin with staff about the proposal, their alternative employment options and the terms and timing of any redundancy programme. The Staff Support Service has already been involved in arrangements to offer assistance to staff who may be distressed by the potential loss of jobs.

Service Users

29. Informal consultation on the Policy for the operation of personal budgets in Oxfordshire and the likely impact on internal services has already taken place with the Service User and Carer Reference Group and Provider Reference Group. Further consultation with these groups will take place in the New Year. The Oxfordshire Local Involvement Network (LiNK) will also be briefed and consulted about the proposed changes to domiciliary care arrangements, and the impact on Service Users.
30. Service Users will be notified of proposed changes to the service, and will be individually involved about their choice of alternative provision as part of their reassessment/review.
31. Our experience of personal budgets so far indicates that the number of people affected by the closure is likely to reduce as people take the opportunity to make their own arrangements for the provision of their care and support. We estimate approximately 500 Service Users are likely to be directly affected by this proposal. This figure is lower than the number of current Service Users because some Users will choose alternative Providers during the review programme, prior to the operation ceasing. Numbers will be further reduced by natural turnover, and a freeze on new allocation of hours from Internal Home Support before the phased run-down takes effect.

Communications Strategy

32. A Communications Strategy has been produced to co-ordinate information across a wide range of stakeholders.

Timetable and next steps

33. The approximate proposed timescale for closing the service is:

ACTION	DATE
Consultation with staff and Service Users	January to March 2011
Redeployment of some managers for initial efficiency savings, interim restructuring	December 2010 to March 2011
Second report to Cabinet following consultation	19 th April 2011
Phase 1 reduction of service	February to June 2011
First phase transition of Service Users	February to June 2011
New external domiciliary care contracts begin	July 2011
Phase 2 run-down of service	August to December 2011
Final transition of Service Users to chosen provision	August 2011 to April 2012
Service ceased, all posts deleted	By April 2012

Corporate Policy

34. The proposal to cease providing this internal service is fully consistent with corporate policy to streamline service delivery and achieve better value for public services. It is intended to achieve cashable savings of some £2.5m per annum after any one-off redundancy costs. The changes would also align with

central government policy that Councils should become primarily commissioning organisations rather than providers of care services.

Financial Implications and Risks

35. There are two known areas of financial uncertainty for the Council.
 - (a) The costs of redundancy and early retirement for up to 320 staff. This number is fewer than the current staff base of 360, because some staff will have been redeployed or transferred prior to the service ceasing in 2012. Others will have left through natural turnover. Preliminary estimates indicate that the one-off cost of redundancy in 2011/12 could be up to £3m, which would be funded from the corporate Efficiency Reserve, subject to approval by Chief Finance Officer of specific cases. This fund is designed to pay for large redundancy costs which cannot reasonably be met by individual Directorates. The full amount will be accounted for in 2010/11 (the financial year in which the decision will be made), even though most of the payments would not be required until 2011/12. The ongoing potential revenue savings of up to £2.5m year-on-year amply justify this initial expenditure.
 - (b) If TUPE is held to apply to some staff, there will be an ongoing additional revenue cost for some years, which will reduce the overall efficiencies. Detailed estimates will be produced as the project develops, but there will still be significant savings on the unit cost.

Staffing Implications

36. Many of the staff have given extensive service to the Council and their Service Users for a long period of time. Every effort will be made to find alternative employment for staff who are made redundant and wish to remain in the care sector.
37. Staffing reductions will be managed as far as possible with natural turnover and redeployment. Where redundancies are unavoidable these will be dealt with in a timely and sensitive manner in line with the Council's Redundancy Procedure. The potential scale and the overall estimated costs of redundancies across the Internal Home Support Service have been discussed with Strategic Human Resources. Approval will be sought for individual redundancies from the Head of Service and with the concurrence of the County Council Human Resources Manager at the appropriate time. Pension estimates will be obtained for any that require early release of pension (for employees 55 or over in the pension scheme) and these may be subject to approval by the Pension Benefits Sub-Committee.
38. Advice and guidance will be made available to staff in relation to their alternative employment options. Particular encouragement will be given for staff to become Personal Assistants. This type of support is developing rapidly across the country, as it gives Service Users much more choice and control over their service delivery, at a significantly reduced cost.

Impact Assessment

39. A preliminary Impact Assessment has been completed in relation to the proposed closure of this service. A more detailed version will be produced following consultation, and presented to Cabinet in the April 2011 report.

RECOMMENDATIONS

40. **The Cabinet is RECOMMENDED to**
- (a) agree in principle that the internal Home Support Service will cease to operate by April 2012 at the latest, subject to the outcome of consultation with Service User groups and staff; and**
 - (b) request a further report in April 2011 on the outcome of the consultation programme with Service User groups and staff**

JOHN JACKSON

Director for Social & Community Services

Background papers: Nil

Contact Officer: Martin Bradshaw - Assistant Head of Service
Tel: 01865 323683

December 2010

ANNEX LIST

Annex 1 - Position of Oxfordshire in relation to other LAs in provision of domiciliary care

Annex 2 – Options Appraisal

ANNEX 1**POSITION OF OXFORDSHIRE IN RELATION TO OTHER LOCAL AUTHORITIES IN PROVISION OF DOMICILIARY CARE**

The purpose of this annex is to provide some background analysis of the level of in-house domiciliary care in other authorities.

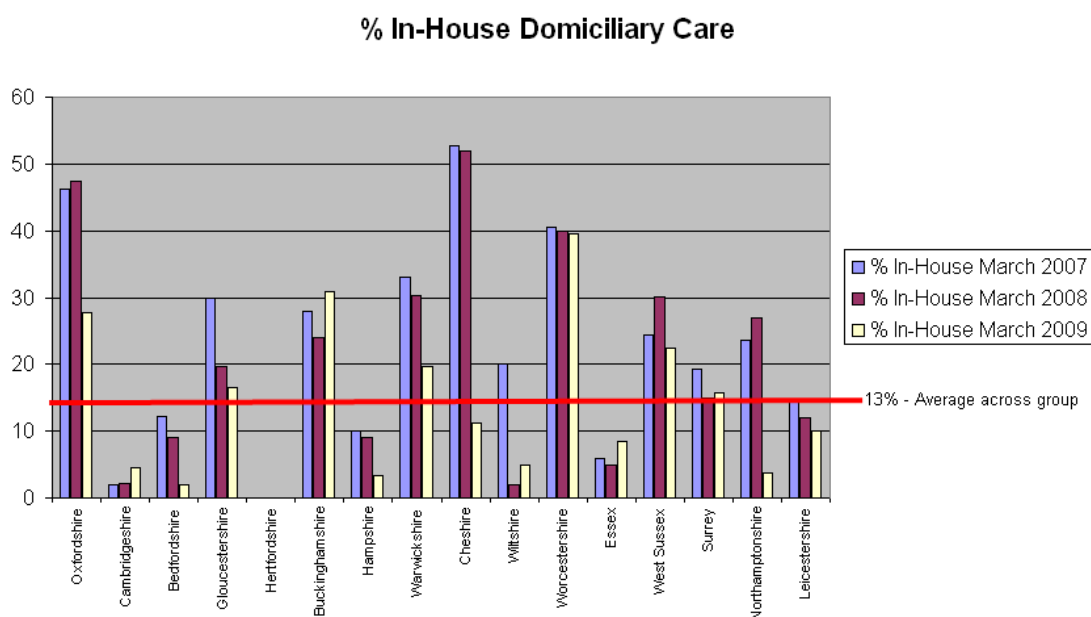
All local authorities report on their numbers of home care staff but this does not necessarily reflect 'home support' as it includes services such extra care housing, supported living, reablement and first response.

Currently of the 153 authorities 9 have no registered in-house domiciliary care providers. These are: Brent, City of London, Harrow, Lambeth, Medway, Richmond upon Thames, Sefton, Solihull and Southwark. Source: (Care Quality Commission webpage August 2010)

From the last published Self Assessments, 16 authorities claimed at March 2009 to be providing no in-house domiciliary care. These 16 are: Bexley, Blackburn with Darwen, Brent, Camden, City of London, Croydon, Harrow, Herefordshire, Hertfordshire, Lambeth, Manchester, Redbridge, Sefton, Southwark, Torbay, and Wirral.

This may be a larger group than the first group because people here may use a local tighter definition of domiciliary - i.e. more relevant to what Oxfordshire are doing.

The graph below shows the trend over the past three years when Oxfordshire is compared to its comparator group.



The table below show the latest available data from the published Self Assessment on in-house domiciliary care. The table shows the comparator authorities for Oxfordshire. The overall trends from the data are:

- Decline of 39% over the past three years in the provision of in-house domiciliary care with authorities who are similar to Oxfordshire
- Decline of 30% over the past three years in the provision of in-house domiciliary care in England
- Oxfordshire is still a significantly higher provider of in-house domiciliary care when compared across England and comparable authorities

<i>9GN111.0 - The percentage of supported adults that are supported by 'block', 'spot' or 'in-house' contract - Domiciliary care.</i>	% In-House March 2007	% In-House March 2008	% In-House March 2009
Oxfordshire	46.2	47.4	27.7
Cambridgeshire	2.0	2.2	4.5
Bedfordshire	12.1	9.0	2.0
Gloucestershire	30.0	19.6	16.5
Hertfordshire	0.0	0.0	0.0
Buckinghamshire	28.0	24.0	30.8
Hampshire	10.0	9.0	3.4
Warwickshire	33.0	30.2	19.7
Cheshire	52.8	51.9	11.2
Wiltshire	20.0	2.0	5.0
Worcestershire	40.6	40.0	39.5
Essex	6.0	5.0	8.4
West Sussex	24.3	30.1	22.4
Surrey	19.2	15.0	15.7
Northamptonshire	23.7	27.0	3.8
Leicestershire	14.4	12.0	10.0
Average IPF comparators	22.6	20.3	13.8

England	24.6	21.8	17.2
East Midlands	39.0	33.0	23.5
Eastern	13.4	12.3	9.3
London	15.4	15.9	11.9
North East	25.9	21.6	15.0
North West	27.2	20.1	13.1
South East	21.5	19.7	17.7
South West	27.5	26.3	19.4
West Midlands	26.2	23.6	21.9
Yorkshire and Humber	38.2	32.5	31.4

Inner London	14.8	19.8	11.5
Outer London	15.7	13.4	12.1
Metropolitan Districts	34.3	27.6	23.1
Shire Counties	25.1	25.2	20.2
Unitary Authorities	23.3	18.7	14.3

OPTION APPRAISAL SUMMARY

<u>OPTION</u>	<u>IMPACT- USERS</u>	<u>IMPACT - STAFF</u>	<u>RISKS</u>	<u>5 YR SAVINGS</u>
A. Continue current service, run down to a residual service over several years	No change immediately but severe impact as the risk becomes reality.	Progressive reduction in hours. Voluntary redundancy. Does not address the viability of the internal service.	Collapse in demand, sudden loss of supply as staff leave due to reduced hours.	Nil
B. Restructure, reduce costs and Terms and Conditions Implement Feasibility Study savings of £1.3m, maintain services in-house	No change to service delivery, less access to managers. Service users would not be able to pay for the care from this source (although they would be able to pay for care provided by external agencies or personal assistants).	Significant changes to terms and conditions; redundancy of managers. Does not address the viability of the internal service.	Terms and conditions lead to high staff turnover; service is still too expensive for personal budgets	£6.5 million over five years
C. Transfer most staff to external private sector contractors - 80% of staff to external block contracts, TUPE applies.	Limited impact as service users still receiving similar level of care through same carers. However, care providers are unlikely to be willing to provide the care on this basis.	Limited impact if staff transferred to external providers with protected terms and conditions. Significant impact if providers are not interested in doing this (most staff made redundant).	External providers not willing to take on TUPE staff; TUPE inflates external market making it too expensive for personal budgets.	£9 million over five years
D Transfer most staff to a Social Enterprise – likely that TUPE would apply	Service users exposed to risks if this untested arrangement is unsuccessful. In addition, service users would not be able to pay for their care if	Limited impact initially as staff transferred to new social enterprise provider with protected terms and conditions. However, potentially leaves staff	Untested approach in Oxfordshire; unknown whether people would use with their personal budget; competing against a skilled external market. In addition,	£9 million over five years

CA8

	they want to purchase this from the new organisation (although they would be able to buy that care from other providers or personal assistants)	exposed to significant risks in the longer term. This approach does not make the service viable.	the new organisation would have the same problems as the internal service namely that its costs would be significantly greater than alternative providers.	
E. Transfer some staff, make the remainder redundant - Transfer 50% of staff under TUPE, remainder are made redundant	Significant impact to users as will involve changing provider and changes of carer	Significant impact as staff made redundant or transferred to external provider	External providers not willing to take on TUPE staff; unclear whether TUPE could be applied in a selective way	£9.4 million over five years
F. Close the service by April 2012, purchase alternatives at £15 per hour	Significant impact to users as will involve changing provider and changes carer. However, this approach ensures that care providers are clear about the cost of home care and will need to provide care at that cost.	Significant as staff will have to find alternative employment through external providers or as personal assistants	£15 hourly rate may not be delivered by the new home support providers; PA provision may not be accepted by Service Users. However, these are general risks that apply to all service users under self-directed support. If these risks emerge then the County Council will have to take action to ensure that good quality care is available.	£13.9 million over five years

Division(s): Bicester, Bicester South and Ploughley

CABINET – 21 DECEMBER 2010

Eco-Bicester One Shared Vision

Report by Deputy Director for Growth & Infrastructure

Introduction

1. Work on Eco-Bicester is overseen by a Strategic Delivery Board, consisting of representatives of all three tiers of local government, together with other public and private sector interests.
2. One of the aims of the Strategic Delivery Board has been to develop a vision for Bicester for the next 30 years. A draft vision was prepared earlier this year and consultation on it took place between August and October. The purpose of the vision is :
 - a. To provide a shared vision for the whole of Bicester supported by partners
 - b. To guide the local delivery of the eco-town of national, if not international, significance with the private sector
 - c. To articulate key infrastructure needs to support the eco town
 - d. To inform engagement between the local authority partners, Government departments and agencies on where they can help deliver the project
3. The draft vision has been approved by both Cherwell District Council and Bicester Town Council. This report recommends that the County Council should also approve the vision for its own purposes. A copy of the vision is attached as annex 1.

Consultation

4. Consultation on the draft vision took place between 23rd August and 1st October 2010. A summary of the consultation strategy is set out in Annex 2.
5. In total 55 responses were received from individuals, agents, local groups and businesses. The comments are summarised in Annex 3.
6. A separate table containing other comments not specifically relating to the contents of the draft vision is included in Annex 4.
7. The vision document has been amended in the light of the consultation responses, and it is this amended version which is considered in this report.

Revised Eco Bicester One Shared Vision and Planning Policy

8. The final revised version of the shared vision follows a similar format to the draft version. The shared vision is not a formal development plan document. However, Cherwell has approved it as a statement of informal policy and as such it will be a material consideration in the determination of planning applications for major development proposals in Bicester, including any planning application at North West Bicester. It will also inform the emerging policies of the development plan as the preparation of Cherwell's Local Development Framework progresses. It will form the basis of local standards for eco development in Bicester at this stage.

Proposals

9. The revised shared vision sets out the aims, aspirations and ambitions for the town in six sections. The vision statement is contained in section one and is followed by sections setting out more detail on community, economy, transport and environmental sustainability. The final section provides eco development standards for the town as a whole and is informed by the eco town standards set out in the supplement to Planning Policy Statement 1: Eco towns.
10. The vision statement seeks to create a vibrant Bicester where people choose to live work and spend their leisure time in sustainable ways. The proposed eco development at North West Bicester will act as the catalyst for the wider regeneration of the town, attracting inward investment and economic development. The theme of integration of the NW Bicester eco development with the existing town is fundamental to the shared vision.
11. Sustainable development (social, economic and environmental) is a fundamental principle of the shared vision. The document emphasises zero carbon and energy efficiency as key objectives.
12. The vision focuses on the aspirations for new development in creating new communities through new housing, community support and improvement to existing facilities.
13. Retrofitting will be an important part in the new Eco Bicester with the aim of improving energy efficiency of existing buildings. The availability and provision of high speed broadband and digital infrastructure has been included as a priority for retrofitting. The vision also sets out high standards of sustainable design and construction for eco development.

Financial Implications

14. Whilst there are no direct financial implications arising from the report the development of Bicester will have financial implications in the future.

Conclusion

15. The draft vision commands widespread support, and is consistent with other county council policy, including the key objectives in the Oxfordshire City-Region Enterprise Partnership.

RECOMMENDATION

16. **The Cabinet is RECOMMENDED to** approve the vision document contained in Annex 1 as informal county council policy, noting that the district council has also approved it as informal planning guidance for development control purposes.

Martin Tugwell, Deputy Director of Environment & Economy (Growth & Infrastructure)

Background papers:

Contact Officer: Daniel Round (01865 815623) & Chris Cousins (01865 815459)

December 2010

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Eco Bicester – One Shared Vision

REVISED DRAFT

November 2010



**OXFORDSHIRE
COUNTY COUNCIL**
www.oxfordshire.gov.uk

BICESTER VISION



**BICESTER
TOWN COUNCIL**



**Homes &
Communities
Agency**
Page 371



**Environment
Agency**

Cherwell

**DISTRICT COUNCIL
NORTH OXFORDSHIRE**

Foreword



During August and September 2010 the Eco Bicester Strategic Delivery Board consulted on a first draft of their proposed ‘One Shared Vision for Eco Bicester’. This document is the resulting final version of the Vision which has benefited

from many constructive comments from individuals, businesses, partnerships and public and voluntary organisations in Bicester and the surrounding area.

This Vision is about the whole of Bicester, not just about the 5,000 home eco development at NW Bicester. We want all residents in the town and the surrounding area to enjoy a higher quality of life while at the same time reducing their impact on the environment. The standards we set out in this Vision will apply to all future development in the town and we’ll also be taking steps to reduce energy use in existing homes. This said, there are specific standards which currently will apply only to the eco development at NW Bicester as a result of its designation as just one of four eco towns nationally and its consequent role as a national exemplar.

This ‘One Shared Vision’ is the product of a fundamental rethink about how Bicester should develop in the future. Much of what it contains is not new thinking, but what is new is the way this document pulls together the thoughts and aspiration of public and private partnerships and organisations and overlays these with more

recent aspirations for Bicester to be a truly low carbon community.

It will be adopted by Cherwell District Council, Bicester Town Council and Oxfordshire County Council as an important influence on policy- and decision-making in the town and surrounding areas. It will also become an integral part of the Cherwell Core Strategy in the Local Development Framework, gaining formal weight in future planning decisions from the point of adoption. But it is not detailed planning guidance for the town. Nor is it a detailed action plan for the implementation of this Vision.

One of the most important aspects of our plans for the future of Bicester are our plans to bring more and varied jobs to the town to remove the need for residents to travel out of Bicester to work. While we want to see new employers coming to the town the retention and expansion of our current employers is just as important.

All of us on the Eco Bicester Strategic Delivery Board have been really encouraged by the response to the first draft of the ‘One Shared Vision’. We hope those of you who responded think we have done justice to the body of comments we received. To those of you coming to this document for the first time we hope you think this is an inspiring Vision for Bicester. It’s one the Board will work hard to ensure is delivered.

Cllr Barry Wood
Chairman
Eco Bicester Strategic Delivery Board
November 2010

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Introduction

The purpose of this document is to set out the shared vision of the Eco Bicester Strategic Delivery Board (SDB). As such, it contains the aims, aspirations and aspirations for the town of Bicester as a whole as it continues to grow in the long term. The aerial view of Bicester on the front cover shows the area covered by the vision. A more detailed plan showing the major development sites in and around the town is included in the document.

The document looks at the town as a whole not just the proposed eco development at NW Bicester. The emphasis is on integrating the new development with the existing town by adopting a holistic approach to the development of the town. The work has already begun with major development underway in Bicester town centre, the completed refurbishment of the leisure centre and swimming pool, in addition to the eco town demonstration projects and housing development at SW Bicester. Bicester has been a garrison town for many years and the future of the military presence in the town is an important factor in developing the vision. Bicester's population is expected to grow and this will require further infrastructure to support the town. The aim is for all new development to be integrated with the existing town to ensure the development of a vibrant place.

The shared vision has been prepared to guide and inform the SDB's work and it is important that the document remains flexible reflecting the latest standards of eco development and changing circumstances. It does not seek to allocate land for development as this is the role of the Local Development Framework, which in time we anticipate will reflect the aspiration set out in the vision and incorporate the development standards it contains. It is ambitious and aspirational and focuses on four key themes: community, economy, transport and environmental sustainability. The future challenges facing the district and the town are recognised and include adapting to climate change, a growing population and significant housing growth. This will

require the development of infrastructure to support the town as it grows.

The following sections set out the detailed vision statement, covering people and places, the economy, transport and movement, environmental sustainability and infrastructure and the standards for eco development. The final section sets out the local standards for the eco development at North West Bicester and is based on the eco town standards set out in the supplement to Planning Policy Statement 1 (PPS1) – Sustainable Development. The contents of the shared vision will be used to inform local standards for eco development in the emerging development plan.

As a result of the consultation, more emphasis on infrastructure and facilities has been included in the vision as part of the community first and environmental sustainability sections. The lack of facilities and the need for infrastructure requirements to keep pace with the growth of the town were common themes of the consultation responses. This is acknowledged in the shared vision and forms the starting point for the long term development of the town.

For more information please contact:
Eco Bicester Project Team
Cherwell District Council
Bodicote House
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Banbury
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Email: ecobicester@cherwell-dc.gov.uk
Telephone: 01295 221644

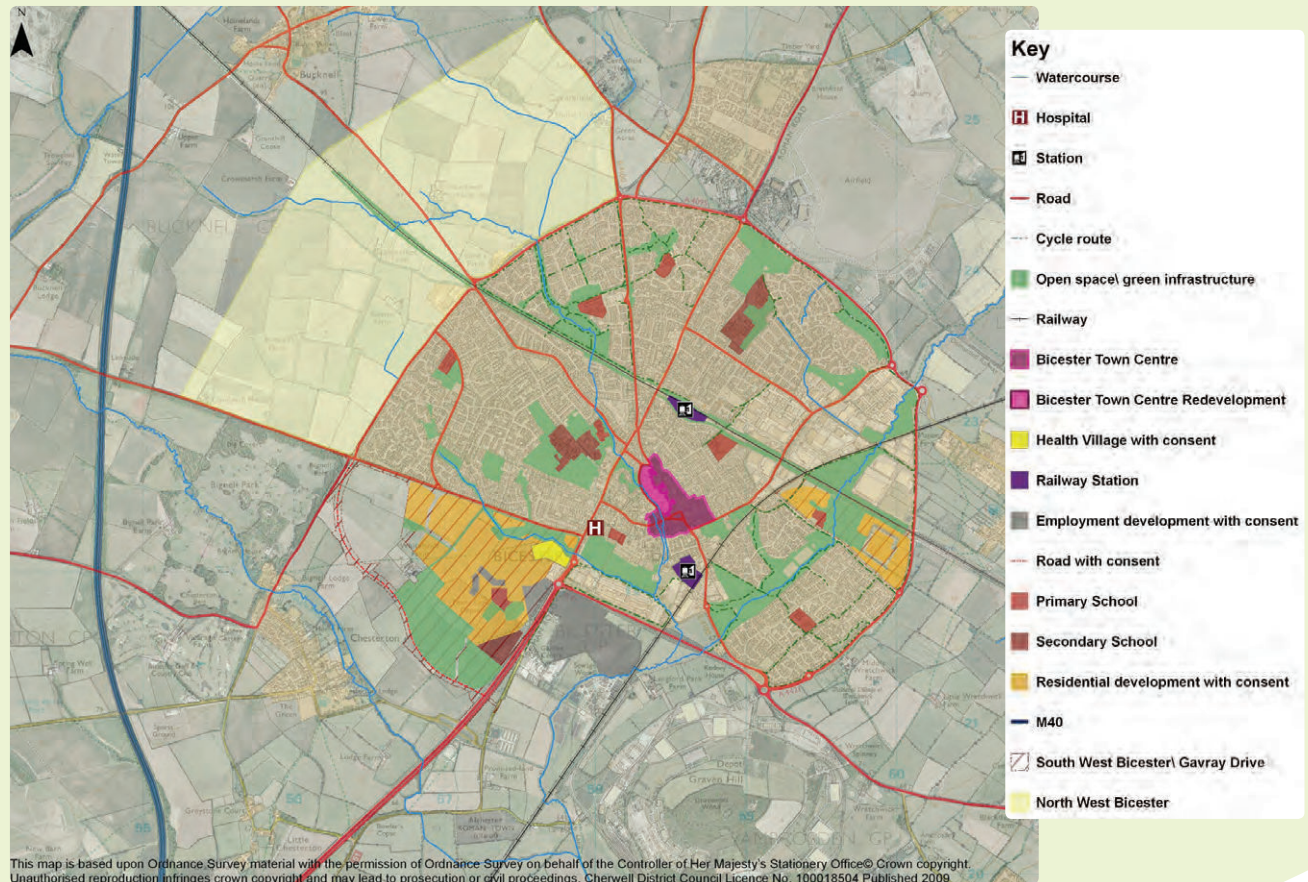


The Vision

To create a vibrant Bicester where people choose to live, to work and to spend their leisure time in sustainable ways, achieved by:

- Effecting a town wide transition to a low carbon community triggered by the new eco development at North West Bicester;
- Improving transport, health and leisure choices while emphasising zero carbon and energy efficiency; and
- Attracting inward investment to provide environmentally friendly jobs and commerce, especially in green technologies, whilst recognising the very important role of existing employers in the town;
- Ensuring green infrastructure and historic landscapes, biodiversity, water, flood and waste issues are managed in an environmentally sustainable way

Bicester - Key sites and areas for development



Community first – people and places

Local people will have a huge opportunity to influence the ongoing development of Bicester.

By Bicester for Bicester

- Encouraging people to have a real say in the future of their town
- Supporting local initiatives to improve the town and the community
- Making opportunities for local communities to own and govern local community assets
- Encouraging a growth in sustainability culture, awareness and knowledge about environmental issues by the people and businesses of Bicester

Community first

- New development shall be designed to reduce the opportunity for crime and the fear of crime
- A mix of housing, including affordable housing, housing accessible to those with impaired mobility, high-end housing to attract managers from local companies to reside in the town will be sought in new developments to meet the needs of the whole community
- Support local communities to ensure that their area is safe and free from crime
- Support measures to enhance Bicester as a local service centre for the surrounding villages and rural area
- All new development must be integrated with the existing town to support the creation of a vibrant place

- Opportunities will be sought to improve access to the countryside
- Improvements to town centre retail facilities will be supported

Retrofitting for a Low Carbon Community

- Supporting improved energy efficiency of homes to reduce carbon emissions and fuel poverty
- Supporting improved energy efficiency of business and commercial property to reduce carbon emissions
- Increased water efficiency and reduced water use
- Supporting high speed broadband and digital infrastructure provision for the town

Exacting Eco Standards for New Development (see also standards in section 6)

- Ensure homes built to the highest design and environmental standards

- Seek new buildings which incorporate high quality, contemporary design
- Ensure that new buildings are designed and built to the highest standards in terms of energy efficiency and sustainable construction techniques for example Passiv Haus design based on the code for sustainable homes and British Research Establishment Environmental Assessment Methodology (BREEAM).
- Ensure that new buildings have high speed broadband to facilitate information and smart management systems
- New buildings with reduced water use
- Zero or low carbon energy provision
- Use of local and sustainably sourced materials

Community Infrastructure and facilities

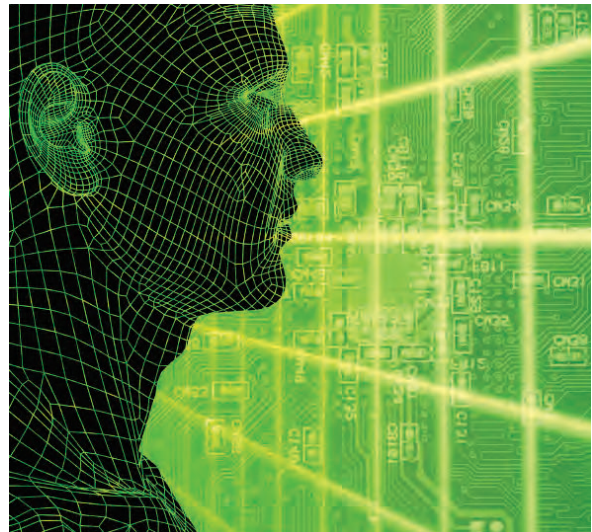
- Provision of high quality community facilities, making best use of the town centre, co location of services, shared use of facilities, public open space, play space for all, streets and gardens and encouraging maximum use of existing community facilities and assets



- Promote local cultural facilities, including a venue with theatre auditorium and room to accommodate formal dining. It is recognised that The Garth could have the potential to fulfil this role
- Promote a sports stadium to meet long term growth of the town
- Provide a new burial site for the town with opportunity for green or woodland burials and quiet recreation.
- Support local sports and leisure facilities
- Provide accessible high quality health and social care to include a community hospital to meet the expanding population of the town
- Support local sustainable food production
- Provision of facilities for young people
- All new development will need to provide or contribute to the provision of facilities to serve the increased population.

Economy

Create a nationally recognised hub of the low carbon economy and the location of choice for business and inward investment. To provide local jobs for Eco Bicester residents.



Employment Opportunities

- Provide new employment opportunities to complement the existing economic base to support the creation of a balanced economic base with opportunities requiring a broad spectrum of skills
- Promote Bicester as a significant location in the triangle between Oxford, Cambridge and London, for an increase in science and technology businesses, exploiting innovations and spin-outs from academic research growing from existing Oxfordshire base
- Create a centre for innovation capitalising on the location within a world class sub region
- Provide support for existing employers in the town to increase their levels of local employment.

Sustainable Travel to Work

- Seek local jobs to reduce out commuting significantly
- Walking and cycling will be promoted through working with new and existing businesses to prepare and implement green travel plans.



Education, Skills and Training

- Creating a learning town with good quality educational opportunities for all ages with access to local quality educational facilities to learn and train
- Provide education, skills and training focused on meeting the needs of business and allowing the local community to benefit from the emerging green economy
- Seek greater provision of higher education facilities within the town

Employment space

- Provide employment opportunities for the eco development's population
- Provide employment space/office stock suited to modern employment requirements, particularly those of low carbon businesses – BREEAM excellent and designed to reduce energy use
- Seek employment creation as part of large residential development sites
- Create a centre for service industries within this buoyant part of the country

Transport and movement

Encourage walking and cycling as the first choice for travel within the town to improve health, reduce carbon emissions and improve the quality of the environment.

A significant increase in travel by means other than the car across the town

- Promote walking, cycling and public transport within the town
- Work with employers and educational facilities to encourage sustainable travel
- Support designs for new development which support walkable neighbourhoods, public transport and provide good access to day to day services locally
- Improve non vehicular access links to town centre facilities and other important destinations from across the town



- Give priority to walking, cycling and public transport where possible
- Provide high quality cycle parking and storage
- Provide improved bus service information
- Encourage car clubs and car share

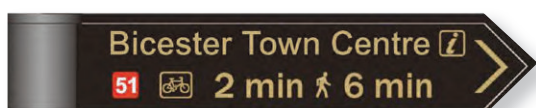
schemes where occasional journeys by car are necessary

Travel Planning

- Ensure schemes and initiatives to promote sustainable travel planning set out in the Department for Transport's Sustainable Travel Towns document developed in more detail for Bicester
- Provide innovative approaches to personal travel, including reduced energy consumption, low emission vehicles

Improvements to the existing transport network

- Ensure sustainable locations for development and highway improvement schemes as part of the 'Bicester Integrated Transport and Land Use Study' commissioned by Oxfordshire County Council in partnership with Cherwell District Council
- Provision of improvements to walking and cycling provision in the town
- Support Chiltern Railways' improvements to the Bicester to Oxford line and services to London
- A perimeter road at 'South West Bicester' to relieve congestion in Bicester and reduce 'rat running' through surrounding villages
- Improvements to Junction 9 of the M40 to unlock the employment growth potential of the town (Phase 1 started in August 2010)
- Encourage electric vehicles and supporting infrastructure



Environmental Sustainability and Infrastructure

In accordance with the community plan “Our District, Our Future” this shared vision aims to understand and adapt to environmental challenges as they arise and ensure that all infrastructure and other developments protect and enhance the environment and biodiversity. The provision of green infrastructure and biodiversity and habitat creation is fundamental to Eco Bicester and already an important component of the town.

Open Space and Green Infrastructure

- Maximise ecological and biodiversity gains from open space compatible with its recreational role
- Ensure the 40% green space at NW Bicester integrates with existing green space within the town
- Seek a network of open spaces incorporating river corridors and linking not only to existing space within the town but also the wider countryside
- Provide multi functional green infrastructure incorporating footpaths and cycle paths, sports and recreational space, play, ecological enhancement, adopted sustainable urban drainage systems and flood alleviation
- Seek opportunities for new wetland areas and creation of local priority habitats
- Use of the new cemetery as a quiet and sensitive green space



- The character of the countryside shall be protected and where new development has been identified as necessary it should be designed to be assimilated within the landscape without altering the character of the surrounding countryside.

Biodiversity

- To protect existing habitats
- To enhance biodiversity in the town and habitat creation
- Include features in buildings such as green walls and roofs, bat tubes and swift boxes to support priority species
- Seek shelter belts to enhance the range of habitats and provide for micro climates

Water Use

- To develop a sustainable water management approach to new development
- Seek water neutrality and more efficient water usage across town
- Promote grey water recycling
- Provide sustainable urban drainage to ensure that existing water courses are maintained and contaminants treated within surface water

Flood Risk

- Provide measures to ensure that run off created from development does not introduce flood risk elsewhere.
- Take opportunities to address flood risk downstream within the town

Waste and energy

- To develop a sustainable energy management approach to new development
- Seek zero or low carbon energy generation
- Explore sewerage and waste providing bio gas for energy centre.
- Provide storage for recyclable materials included in new buildings
- Provide measures to reduce all waste including that from construction

Appendix

Eco Bicester development standards, building on eco town standards

This section provides further detail on the development standards to be used in delivery of the Shared Vision through eco development and particularly the proposals for North West Bicester.. As described earlier in the document, the vision for Eco Bicester sets out a holistic approach to future development integrating the proposed development at North West Bicester with the existing town. The following standards are taken and adapted from extracts from the PPS and will be required to be met for development at NW Bicester and other new developments. However it is recognised that for some smaller sites it may not be possible to meet all the criteria on site and in these circumstances off site provision should be investigated.

Zero carbon

The definition of zero carbon follows that set out in the Eco towns PPS and is that over a year the net carbon dioxide emissions from all energy use within the buildings are zero or below . Proposals for the development of NW Bicester should demonstrate how this will be achieved taking into account the health and social care needs of residents, and the resulting energy demand. Other large developments will also be expected to meet the zero carbon requirement.

The definition excludes embodied carbon and emissions from transport but includes all buildings – not just houses but also commercial and public sector buildings which are built as part of Eco Bicester. The calculation of net emissions will take account of locally produced energy; production of energy imported from centralised energy networks, emissions displaced by exports of locally produced energy to centralised energy networks where that energy is produced from a plant (1) whose primary purpose is to support the needs of the Eco Bicester and (2) has a production capacity reasonably related to the overall energy requirement of the Eco Bicester.

Climate change adaptation

NW Bicester is to be a sustainable community that is resilient and well-adapted to future climate change. It should be planned to minimise future vulnerability in a changing climate, and with both mitigation and adaptation in mind. All new developments should be designed to take account of the climate they are likely to experience. New development is to deliver a high quality local environment and meet the standards on water, flooding, green infrastructure and biodiversity set out in this Vision, taking into account a changing climate for these, as well incorporating wider best practice on tackling overheating and impacts of a changing climate for the natural and built environment.

Homes

As well as being zero carbon, proposals for new homes should:

- (a) Achieve high standards of sustainability, for example, Building for Life Silver Standard and Level 5 of the Code for Sustainable Homes as a minimum (or any higher standards in the development plan)
- (b) Meet lifetime homes standards and space standards
- (c) Have real time energy monitoring systems; real time public transport information and high speed broadband access, including next generation broadband where possible. Consideration should also be given to the potential use of digital access to support assisted living and smart energy management systems
- (d) demonstrate high levels of energy efficiency in the fabric of the building, having regard to proposals for standards to be incorporated into changes to the Building Regulations between now and 2016 (including the consultation on planned changes for 2010 issued in June 2009 and future announcements on the definition of zero carbon homes), and
- (e) Achieve, through a combination of energy efficiency and low and zero carbon energy generation, carbon reductions (from space heating, ventilation, hot water and fixed lighting).

Employment

It is important to ensure that NW Bicester is a genuine mixed-use community and that unsustainable commuter trips are kept to a minimum. A similar approach will be sought for all suitable development sites. Facilities to support job creation on the site and in the town should be available and as a minimum there should be access to one new employment opportunity per new dwelling that is easily reached by walking, cycling and/or public transport.

Transport

Travel should support people's desire for mobility whilst achieving the goal of low carbon living. Options such as walking, cycling, public transport and other sustainable options should be prioritised, thereby reducing residents' reliance on private cars, including techniques such as filtered permeability. To achieve this, homes should be within ten minutes' walk of (a) frequent public transport and (b) neighbourhood services. The provision of services may be co-located to reduce the need for individuals to travel by private car and encourage the efficient use of the sustainable transport options available.

The following criteria should be considered in terms of travel planning:

- (a) How the town's growth will enable at least 50 per cent of trips originating in NW Bicester or on any other large mixed use development, to be made by non-car means, with the potential for this to increase over time to at least 60 per cent
- (b) Good design principles, drawing from Manual for Streets, Building for Life, and community travel planning principles
- (c) How transport choice messages, infrastructure and services will be provided from 'day one' of residential occupation, and
- (d) How the carbon impact of transport in the eco-town will be monitored, as part of embedding a long term low-carbon approach to travel within plans for community governance.

- (e) Options for ensuring that key connections around Bicester do not become congested as a result of the development, for example by extending some aspects of the travel plan beyond the immediate boundaries of the site, and
- (f) Ultra low carbon vehicle options, including electric car schemes should be considered to help achieve a sustainable transport system.
- (g) Bicester should grow in a way that supports children walking or cycling to school safely and easily. A maximum walking distance of 800m from home to the nearest school for children under 11 will be sought.

Healthy lifestyles

Bicester shall be designed to support healthy and sustainable environments and enable residents to make healthy choices easily.

Local services

A good level of provision of services within new development in Bicester proportionate to the size of the development and to complement those in the town will be sought. This should include leisure, health and social care, education, retail, arts and culture, library services, sport and play facilities and community and voluntary sector facilities.

Green infrastructure

40% of the total area of land at NW Bicester is to be allocated to green space of which at least half should be public. For other developments the LDF will identify the standards of provision required. A network of well managed, high quality green/open spaces which are linked to the wider countryside should be provided including a range of types of green space, for example community forests, wetland areas and public parks. Green space should be multifunctional, e.g. accessible for play and recreation, walking or cycling safely, and support wildlife, urban cooling and flood management.

Particular attention should be given to land to allow the local production of food from community, allotment and/or commercial gardens.

Landscape and historic environment

Development should complement and enhance the existing landscape character. Proposals should set out measures to conserve and, where appropriate, enhance heritage both assets and their settings.

Biodiversity

NW Bicester will need to demonstrate a net gain in local biodiversity. All new development should seek to achieve this. A strategy for preserving and enhancing local biodiversity is required to accompany any planning applications. This will need to be based on up to date information about the biodiversity of the area including proposals for the management of local eco systems and where appropriate, the restoration of degraded habitats or the creation of replacement habitats. It should set out priority actions in line with the England Biodiversity Strategy and local biodiversity action plans, including appropriate mitigation and/or mitigation measures, required to minimise adverse effects on individual species and habitats of principle importance and to enhance local bio diversity over all. Developers should seek the advice of Natural England and other relevant statutory advisers when developing their strategies. Delivery bodies should be identified in the strategy and its implementation should proceed in parallel with the development.

Water

Bicester should be ambitious in terms of water efficiency, particularly as it is in an area of water stress. NW Bicester and other large development should:

NW Bicester should:

- (a) incorporate measures in the water cycle strategy for improving water quality and managing surface water, groundwater and local watercourses to prevent surface water flooding from those sources; and
- (b) Incorporate sustainable drainage systems (SUDS) and, except where this is not feasible, as identified within a relevant Surface Water Management Plan, avoid connection of surface water run-off into sewers.
- (c) A strategy for the long term maintenance, management and adoption of the SUDS will be required. Eco-Bicester should aspire to water neutrality, i.e. achieving development without increasing overall water use across a wider area. In particular, the water cycle strategy should set out how:
 - (d) development would be designed and delivered to limit the impact of the new development on water use, and any plans for additional measures, e.g. within the existing building stock of the wider designated area, that would contribute towards water neutrality
 - (e) new homes will be equipped to meet the water consumption requirement of Level 5 of the Code for Sustainable Homes; and
 - (f) New non-domestic buildings will be equipped to meet similar high standards of water efficiency with respect to their domestic water use.

Flood risk management

Development should not increase the risk of flooding elsewhere and should use opportunities to address and reduce existing flooding problems. At NW Bicester all of the built-up areas (including housing, other public buildings and infrastructure) will be fully within Flood Zone 1 – the lowest risk. Flood Zone 2 (medium risk) should, as far as possible, be used for open spaces and informal recreational areas that can serve as multi-functional spaces, for example, those used for flood storage. There should be no built-up development in Flood Zone 3, with the exception of water-compatible development and, where absolutely necessary, essential infrastructure as defined in Table D.2 of PPS25: Development and Flood Risk.

Waste

A sustainable waste and resources plan should be developed for NW Bicester and other large developments, covering both domestic and non-domestic waste, which:

- (a) sets targets for residual waste levels, recycling levels and landfill diversion, all of which should be substantially more ambitious than the 2007 national Waste Strategy targets for 2020; it should be demonstrated how these targets will be achieved, monitored and maintained
- (b) Establishes how all development will be designed so as to facilitate the achievement of these targets, including the provision of waste storage arrangements which allow for the separate collection of each of the seven priority waste materials as identified in the Waste Strategy for England 2007
- (c) Provides evidence that consideration has been given to the use of locally generated waste as a fuel source for combined heat and power (CHP) generation for the eco-town, and
- (d) Sets out how developers will ensure that no construction, demolition and excavation waste is sent to landfill, except for those types of waste where landfill is the least environmentally damaging option.

Further Information:

Can be found at the following locations:
Online at: www.cherwell.gov.uk/ecotowns
Offices: Bicester Town Council, Cherwell
District Council

Alternatively you can contact the
Eco Bicester project team by email at
ecobicester@cherwell-dc.gov.uk or
telephone on 01295 221644.

The information in this document can be made available in other languages, large print braille, audio tape or electronic format on request. Please contact 01295 227001

Jeżeli chcieliby Państwo uzyskać informacje w innym języku lub w innym formacie, prosimy dać nam znać. 01295 227001

ਜੇ ਇਹ ਜਾਣਕਾਰੀ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦੀ, ਤਾਂ ਇਹ ਸਾਥੋਂ ਮੰਗ ਲਓ। 01295 227001

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。01295 227001

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو براۓ مہربانی ہم سے پوچھئے۔
01295 227001

Eco Bicester – One Shared Vision – Consultation Summary

Consultation - 23rd August 2010 – 1st October 2010 (6 weeks)

Invitations to comment on the vision were sent to:

Bicester Town Council
Ambrosden Parish Council
Bucknell Parish Council
Caversfield Parish Council
Chesterton Parish Council
Launton Parish Council
Bicester Vision
Bicester & District Chamber of Commerce
Bure Park Residents Association
Southwold Community Association
Bicester Parklandview Residents Association
Langford Village Community Association
Bicester Green Gym
The Courtyard Youth Centre
Bicester & Kidlington Ramblers group
Windrushers Gliding Club
Bicester WI
Local History Society
Bicester Community College
The Cooper School
Bicester Resource Centre
Bicester U3A

Publicity included

- An article in the local newspaper & newspaper website.
- Press release on Council's website
- posters were put up in Bicester Town centre, Bicester Town Council and Bicester LinkPoint along with notice boards around the town.
- Weekly tweeting to encourage people to comment online or at their local offices. These tweets were republished by Chamber of Commerce and Bicester Vision.

Consultation Events

23rd August – 1st October – Online consultation portal was open for people to comment on the draft document

2nd September – Presentation and Q & A session at Launton PC meeting

3rd & 9th September – Public Exhibition in Bicester Town Centre during weekly & Farmer's market, which included handing out of vision document, engaging with the local resident and businesses and had displayed several plans of Bicester with present and proposed development.

15th September – OCC, CDC, and BTC Members' workshop

Presentation/Workshop at Bicester Community College – Date TBC

20th October – Attendance at Bicester Youth Council

Respondents: 35 respondents, 32 through online consultation portal and postal responses (see below).

3 lengthier responses from: Ben Jackson, Green Coconut & John Liggins. Workshop summary responses were also received through Member Workshop and Bicester Vision Meeting

On Line & Postal Responses

How many agreed or disagreed?

Agree: 16

Disagree: 13

Neither agree nor disagree: 2

Didn't know if they agreed or disagreed: 1

Issues

From the 35 respondents, 88 broad issues have been identified.

The main issues are:

The inadequate existing infrastructure currently in and around Bicester, respondents want to see infrastructure improvement for motorists, but also for pedestrians and cyclists.

The variety and lack of existing facilities within the town, people want to see a wider range of facilities for all ages to stop people leaving Bicester in the evenings and weekends to surrounding towns which have the supply of facilities.

Where are the jobs going to be created to supply the growth of Bicester? And are they going to be for local people?

What vision objective do people find most important?

Community First and Transport and Movement were chosen equally as the most important with 11 respondents each.

Economy and Environment sustainability both with had 5 respondents choose them each.

How many people thought it was about NW Bicester and not about Eco Bicester?

10 out of 32 respondents based their comments mainly or purely on the NW Bicester site issues.

Summary of Ben Jackson's Comments

How will we know when we are a Low Carbon Economy?

Vision needs to include: Retention of existing jobs; improved education to remove need for parents to send to BGN/Marlborough; more high end housing to help lift aspirations and provide accommodation for middle and upper management and high speed broad band to whole town.

Need “good quality” education.

Consider use of Archimedes screws in existing water courses – See Kirtlington Mill Hydro Project.

Exacting eco standards - Highest design standards are well above SHC 4 or 5 – need to clarify intent.

Encourage retrofit of rainwater harvesting as well, especially Local Authority to set example.

Highlight issue of material miles

Include better use of land parallel to railways beside town walks
Wildlife/sitting areas/art/Green Gym/etc

Is the Garth the best choice for a theatre auditorium with formal dining area? Better to support and grow existing facilities and clubs than provide new sports stadium.

Proper partnership with existing and new secondary schools for community use of facilities would be a more efficient use of funding.

Suggest Bicester at heart of a Diamond that includes Birmingham and position Bicester as the central meeting place – a conference hub that reduces travel distances. In addition have state of the art video conferencing facilities to allow wider conferences to take place. Utilise Evergreen 3 and Oxford Airport to promote Bicester as a location for business.

Term sub region would appear to hark back to RDA should be updated. Bicester to be given a clear priority over Kidlington and Banbury by CDC
Need dedicated officer time in terms of economic development.

Need secure cycle storage, signposting with approx times, guides for rides and walking. Promote the many Oxford based clubs that could support Bicester.

Target local larger businesses that have car borne workers and encourage/support them in creating car sharing schemes.

The recent Graven Hill Debate does create an opportunity to create a community built around an existing Rail system which could be used as a Tram/transit system. This has to be worthy of consideration and would ease any land acquisition issues and spread the eco message around the town.

To support other points in the document car parking should be minimised and secure bike storage and integrated bus service given significant priority.

Rat running, outward from Bicester, through Wendelbury will not be stopped by SW perimeter road.

Highways - M40 J9 impact of phases 1 and 2 improvements

Value/importance of aerodrome as a green space with community access.

Bees – must encourage Bees.

Commercial and residential waste collection point in town would increase recycling and also reduce road traffic to Ardley.

Heavy on the what, but nothing on the how, timescales or on benchmarking for progress. To hit a target you first have to set one! The appendix refers constantly to NW Bicester, if we are being aspirational should it not be whole of Bicester? Personal view is that it is not grand enough in its ambitions, not time specific and lacks real aspiration. It did not and does not inspire me. We need to set aside the restrictions and negativity of the past and be really ambitious, but set this against a longer time scale. Say 50 years, with built in flexibility to reflect changing need along the way. Good first draft, but a long way from a finished article.

Summary of Comments from Stockdale Land Limited

Final Draft to be circulated before issuing final version

Document needs redrafting

Possibility of higher costs of relocating in Bicester?

Encourage existing business to stay and grow

Road infrastructure to be provided before additional growth

Utility provision for existing business to avoid losing them e.g. Werth

Exemplar needs to be “state of the art”

Some development should be on previously developed land at MOD Bicester south of the town

Local materials should be used

Factory for construction materials to be located in town

Jobs – skill based jobs

Comments from Green Coconut

3 main areas of concern:

1. Availability of jobs
2. Protecting the interests of the existing townspeople and integrating new sectors with the existing town
3. Infrastructure upgrades

Reduce transport miles

Manufacturing of “green” construction materials locally.

Theatre auditorium and formal dining must be large enough

Need to clarify vision in terms of NW Bicester

Need to clearly explain the benefits are across the town and not just for the NW Bicester.

Jobs – need to address the existing unemployed.

The document needs a timeline with milestones to review and confirm/refine next steps

Aim high - talk about good quality education!

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Table showing summary of consultation responses and proposed changes to Draft Eco Bicester One Shared Vision			
Section Ref.	Comments	Officer response	Proposed changes
Introduction	Over the past 10 to 15 years Bicester has grown. Local facilities have not kept up with growth. New developments for the town centre will only provide adequate facilities for the current residents. Confusion over population – need to be clear on population now and in 2026 (introduction). Whole project to be looked at in a holistic and integrated way and that various possible areas for development are being considered as a whole not as individual projects. Concerns about whether there would be different standards of living for those in the new eco development.	The vision acknowledges that the town needs new facilities. The development at NW Bicester will need to provide facilities to serve the increased population. Purpose of the vision to set out the aspiration for the town rather than identify specific projects. References to population growth and timescales should be confirmed. Following the adoption of the Vision and the LDF Core Strategy further consideration will be given to developing action plans.	Add separate Introduction explaining the purpose of the document and relationship with the appendix. Add separate section on Infrastructure <i>“All new development will need to provide or contribute to the provision of facilities to serve the increased population.”</i> Add “All new development must be integrated with the existing town to support the creation of a vibrant place.” Insert additional text referring to integration and holistic approach
The Vision	BTC considers that purpose of document is to set out wider targets and goals for town and is very pleased to see that it has been significantly influenced by BTC’s own vision document, published earlier this year. BTC members are very pleased to have been involved throughout the process. They have attended two workshops and a Bicester Vision session and understand that all comments made at those sessions will be taken into account. Eco principles reinforced in such a way that the Vision informs all future developments, commercial, retail or domestic, to adhere to the highest eco standards. Technical appendices are surplus to requirement and should be removed, since they confuse the document. Re-emphasise eco principles apply to the whole of Bicester and any new developments in and around Bicester. It would also like to see greater emphasis on concept of building homes and sustainable communities not simply houses.	It is recognised that “sustainable” can be interpreted in many ways and throughout the document the term is used to refer to social, economic and environmental sustainability. It is recognised that “sustainable” can be interpreted in many ways and throughout the document the term is used to refer to social, economic and environmental sustainability. The term “sub region” applies to the wider area. Service industries form an important part of diverse and resilient economies	Replace “sustainable” with “environmentally friendly. Replace “sustainable” with “long term” Replace references to sub region with “surrounding area”.
The Vision	Thames Valley Police (TVP) broadly supports the principles set out within the One Shared Vision document.	The comment and support is welcomed.	Suggested no change
The Vision	Flexibility and diversity. Rapid growth and expansion without the necessary concomitant development of infrastructure has meant a loss of both practicality and small town feel.	The vision acknowledges that the town needs new facilities.	No change
The Vision	Excellent, but perhaps more idealistic than realistic.	Noted support is welcomed	No change
The Vision	What are sustainable jobs?	The term sustainable/sustainability is used throughout the document and needs to be defined for	No change

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		consistency. In this context it refers to jobs that can be sustained in the long term	
Vision	The vision should say 'improving transport, health and leisure choices' – people want their local facility to be good enough not the choice to travel to one that is better.	Agreed	Replace “offering” with “improving” in Vision statement
Vision	Vision is not grand enough in its ambitions, not time specific and lacks real aspiration. It does not inspire. Need to set a longer timescale, 50 years, with flexibility to reflect changing need along the way. No timescales or benchmarking for monitoring progress. Vision needs to set targets.	The document sets a long term vision but does not define the timeframe for delivery. It sets the aims and ambitions. A separate timeframe is being prepared setting out the key milestones towards the delivery of Eco Bicester. The vision sets out the broad aims and aspirations and therefore it does not set specific targets.	No change
The Vision	How will the wish list be funded? Do we expect private investment in facilities?	The vision sets out the aspirations of the whole town. Facilities will be funded in the normal way with developer contributions or by any other mechanism such as Community Infrastructure Levy that may replace current funding.	No change
The Vision	Leisure facilities and infrastructure to be put in first.	The vision acknowledges that the town needs new facilities. The development at NW Bicester will need to provide facilities to serve the increased population. The emerging LDF Infrastructure Plan seeks to provide infrastructure in advance of development.	No change
The Vision	Ensure new development (Eco Town) is integrated with the existing town, provides more than just new homes, but other facilities for the wider community, including new jobs and leisure facilities.	It is important that all new development is properly integrated with the existing town. The vision is not simply about new development but seeks to look at the town holistically and consider its future.	No change
The Vision	Strongly agree with the Vision we need to build a vibrant society and community with shared ideas. Follow the vision – looks fantastic! As all the objectives in the vision are linked, they are all important. Would be good to include existing social hubs – schools, pubs, library & shops. Font is too small.	Support is welcomed and producing the vision is a step towards recognising the many positive things in Bicester and the great potential for its future The vision is looking at the whole town and sets out the ambition that it wants to support local communities and encourage people to have a say in the town	No change
The Vision	One of the aims set out in the vision to create Eco Bicester facilitated by the eco development at NWB is to integrate the eco development with existing development at Bicester. TVP welcomes a degree of pragmatism in this regard. An Eco-Suburb could be an option and benefit Bicester as a tailored solution within the realms of the PPS.	The vision sets out a whole town approach to the development of the proposals at NW Bicester and sees the eco development as a catalyst for the regeneration of the existing town based on eco town principles.	Suggested no change
Community first	It needs to feel a safe place to live and walk/wheel/cycle around with good community spirit the economy will naturally grow so long as opportunities and jobs are provided, a happy and safe community will be less likely to use cars to "get out" at weekends, spending more in the local area instead and	The vision seeks to put local community at its heart, recognising its importance to the town's future. Safety is an important concern that is not currently included in the vision	Add P4 Support local communities to ensure that their area is safe and free from crime.

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	more willing to take on environmental improvements		
Community first Housing	Creating a vibrant Eco Bicester relies on a number of interacting factors. One important element is the provision of a choice of new housing that is sustainable, provides a high quality residential environment and has easy access to local jobs and facilities. Housing - Agree with vision but affordable housing should be an important objective More high end housing to help lift aspirations and provide accommodation for middle and upper management Housing for the elderly, retired. Housing for disabled people in a town centre location is needed to allow the easy access to community facilities	The proposed new housing development will provide a mix of eco homes in terms of size and type and the vision refer to high quality design standards. Cherwell District Council's current policy is to seek 30% affordable housing. The need for a range of housing, including high end housing and affordable housing is not currently set out in the vision	Add P4 A mix of housing, including affordable housing, housing accessible to those with impaired mobility, high-end housing to attract managers from local companies to reside in the town will be sought in new developments to meet the needs of the whole community.
Community first Housing	It would be great to see all requirements met. Due to location, road and rail links and cost of housing being lower than a lot of commuter towns many people will want to buy houses here.	Noted and support is welcomed	No change
Community first - Bicester for Bicester	Education & Training - Opportunity to shape eco education, don't replicate education provision and provide choice, maybe Eco university?– Point 4 Add “good quality” before education on line one.	The vision does seek for Bicester to be a learning town with access to local education facilities.	Amend Separate section re education to be added Add P4 Good quality educational facilities
Community first Retrofitting	Improve quality of life for all – retrofitting existing stock, both business and residential.	The need to focus on Bicester and the existing buildings as well as new buildings is recognised in the vision. What can be achieved is limited by funding available but a scheme to provide very cheap insulation measures has been launched.	No change
Community first - infrastructure	Replacement of Bicester hospital. Swimming pool too small, library facilities are inadequate. Needs more focus on Bicester centre	The vision acknowledges that the town needs new facilities. However specific reference to health facilities could assist clarity. The town centre redevelopment will increase the retail facilities in the town centre. However it is important in the future that there is continuing support for town centre development to create the vibrant place with a range of facilities the vision seeks. The sports centre has recently been modernised to take account of the increased population in the town. It is well located for access by walking and cycling as well as having car parking on site.	Add P4 “Ensure the expansion of health facilities to meet the needs of the population and seek the provision of a replacement hospital to serve the town & the surrounding area.”

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Community first	more focus on activities for children/young adults– provision of facilities for young people.	The vision does not include reference to facilities for young people.	Insert in community infrastructure section: “Provision of facilities for young people
Community first	Infrastructure before development Need schools, hospital facilities and transport.	Infrastructure should be provided in advance of other development.	Add P4 “Improvements to town centre retail facilities will be supported.”
Community first	A single, railway station with adequate parking facilities, regular buses serving the estates and rural villages.	A second railway station is required to serve the two branches of the rail lines that cut through Bicester. This is proposed as part of Chiltern Railways Project Evergreen. Improvements to bus services are sought in the vision.	No change
Community first	Point one: Include better use of land parallel to railways beside town walks. Wildlife/sitting areas/art/Green Gym/etc	The comment on use of land is a very specific point, too detailed for the vision. However open space is currently owned and managed by Bicester Town Council who the comment will be passed to for consideration. Other areas are in private ownership where it is more difficult to influence the management of the land.	No change
Community first	Point two: Is the Garth the best choice? Cycle storage is not available, day time events can lead to pressure on parking. Venue needs to be able to seat 250 - 300 and break out rooms.	The vision only recognises that The Garth could be suitable and does not rule out other locations if more appropriate.	No change
Community first	Point three – Better to support and grow existing facilities and clubs.	The vision seeks to support local sports and leisure facilities and does not differentiate between existing and new clubs.	No change
Community first	Proper partnership with existing and new secondary schools for community use of facilities would be a more efficient use of funding.	The vision includes reference to co location of services and should include reference to shared use of facilities	Insert reference to shared use of community facilities
Community first – people and places	Need to plan for the future and looking at the future needs and the ability to expand facilities/infrastructure by leaving land aside	The development plan sets out the land use and proposals for future growth in Bicester and the District as a whole therefore it is not included in the Vision	No change
Community first - Eco standards	Digital infrastructure Broadband/Telecoms – Bicester outdated telecommunication infrastructure needs updating to allow for smart working, flexible living/working to encourage less commuting and better communities Celebrate best practices in business eco standards – and how can the concept be introduced to businesses? High speed broad band to whole town	The requirement for high speed broadband is recognised in the vision and the eco towns PPS. It is acknowledged this is important for the town as a whole	Emphasis importance of digital infrastructure including high speed broadband in eco standards section. Include separate point on high speed broadband

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Community first Eco standards	Utilities (water, waste and electricity) water and electricity supply is an issue for local businesses experiencing power cuts ("brown outs").	Eco Bicester Project team to investigate this further as part of infrastructure plan and delivery of eco development. This issue will be addressed as part of the Infrastructure Plan to support the LDF Core Strategy.	No change
Community first - Eco standards	"highest possible environmental standards" should be sought within the realms of what is achievable to bring development forward, and there should be more overt recognition that the aims of the document are not necessarily dependent on delivery of and Eco-town; the aspiration is wider ranging New housing should be more than the standard brick type, but with add-ons to improve their eco credentials	Noted The vision sets out exacting standards for new eco development including ensuring homes are built to the highest design and environmental standards. Planning applications for new development will provide detailed designs	Suggested no change No change
Community first - facilities Community first - Local Leisure facilities	Provision of well-linked facilities for the community. Maximise the use of existing locations to develop other elements - eg space on school campuses for the theatre/dining provision within reach of the whole town. Work on the community organisations. Opportunities in retail and in technology with local firms. Large park for picnics, walks, duck pond, childrens play area, crazy golf. More local halls, community buildings which clubs can use, residents associations etc Theatre more sports facilities. Residents use facilities in other towns. Include leisure facilities and larger supermarkets etc. in future housing plans. Need a bigger sports centre, cinema, a bigger bowling ally. Modern leisure centre, the one in the centre of Bicester is in the wrong place too central there needs to be a centre that has water slides etc. a lake for sailing, rowing & a café. Provide an indoor shopping centre like Banbury centred around an artificial lake for pedalos and a theatre by the side.	The vision looks to support and provide new facilities. It is sensible to maximise the use of existing assets. It acknowledges that the town needs new facilities. The development at NW Bicester will need to provide facilities to serve the increased population. The vision looks to support and provide new facilities for community & leisure and jobs to reduce out commuting. It acknowledges that the town needs new facilities. The purpose of the vision to set out the aspirations for the town rather than identify specific projects. Following the adoption of the Vision and the LDF Core Strategy further consideration will be given to developing action plans. One of the key elements of the vision is to create a vibrant town where people would want to spend their leisure time. However these need to be appropriate to the size of the town and commercially viable. Town centre extension is planned but not as an indoor provision.	Add P4 "And encourage maximum use of existing community facilities and assets Add. All new development will need to provide or contribute to the provision of facilities to serve the increased population. Add P4 "Support measures to enhance Bicester as a local service centre for the surrounding villages and rural area."
Eco Standards	Go forward together considering all possibilities. Create some contact points with the history of the town Better, more affordable parking Encourage retro fitting for lower carbon, but also to regain heritage of the town centre Set a proper standard now for new housing not less than Sus Hme Code 6 Reduce traffic queuing and congestion	The vision is the first step in the Strategic Delivery Board seeking to create a change of approach for Bicester. There are costs involved in achieving the highest code level, level 6. The vision seeks code 5 which requires improvement over building regulations and is considered ambitious but achievable.	Amend P4 Remove reference to code levels
Eco standards Delivery	Un-aspirational, Needs benchmarking to measure delivery. Appendix constantly refers to NW Bicester not whole of Bicester Contradicts minimum housing standards - highest possible - level 4 and level 5 are all referenced as being the	The vision is designed to set out the aspiration for the town and it is considered ambitious. The LDF will contain the detailed planning policies. The Core Strategy will be the first of the documents to be	Add Introduction that describes the purpose of the document and relationship with other documents

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	requirement. Half hearted, bland, wishy washy and nowhere near ambitious enough, the town deserves much more.	produced and will be monitored.	
Eco town standards	No reason why all new building should have to comply with the highest standards Improve access to bicester village to reduce pollution from queining vehicles. Only alternative to the weston Otmoor proposals.	The existing traffic problems are acknowledged and the vision refers to the BICITLUS study that looks at the most sustainable locations for new development and highway improvements.	All new development must be integrated with and the existing town to support the creation of a vibrant place.
Community first - Eco standards	Need to explain spaces for all and Buildings for life. Eco Bicester can change the reputation of Bicester by becoming a town-wide exemplar – cutting edge, locally made houses, sustainable businesses, and centre for low carbon economy. Building regulations will enforce does not need Eco Bicester Vision new hospital or "primary care centre" is forced to be built to at least the environmental level 5 and ideally higher. This will save a huge amount in both energy and water usage for the future and reduce their running costs by a huge amount. The proposed developments will not achieve sufficiently high standards for housing; industry and commerce are likely to face even less stringent requirements.	The reference to specific standards should be amended to reflect a more generic approach The SDB can not change building regulations this is the job of government. The PPS suggests that new dwellings should be to at least code 4 and in area of water stress code 5 for water. It is recommended that the vision is amended to reflect this. Non residential buildings are assessed against BREEAM standards and the vision seeks Excellent The vision seeks new development to met high standards of energy efficiency and sustainable construction	Replace refer to Buildings for Life with more generic description of eco standards. Amend P4 Amend eco standards section as follows: "Ensure that new buildings are designed and built to the highest standards in terms of energy efficiency and sustainable construction techniques for example Passiv Haus design based on the code for sustainable homes and British Research Establishment Environmental Assessment Methodology (BREEAM). This should reflect the eco town standards set out in the supplement to Planning Policy Statement 1 as a minimum (unless higher standards are set out elsewhere)." Amend Appendix to ensure consistency
Economy employment opportunities	The jobs provided by the development need to be proper skill based jobs to achieve the aims and it is key to deliver jobs at the same time as houses Degree level jobs as well as construction jobs. Positive encouragement for existing businesses within Bicester to stay and grow Need an audit of existing businesses	The vision sets out an aspiration for skills and training and refers to employment opportunities requiring a broad spectrum of skills	No change

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Economy	No explanation on how 'one job per household' will be achieved in Bicester with commuters who work a long distance away. Bicester is a good location to be based. Bicester needs more jobs so that the people in the Eco Town and, importantly, in Bicester itself are able to walk or cycle to work. These jobs should provide a spectrum of roles and pay scales rather than being limited to poorly paid unskilled work. Increase in locally available jobs How are the objectives being evaluated? When can we say Bicester has become a low carbon economy? How are businesses being attracted? Current lack of good quality office accommodation and poor appearance of commercial sites. Variety of types and sizes of commercial space is needed, so that growing companies stay. Out-commuting is a problem. Bicester is dormitory town. Employment Opportunities - Point 2 - Suggest a Diamond that includes Birmingham and position Bicester as the central meeting place – a conference hub that reduces travel distances. In addition have state of the art video conferencing facilities. Utilise Evergreen 3 and Oxford Airport. Point 3 – Term sub region should be updated.	The vision identifies on page 4 the proposals to capitalise on Bicester's location, Oxfordshire spin outs, skills & training, targeting new technology and service industries as well as provision of premises to increase employment opportunities. The vision promotes travel by means other than the private car. Improved public transport is sought but pricing is a matter for the operators. Parking standards and design policies will be set out in the Development Plan and used to determine planning proposals The vision sets the aspiration for the town. Check KPIs. What are we doing already??? The need to retain existing jobs is acknowledged Highlighting accessibility is important in attracting some new businesses. The suggestion to create a conference venue to be passed to Economic Development teams for consideration. RDA's are no longer relevant and the description sub region should be replaced with "surrounding area".	Add P5 <i>"Provide support for existing employers in the town to increase their levels of local employment."</i>
Sustainable Level to Work	Point 1 – Requires Bicester to be given a clear priority over Kidlington and Banbury by CDC. Also needs dedicated officer time in terms of economic development.	The document focuses on Eco Bicester and does not refer to the other towns/villages in the wider District. The Eco Bicester Project Team will support the delivery of the vision. The aim is to provide one employment opportunity accessible by walking cycling or public transport for every new home. The existing traffic problems are acknowledged and the vision refers to the BICITLUS study that looks at the most sustainable locations for new development and highway improvements	No change
Economy	It is vital that the material construction factory is in Bicester. Manufacturing green materials locally to be used by the construction businesses of the various developments.	The demonstration phase may have to source materials and labour from outside Bicester until local products and workforce are available. The vision seeks to provide opportunities for local employment, materials and sustainable construction. It is acknowledged that it is important to encourage materials manufacturing and sourcing that reduces the need to travel.	Add Appendix Developers will be encouraged to ensure that the carbon emissions from transport are taken into account in the choice of materials used in the development.
Employment opportunities/space	Adequate water, electricity and gas supplies need to be available to the existing businesses	Eco Bicester Project Team to contact utility companies and service providers Infrastructure planning and delivery will be considered as part of the LDF infrastructure planning and delivery will be considered as part of the LDF	No change

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Employment space	Page 5: Employment space, first bullet point; Do not understand the sentence. See Bicester as a national and international centre for Green Industries, skills and technology, and a place where businesses wish to relocate to. This goes beyond 'service industries' Point 1 –use of term Sub Region without definition. Point 4 – Numerate.	The reference to sub regional should be reconsidered or redefined in the context of the wider area.	Delete reference to sub region and consider replacing with an alternative description of the wider area. Add: "Provide one job opportunity per household for the eco development's population."
Transport & Movement	Point 4 – Secure cycle storage, signposting with approx times, guides for rides and walking. Point 8 – Promote the many Oxford based clubs that could support Bicester. Target local larger businesses that have car borne workers and encourage/support them in creating car sharing schemes.	In promoting cycling and walking as the first choice for transport the vision will support improved facilities for these modes. The vision reflects the many car clubs already in use in other developments. Car clubs will be considered on the NW Bicester development site and could form the basis of a wider scheme for the existing town. The document promotes sustainable travel planning which includes car share	Refer to Oxfordshire Car Share scheme
Transport and movement	Sustrans welcomes the publication of "Eco Bicester – One Shared Vision", particularly the emphasis on the whole town and not just the proposed ecotown at NW Bicester. We welcome the emphasis on walking and cycling, particularly as the town is flat and compact. The furthest edge of proposed development will be no more than 5km from town centre facilities and existing employment sites, a distance that be comfortably cycled in 20 minutes.	The support is welcomed	Suggested no change
Transport and movement	Bicester is a commuter town. Transport infrastructure must support proposed growth. Road infrastructure needs to be improved. Pedestrian crossings are needed to cope with more traffic. A34 congestion. Parking standards. Infrastructure for cycling, buses, walking safely. Provide fast effective alternative to the car that is cheap to use and regular. Reduce car congestion to the north of Bicester. People will have cars. residents cars in the front of homes People will not use public transport. Train travel is expensive compared to driving and less convenient. Bicester Village traffic problems. 5000 homes with an average of 1.5 cars per house will compound issue.. Rural transport provision is inadequate infrequent and expensive. therefore forced to travel by car. Already large numbers of vehicles passing through and around Bicester Inadequate transport infrastructure. The provision of adequate road infrastructure before the population grows. Need to update the transport infrastructure. the development needs to fund more buses, rail improvements, improving the ring road and creating more	This is acknowledged and is part of the reason to look to reduce short journeys in the town. The existing traffic problems are acknowledged and the vision refers to the BICITLUS study that looks the most sustainable locations for new development and highway improvements. The vision promotes travel by means other than the private car. The vision targets travel within the town for the promotion of walking & cycling as well as identifying the opportunities for improved public transport. The vision seeks to promote and give priority to walking & cycling within the town. The appendix sets out requirements for new development. It seeks to limit car trips but does not specify a parking standard. OCC are currently reviewing parking standards The vision seeks to promote walking & cycling and improve non vehicular links. Improved public transport is sought but the pricing is a matter for the operators.	

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	cycle lanes and paths.		
Transport	Be clear on what density means in terms of walkable neighbourhoods	The reference to density reflects the aspiration for improved access to services and facilities in the town and a reduced need to travel	Delete the reference to densities on page 6
Transport	Aim to reduce personal carbon footprint by having better access to affordable public transport	The vision targets travel within the town for the promotion of walking and cycling as well as identifying the opportunities for improved public transport.	No change
Transport	Proposal to decrease car dependence is admirable, unrealistic aim to reduce car trips from NW Bicester by 50% or more. Proposal to improve walking and cycling provision is welcome. Get the traffic flowing freely and easily and the environment benefits, business becomes less costly and attracts more employment opportunities.	The existing traffic problems are acknowledged and the vision refers to the BICITLUS study that looks the most sustainable locations for new development and highway improvements. The appendix sets out requirements for new development. It seeks to limit car trips but does not specify a parking standard. OCC are currently reviewing parking standards	No change
Walking and cycling	Stress the importance of good quality walking and cycling routes to and through the town centre. Sustrans cycled around the town with Tony Baldry MP in August and a short report on "Walking & Cycling Gateways" was prepared. An earlier submission on town centre developments and cycling issues is also relevant.	Support is welcomed	No change
Travel Planning	Concern about the current proposals to change travel behaviour within the existing town. Mass marketing campaigns are planned, which previous experience suggests will have limited impact. A small Personalised Travel	Personalised travel planning is being considered as part of the proposals for Bicester. The experience of sustainable travel towns is also relevant.	Suggested no change

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	Planning project would be much more effective than a town-wide non-targeted marketing campaign. The Vision document refers to the Sustainable Travel Towns, but many of the lessons from Peterborough, Worcester and Darlington do not appear to be used in Bicester.		
Walking and cycling	Investigate the right of way of the cycle path leading from Tesco's down to Bicester Town Station. Route 51 cycle path could usefully be re-routed by coming down from Tesco's all the way to the town station, out to the London road, down to the crossing, turn left directly afterward along the cycle/footpath that's already there, and then continue across the estate to join current route at Gavray Drive.	Officers to investigate and respond separately. The right of way referred to is over private land and is secured by a legal agreement. The County Council has carried out an initial survey of existing walking and cycling links	Suggested no change No change
Improvements to the existing transport network	Point 3 – To support other points in the document car parking should be minimised and secure bike storage and integrated bus service given significant priority.	OCC and CDC continue to work with Chiltern Railways to agree the level of parking at Bicester Town Station	No change.
Improvements to the existing transport network	Point 4 – Rat running, outward from Bicester, through Wendelbury will not be stopped by SW Perimeter road.	The perimeter road is part of a package of highway improvements set out in the Bicester Integrated Transport and Land Use Study	No change.
Improvements to the existing transport network	Point 5 Junction 9 M40 improvements Highways have admitted neither phase 1 or 2 will help Bicester as no account of A41 is being taken. In fact censors are moving closer to Bicester which will increase delays.	The improvements to Junction 9 are a priority for the Strategic Delivery Board and will unlock the potential for employment development at Bicester Business Park	No change.
Environmental Sustainability	Point 3 – Walking and Cycling Enhance & promote existing cycle and walk routes to encourage use. Green space/RAF Bicester Add – Value/importance of aerodrome as a green space with community access. Biodiversity Bees – must encourage Bees	Paths for walking and cycling will be promoted as part of multifunctional green space RAF Bicester could form part of a network of green spaces and negotiations with Defence Estates continue The vision includes and promotes biodiversity enhancement including bees	No change
Environmental sustainability	Access to countryside without driving. Local paths blocked, town green areas don't link. Would like good walking, cycling routes through the town linking to countryside with access for children to woods and ponds wildlife. Create woodland walks with children friendly activities.	The vision seeks a network of open spaces within the town. This has been a long held ambition but it has only been possible to achieve improvements when opportunities have arisen through new development.	Add P7 "Opportunities will be sought to improve access to the countryside"
Environmental sustainability - Water use	Water Use Take into account future commercial needs.	The vision document sets out the approach to water use for new and existing development including commercial uses	No change
Environmental sustainability	Environment sustainability should be a part of all new building objectives. Impacts on biodiversity, landscape, water stress and flood risk will be serious	The vision recognises the need to protect & enhance bio diversity and develop an approach to sustainable water management	Add P7 The character of the countryside shall be protected and where new development has been identified as necessary it should be designed to be assimilated

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			within the landscape without altering the character of the surrounding countryside.
Environmental sustainability	Energy savings will be offset by population growth Will houses have solar power, underground heat generation, grey water tanks, wind turbines?	Housing needs surveys for the LDF identify growth in population within the district. Increasing population means that it is very important that the use of resources is sustainable and does not result in adverse impact on the environment. The vision relates to the whole town rather than to a specific development and therefore reference is made to achieving high environmental standards for sustainable homes rather than specifying a particular type of technology. This can be achieved in a number of different ways Increasingly government targets to decrease carbon emissions, reduce waste and develop more sustainably will impact on the town. Seeking to change the approach now will put Bicester at an advantage in the future.	Add to Introduction reference to UK Carbon reduction targets etc
Environmental sustainability	Land proposed currently producing food building on this land will reduce the area of land available for food production. Ideas for allotments will not address the problem.	The amount of development to be accommodated in the town and the best location is identified in the draft Core Strategy. The vision reflects the LDF strategic allocation for NW Bicester but does not seek to allocate land as this is not its purpose. The vision supports local food production.	
Environmental sustainability	Remove 'possible' from point 6 and use burial ground instead of cemetery (5.2.6)	The comment refers to the use of the cemetery	Delete "possible"
Environmental sustainability	To add 'options' after explore sewerage (5.6.2)	Noted	Add 'options' after explore sewerage
Environmental sustainability	Consider use of Archimedes screws in existing water courses	The vision supports zero & low carbon energy solutions. Existing water courses through Bicester have relatively low flows and this comment is considered too specific include.	No change
Environmental sustainability	New settlements exacerbate demand for land, food, water and energy. Rural land will be required for food production if population levels are not reduced. New towns are likely to generate significant extra traffic congestion and pollution. Government policies required. "Eco Bicester", has nothing to do with ecological/ economical/ environmental sustainability. Need to look at housing need.	It is recognised that new development does make demands on resources. The vision seeks to promote an approach to development that reduces those demands The vision can not change government policy. The rate of new housing development is determined through the Local Development Framework based on forecast population growth; the vision does not set the level of growth in the town.	
Environmental sustainability - waste and energy	Point 3 – Commercial and residential waste collection point in town would increase recycling and also reduce road traffic to Ardley.	Commercial and residential waste is currently collected in the town centre	No change

Annex 3

Appendix	The appendix refers constantly to NW Bicester, if we are being aspirational should it not be whole of Bicester?	The appendix sets out the specific eco town standards for NW Bicester following the previous Government's identification of the site as a suitable location for an eco town	Clarify eco standards for whole town.
Appendix	Proposals would have more weight if the opening sentence were to be re-phrased as "The following standards will be required to be met for development at NW Bicester and all other new developments."	The eco town standards are not applicable to all new developments and are included as the basis for discussion with potential developers until a local standard for eco development is adopted.	Suggested no change
Appendix -Eco town standards	Homes a) Says code 5, elsewhere says code 4 and highest possible!	The document attempts to set a minimum standard for eco development based on the eco town standards contained in the supplement to Planning Policy Statement 1. It should be reviewed to ensure consistency. The appendices are taken from an extract from the PPS and will form the basis of a local standard for eco development	Standards for eco development to be amended in document.
Appendix - High speed broadband	Homes c) Think we should take out the where possible, line 4. 'this is a must have for residential and commercial.	The document attempts to set a minimum standard for eco development based on the eco town standards contained in the supplement to Planning Policy Statement 1. It should be reviewed to ensure consistency.	Delete "where possible" as suggested.
Appendix	Wording indicates that so long as public transport can be used distance is no object. Thus travel to London etc would become acceptable – is this the case?	The vision aims to reduce out commuting and provide local jobs in Bicester. The PPS standards refer to unsustainable commuter trips being kept to a minimum. Therefore it would be unacceptable for the employment strategy to be based around travel to jobs in remote and long distance locations.	No change
Eco standards	Housing need, economic regeneration and infrastructure improvements can be more appropriately secured through development which is not encumbered by Eco standards (which have not been fully defined or justified)	NW Bicester is identified as a suitable location for an eco town in the supplement to PPS1. The eco development at NW Bicester has been shown to be viable in a concept study commissioned by CDC.	No change
Eco Standards Viability/Delivery	Industry will put financial gain first and "Eco" credentials second. Under the present financial climate this is unlikely to happen!	The vision sets out in the appendix the standards that are to be sought for new development. It will be for the Planning Committee in determining planning applications to consider the merits of each case. The vision is a long term document during which economic circumstances may change.	No change

Annex 3

	There are number of obstacles to deliver the Eco proposals including: An absence of a proper assessment of the economic viability of Eco development. No clear or flexible approach to Eco standards; uncertainties regarding economic climate and likely changes to Eco standards proposed by new government. Key problems will not be directly solved through the Eco agenda. No evidence in the Cherwell Draft Core Strategy of how is the Eco Town going to act as an economic driver in the long term Council should be seeking to clarify and refine the broad strategy for Eco Bicester in order that objectives, goals and targets are set which:-address the existing specific economic and social problems- are deliverable, viable and achievable-reflect the need for flexibility in the current economic climate - help facilitate the delivery of infrastructure needed to support new growth. Eco town standards - conflicting standards quoted in the document and there should be flexibility to allow for future changes to eco standards and if developments comes forward in a piecemeal fashion. Eco Bicester Strategy needs flexibility to encourage initial employment growth and to encourage new employers with incentives and benefits. New employers may not invest in Bicester due to a requirement to deliver higher Eco standards than in other parts of the country. To deliver carbon zero in all development built as part of the eco town including commercial and public sector buildings may prove to be unattainable given the lack of public sector investment. Not opposed to vision for stimulating growth of population and economy in Bicester. Directly supportive of proposals to create jobs and homes at Howes Lane. Serious reservations regarding viability and deliverability of Council's approach to Eco Development. A critical review of the broad brush vision for Eco Bicester has to be undertaken to look at the realistic viability and deliverability of aspirational Eco standards in current economic climate.	The NW Bicester Concept Study June 2009 showed eco development was viable. This comment needs to be considered in more detail The eco town standards have been used and will have to be amended to reflect future changes or be replaced by local standards. A masterplan for the NW Bicester site is being prepared and will be an integral part of the Eco Bicester One Shared Vision. The Draft Cherwell Core Strategy includes NW Bicester as a strategic site allocation. More detail will be contained in the emerging LDF. This comment needs to be considered in more detail The Eco Towns standards reflect those in the PPS and will be amended to reflect other emerging policies and strategies The Eco Towns standards reflect those in the PPS and will be amended to reflect other emerging policies and strategies Issues of viability and deliverability will be examined in more detail through the planning process at both the LDF and planning application stage An economic strategy is being prepared to support the proposals at NW Bicester. The Cherwell Economic Development Strategy is also in preparation and will set out the issues for Eco Bicester	
Eco standards Appendix	Points one and three are in tension (Page 8 - appendix Homes b also in tension) Highest design standards are well above SHC 4 or 5 – Need to clarify intent Point 4 Encourage retro fit of rainwater harvesting as well, especially Local Authority to set example Point 5 Highlight issue of material miles	The conflict re code standards within the document are noted. However it is considered that Code 5 is ambitious. The vision does seek reduced water use but is not specific about the means. The importance of material miles is noted (see above)	Amend P4 Insert amended text referring to more generic standards for sustainable construction and energy efficiency

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Annex 4

Table showing responses to Eco Bicester One Shared Vision consultation – other issues			
Issue	Comments	Officer response	Proposed changes
Development sites	Use existing "Brown belt" land NOT productive farmland as proposed Additional housing at Gavray drive and land east of the town will not encroach on existing rural communities. Use the Bicester Airfield. Use brownfield sites instead of greenfield agricultural land. Surely this is what an "eco" monicker is all about The vision not shared by landowners	The document sets out the aspiration for the town as a whole and does not seek to identify development sites. This is the role of the LDF Gavray Drive already has permission for housing but this is not sufficient to meet the housing need identified in the LDF Core Strategy. Bicester airfield has been designated a conservation area due to its historic character and importance and therefore significant development would not be appropriate. Land owners at NW Bicester are all now aware of the proposals. A number have expressed a willingness to see their land developed.	No change
Facilities	NW Bicester needs Super Market, Doctors Surgery, Chemist or within a 5 min route to bicester Town centre. A regular public transport system that runs weekends and evenings a wheelchair friendly bungalows	The vision acknowledges that the town needs new facilities.	Add P4 Accessible housing Amend P6 Improve non vehicular links.....taking into account the needs of wheelchair users and others with impaired mobility.
NW Bicester	The allocation (of NW Bicester) is not challenged in principle creating sustainable housing and employment at this location. TVP have highlighted previously the clear sustainability credentials of the land at Howes Lane and the opportunity it presents to deliver a well-located and comprehensive urban extension that would relate well to existing approved development at South West Bicester.	Noted	
NW Bicester	The fragmented nature of land ownership at NWB, it appears unlikely that consensus would be reached across all landowners to enable deliverability of the allocation within the near future. Provision should be made for staged development to come forward in this location, consistent with the objectives of the allocation.	The private sector is progressing with land assembly and has acquired land for the first phase of development. Land acquisition will continue as the masterplan is prepared.	No change
Town centre redevelopment	Have the new plans for the Centre of Bicester taken into account Environment Sustainability? Town needs to be revamped otherwise people will shop elsewhere. The redevelopment will offer a choice of supermarkets leisure facilities and more restaurants and cafes, which will entice locals to use the facilities.	The vision seeks to ensure all new buildings are built to high environmental standards. The town centre development was approved prior to the vision being produced and it is not possible to retrospectively impose new requirements.	No change

Annex 4

Lighting	Street lights in towns are left on, shopping centre lights on all night it makes a mockery of what is planned for the future.	OCC are responsible for street lighting and this comment will be passed to the highway engineers for consideration.	No Change
Timeline	Needs a high level timeline with milestones to review and confirm/refine next steps. Eco Town is planned to be built over 30 years	The vision does not include build rates or a programme of development. However historic build rates from other sites in Bicester have been used in other documents to predict the rate development is likely to take place.	Add Introduction explaining the purpose of the document and timescales (short, medium and long term).
Climate change adaptation	Focus on improvements to the sustainability of existing settlements to meet climate change objectives. Existing settlements comprise significant older building stock, upgrade of which is essential but remains largely unaddressed eco towns will not seriously address population and climate change issues	The need to focus on Bicester and the existing buildings as well as new buildings is recognised in the vision. What can be achieved is limited by funding available but a scheme to provide very affordable insulation measures has been launched. Eco Towns were designed to be national exemplars showing what could be achieved but it is recognised that they can not address climate change issues alone and can not address wider issues relating to population.	No change
Upper Heyford	Upper Heyford is a more suitable brownfield site for a new community	Planning permission has already been granted for development at Upper Heyford. The size of development at Upper Heyford is limited by planning policy due to the unsustainable location accessed from rural roads.	No change
Plan showing key sites in Bicester	The document doesn't provide a map of the site. Does the outline of the site (as presented on the Cherwell district council web site) remain unchanged?	A site location plan of NW Bicester and other development sites may be useful and has been considered. The Cherwell District Council website is accurate.	Include a map of Bicester
Social problems	Unemployment Teenage pregnancy, crime and deprivation	The Cherwell Sustainable Community Strategy sets out to reduce inequality and reduce deprivation. The vision seeks increased employment opportunities, enhanced facilities and greater community involvement. The vision does not target any particular section of the community but seeks greater community involvement within the town.	No change
Communication Engagement	Communication with the whole town is essential, not just consultation, but engagement. How can Eco Bicester Strategic Delivery Board create an eco town to an "eco" town standard. How widely this consultation is being made public only discovered it on website How do you expect to engage with people of Bicester?	The Eco Bicester One Shared Vision has been widely publicised and a summary of the consultation process will be included in the revised document. The vision has been subject to consultation the final version of the document will make reference to this. Extensive consultation was also carried out through the LDF core strategy on the strategic allocation. Once a planning application is received there will be further opportunity to comment on the proposals. The consultation that has been undertaken on the vision will shape the final document.	Insert comment on consultation as part of preparation of Vision. Add a description of consultation carried out.

Annex 4

Planning policy	Cherwell's housing targets. NW Bicester proposal is over-development, now the South East Plan is scrapped. There are housing proposals for the MOD land at Graven Hill. Further housing development needs infrastructure improvements	The amount of development to be accommodated in the town and the best location is identified in the draft Core Strategy. The vision reflects the LDF strategic allocation for NW Bicester but does not seek to allocate land as this is not its purpose. The need for infrastructure improvements is recognised in the Vision.	No change
Planning Policy	This document provides a helpful framework for development in Bicester, but is outside the Core Strategy process and has not been established as planning policy. Therefore, Defence Estates is keen to understand how the vision will be linked to the Core Strategy process and ultimately implemented. This document provides a helpful framework for development in Bicester, but is outside Core Strategy process and has not been established as planning policy. Therefore, Defence Estates is keen to understand how the vision will be linked to the Core Strategy process and ultimately implemented. Alternative means of delivering the objectives of the Draft Core Strategy (DCS) and realising the Vision set out in this consultation paper could and should be explored.	Noted. The intention is to align the emerging Core Strategy and LDF policies with the vision document as the basis of local standards for eco development.	No change
MOD Bicester	If Graven Hill site was used to supply some of the Eco housing the aims here would be far easier to reach.	It is not the role of the Vision to allocate land. The site has not been identified as a strategic site allocation in the emerging Local Development Framework (LDF) but will be considered as part of the LDF process in view of representations that have been made to the draft Core Strategy. NW Bicester is identified as the strategic site allocation in the LDF draft Core Strategy for growth in Bicester. The Vision sets out the aspiration for the existing town as well as for future development. If in the future MOD landholdings were to be developed it would be important that they contributed to the achievement of the Vision.	No change
MOD Bicester	The MOD has suggested the provision of land to the south of the town, some of the development should be in that area on brown land rather than on green land in the north.	The land was not available at the time of the publication of the Eco Towns PPS. It is not the role of the Vision to allocate land. The site has not been identified as a strategic site allocation in the emerging Local Development Framework (LDF) but will be considered as part of the LDF process in view of representations that have been made to the draft Core Strategy.	No change
MOD Bicester Graven Hill	Defence Estates is seeking to develop a sustainable mixed use scheme at Graven Hill comprising employment and residential development which contributes to creating a town where people choose to live, work and spend their leisure time and meet objectives set out in 'Shared Vision'. Currently seeking allocation of Graven Hill site through Core Strategy process.	It is not the role of the Vision to allocate land. The site has not been identified as a strategic site allocation in the emerging Local Development Framework (LDF) but will be considered as part of the LDF process in view of representations that have been made to the draft Core Strategy. NW Bicester is identified as the strategic site	No change

Annex 4

	Approximately 4,000 new jobs at Graven Hill site along with 1650 new homes, including affordable housing; an appropriate level of infrastructure, for example primary school, local shops, community centre, doctors' surgery, play areas and attractive green spaces, supported by improved transport links.	allocation in the LDF draft Core Strategy for growth in Bicester. The Vision sets out the aspiration for the existing town as well as for future development. If in the future MOD landholdings were to be developed it would be important that they contributed to the achievement of the Vision.	
MOD Bicester Graven Hill	Redevelopment of MOD site provides an opportunity to create a sustainable urban extension on brownfield land. This would reduce pressure on greenfield sites. Site has good access to the strategic road network, existing bus network and is within 1 km walk of Bicester Town railway station, and 2 km of Bicester North railway station. Proposals provide a boost to the local economy with additional jobs. MOD Bicester's rail connectivity represents a unique opportunity to improve freight transport links in the South East.	It is not the role of the Vision to allocate land. The site has not been identified as a strategic site allocation in the emerging Local Development Framework (LDF) but will be considered as part of the LDF process in view of representations that have been made to the draft Core Strategy. NW Bicester is identified as the strategic site allocation in the LDF draft Core Strategy for growth in Bicester. The Vision sets out the aspiration for the existing town as well as for future development. If in the future MOD landholdings were to be developed it would be important that they contributed to the achievement of the Vision.	No change
MOD Bicester Graven Hill	Graven Hill is an opportunity to create a community built around an existing Rail system which could be used as a Tram/transit system. This would ease land acquisition issues.	It is not the role of the Vision to allocate land. The site has not been identified as a strategic site allocation in the emerging Local Development Framework (LDF) but will be considered as part of the LDF process in view of representations that have been made to the draft Core Strategy. NW Bicester is identified as the strategic site allocation in the LDF draft Core Strategy for growth in Bicester. The Vision sets out the aspiration for the existing town as well as for future development. If in the future MOD landholdings were to be developed it would be important that they contributed to the achievement of the Vision.	No change
MOD Bicester Graven Hill	There are no cultural, environmental or specific flood risk designations within the Graven Hill site.	It is not the role of the Vision to allocate land. The site has not been identified as a strategic site allocation in the emerging Local Development Framework (LDF) but will be considered as part of the LDF process in view of representations that have been made to the draft Core Strategy. NW Bicester is identified as the strategic site allocation in the LDF draft Core Strategy for growth in Bicester. The Vision sets out the aspiration for the existing town as well as for future development. If in the future MOD landholdings were to be developed it would be important that they contributed to the achievement of the Vision.	No change
MOD Bicester Graven Hill	Graven Hill site is previously developed, brownfield land; is within walking distance of Bicester town centre; is well served by bus and rail networks; would enable new business uses to be located within easy travel distance to London and Birmingham by train; has no significant constraints to development; is within	It is not the role of the Vision to allocate land. The site has not been identified as a strategic site allocation in the emerging Local Development Framework (LDF) but will be considered as part of the LDF process in view of representations that have been made to the draft Core	No change

Annex 4

	single ownership; has existing infrastructure and services	Strategy. NW Bicester is identified as the strategic site allocation in the LDF draft Core Strategy for growth in Bicester. The Vision sets out the aspiration for the existing town as well as for future development. If in the future MOD landholdings were to be developed it would be important that they contributed to the achievement of the Vision.	
MOD Bicester Graven Hill	Building neighbourhoods which are desirable, improve community cohesion and that are economically active and robust are key to sustainable development and therefore success of Eco Bicester. Other objectives will be more easily delivered if the first two objectives are given primacy.	The Vision seeks a rounded approach to creating a sustainable town. It is not considered appropriate to rank the objectives.	No change
MOD Bicester Graven Hill "workability" (affordability)	Apply objective of 'workability' to vision. Sustainability can be embedded as a way of life without relying on a dramatic shift in lifestyle. With careful planning, sustainable approach can also be the path of least resistance i.e. where it is both more convenient and more cost-effective to take the 'eco-approach'; Eco Bicester should recognise impact of market forces that either work in favour of the vision or could prevent its success. Examples of workability that would contribute to success of Eco Bicester: For land owners and developers, developments need to be financially attractive therefore planning process should take account of this and allow for a balance to be struck between various eco-standards on each development. Over-loading a development with even greater infrastructure cost than exists on a normal development will deter developers from funding infrastructure that must comply to novel and therefore relatively untested standards.	It is desirable to make the sustainable option the easiest option for people to take. To achieve the Vision more sustainable life styles will be required. The importance of viability is noted. The emerging LDF and individual planning applications will assess the deliverability of individual proposals. However it is important that the Vision clearly sets out the town's aspirations and it will be expected that these will be taken into account by landowners and developers in assessing the value of land.	No change
MOD Bicester Graven Hill	For residents of new developments, communities and environments created must be built on the principle of making the sustainable way the most attractive way e.g. public transport must self-evidently be optimum form of transport in a similar way to the Tube in London. For example, at Graven Hill very desirable open spaces will provide not only recreational space but will be well-connected to provide green links between homes, jobs, community facilities and services. Also, there will always be a contingent of residents in Bicester who will travel outside the district for work. With its close proximity to an improved Bicester Town Railway Station, Graven Hill is a location where public transport would form the preferred method for getting to London and other key locations outside district boundary.	NW Bicester is allocated as a strategic site in the Draft Core Strategy. It is not the role of the Vision to allocate land. The ability to achieve a sustainable development, including effective public transport at Graven Hill has yet to be demonstrated.	No change
LDF Core Strategy	A contingency site as stated in the DCS is Phase 2 at SW Bicester could be released to meet housing need however it	The amount of development to be accommodated in the town and the best location is identified in the draft Core Strategy.	No change

Annex 4

	would only be capable of accommodating circa 750 dwellings, therefore it would need to be delivered alongside other sites. The DSC has acknowledged that NW Bicester is the most sustainable location to bring forward strategic development within the District; it therefore follows that a valid contingency should involve adjustments to the Eco-Town policy in the first instance, prior to releasing any alternative sites.	The vision reflects the LDF strategic allocation for NW Bicester but does not seek to allocate land as this is not its purpose.	
LDF Core Strategy	Due to the reduced housing targets after the revocation of the RSS, the residual figure to be provided at Bicester would be approximately 2,000 -2,500 dwellings before 2026. The revised housing requirements would not necessitate a development to Eco Town proportions. As it is not currently possible to plan for the allocated site in it's entirety, it would be more appropriate to bring the eco-development forward in smaller, neighbourhood-sized areas in accordance with overarching set of plan.	The amount of development to be accommodated in the town and the best location is identified in the draft Core Strategy. The vision reflects the LDF strategic allocation for NW Bicester but does not seek to allocate land as this is not its purpose.	No change
General comments Howes Lane	The approach of Eco Bicester in addressing climate change impact of existing dwellings is welcomed. Improving environmental performance of existing housing stock should also be explored. Environmental tariffs placed on new build properties in lieu of higher code ratings may be pragmatic response to challenge of delivering to code level 5 and 6. It may also achieve wider benefits and persuade the existing population that new build development really can offer direct benefits to all. This could be in form of a grant fund that residents could apply to for match funding for instance, which would bring about an overall increased benefit and would not be reliant on central government funding. Howes Lane itself represents only section of the ring road around Bicester which has not been widened. This provides a unique opportunity to extend the built up area of Bicester and deliver an early 'gateway', phase of the Eco-suburb development which could readily integrate with the existing urban fabric. A concept statement, prepared by RPS on behalf of TVP in support of allocation for residential and employment at Howes Lane, was submitted to Cherwell DC in July 2007 demonstrates there are no impediments to delivery of the site as a natural and practical extension to Bicester. NW Bicester not a freestanding 'eco-town', but major urban extension with potential for excellent sustainability credentials by tapping into the existing public transport and community infrastructure to achieve the wider objective to improve social and economic containment of Bicester. Smaller eco-neighbourhoods would work in harmony with existing infrastructure and increasing the ability to retrofit	The vision sets out an aspiration for retrofitting the existing housing stock and other buildings in the town. It sets out eco standards for the eco development at NW Bicester but also other new development where appropriate. The amount of development to be accommodated in the town and the best location is identified in the draft Core Strategy. It is important that the development at NW Bicester is developed in accordance with a detailed masterplan that delivers a comprehensive scheme for the site as a whole.	No change

Annex 4

	existing building and provide inspiration for behavioural change in existing residents. This would enable the appropriate changes to take place for the creation of 'Eco Bicester' in line with the vision.		
RAF Bicester	Airfield as recreational centre	The airfield forms part of the technical site and is currently not available. A Development Brief has been prepared by CDC for the site.	No change

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Division(s): North Hinksey & Wytham

CABINET – 21 DECEMBER 2010

PROPOSAL TO MERGE BOTLEY PRIMARY SCHOOL AND ELMS ROAD NURSERY SCHOOL & CHILDREN'S CENTRE

Report by Director for Children, Young People & Families

Introduction

1. Botley Primary School (BPS) and Elms Road Nursery School & Children's Centre (ERNSCC) share the same site on the outskirts of Oxford.
 - The Children's Centre provides a wide range of services which are used by over 200 families a year, from Botley, West Oxford, Cumnor, Farmoor, Appleton, North Hinksey and Wytham. The Children's Centre is currently led and governed by Elms Road Nursery school
 - Elms Road Nursery School offers 40 morning and 40 afternoon places, and so can accommodate 80 children on a part-time basis. The Nursery School also offers wrap-around daycare for families wishing to extend their part-time sessions.
 - Botley Primary School has a published admission number of 45, but for September 2010 offered 60 Reception (F1) places (of which 51 are currently taken) in response to pressure on primary school places within Oxford.
2. Although the nursery and primary schools are separate establishments, the foundation stage pupils of both schools are taught in the purpose-built setting of the Elms Road Nursery School & Children's Centre, by staff from both schools. The headteacher of ERNSCC is responsible for day-to-day management of foundation stage teaching, in consultation with the headteacher of Botley Primary School.
3. An Ofsted inspection of Botley Primary School in June 2009 found that the way that reception teaching is organised *"adds an unnecessary layer of complication to management and governance. A great deal of time and effort is spent to bring about close cooperation. There is a liaison committee consisting of two members, including the chair, from each governing body and the two headteachers. However, despite these efforts, lines of accountability are not sufficiently clear."*
4. The introduction in April 2011 of the Early Years Single Funding Formula, which funds eligible children (over-3s) attending rather than (as now) the number of places provided, is expected to reduce the budget of Elms Road Nursery School. This is because the early years places currently funded at the nursery school are not consistently filled with over-3s throughout the year, and therefore will not all qualify for funding under the new formula.

5. There are five statutory stages for a proposal to close a maintained nursery school:
 - (i) consultation;
 - (ii) publication of a statutory notice;
 - (iii) representation;
 - (iv) decision;
 - (v) implementation.
6. This proposal has completed the first consultation stage, and a decision is now sought whether to proceed to publication of a statutory notice and representation.

The Proposal

7. The proposal is to merge Botley Primary School with Elms Road Nursery School & Children's Centre into a single school and children's centre under one headteacher and a single governing body, and with a new name. The legal mechanism to achieve this is to formally close Elms Road Nursery School, and extend the age range of Botley Primary School to include 3 year olds. The name of the merged school would then be chosen by a unanimous vote of the full governing body.
8. There would be no reduction in the Children's Centre services offered as a result for these proposals. The intention is for responsibility for the Children's Centre to be transferred to the combined school.

Consultation

9. During the eight week consultation phase (24 May – 19 July 2010) an open meeting was held for parents, governors and the local community to discuss the plans with county council officers and members. Further meetings were held with the headteachers and governors of both schools to discuss the implications of merger. County council officers organised and attended a separate meeting for Children's Centre users. Elms Road Nursery School also held its own meeting for parents.
10. A consultation document leaflet (Annex 2) was sent by both schools to parents of the children currently attending, and was distributed by the Children's Centre to its users. Consultation leaflets were sent to local county and district councillors and the local MP; other primary schools and early years providers in the area; the partnership secondary school (Matthew Arnold School); other Children's Centres in Oxford; other maintained nursery schools in the county; the local library; the Catholic and Anglican dioceses; and other interested parties as represented on the OCC School Organisation Stakeholder Group. The consultation information was also available on the OCC website.

Consultation Responses

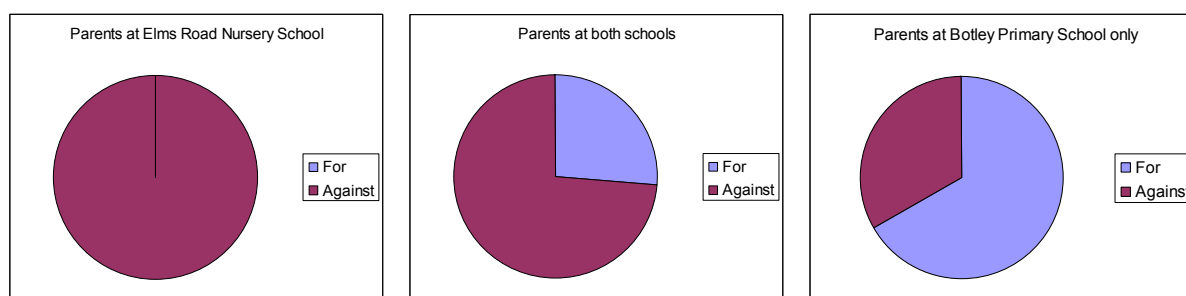
11. Staff and governors at Botley Primary School strongly support the proposal, arguing that it will improve the quality of education for children and provide more clarity for parents. Staff time would be freed up from administration and management of two separate establishments to concentrate instead on teaching and learning. Simpler lines of management and accountability could be established, particularly benefitting the teaching of Reception (F1) children. Merger would allow more flexible use of both funding and facilities, making it easier to respond to future funding pressures or changes in pupil numbers.
12. Staff and governors at Elms Road Nursery School & Children's Centre strongly oppose the proposals, arguing that the quality of early years education would be compromised. They emphasise the specialised nature of early years education and the high level of skill and experience of the current nursery school staff, including the headteacher. Governors have also rigorously questioned the financial basis for the proposal, arguing that:
 - The cost of replacing the functions currently carried out by the ERNSCC headteacher has been misleadingly expressed, and that there is limited scope for reductions in costs, and/or a danger that there will need to be additional job losses in order to achieve the stated savings, which would harm the quality of early years care and education.
 - The number of early years children in the area is forecast to rise, which will lessen the impact of the Single Funding Formula.
13. 105 written responses were received. Of these, 31% were from parents/users/staff/governors currently connected to Elms Road Nursery School & Children's Centre; 28% were from parents/staff/governors currently connected to Botley Primary School; 18% were from parents/users/staff/governors currently connected to both schools; 23% were from respondents with no current direct connection to either school. This last group included local residents and respondents connected to other nursery schools across the city.
14. In total, 31% of respondents agreed with the proposal. Reasons given were:
 - Managerial and cost savings (19% of responses) – including more efficient management structure; better communications and sharing of good practice among staff; more flexible and efficient use of staff, site and facilities.
 - Benefits to children and parents (19% of responses) – including easier transition to school; clarity for parents; a greater sense of belonging for Foundation children.

68% of respondents disagreed with the proposal. Reasons given were:

- Negative impact on children and parents (51% of responses), including: loss, or downgrading, of Children's Centre services (21%); loss of specialist early years staff skills (21%); better Ofsted rating for ERNSCC than BPS; that nursery schools provide a better quality of care and

education for young children; that nursery children within a school would suffer from larger class sizes and/or more formal teaching styles than they currently receive; that merger would put more challenges in the way of Botley Primary School continuing to improve; and a perceived reduction in choice of nurseries for parents who intended their child to then attend a primary school other than BPS.

- Managerial and costs effects (39% of responses), including: benefits of having a separate headteacher for the nursery and Children's Centre (25%); limited scope for savings to be made; that the financial position of the two schools does not justify merger; and concerns about job losses.
 - Solution offered is disproportionate to the problem, or other solutions are preferable (30% of responses), including: further separation of the two schools so that either reception children could be the responsibility of ERNSCC or reception children could be taught entirely within BPS; ERNSCC could take more fee paying children; or better support should be provided to improve management and communications between the two schools.
15. Annex 1 sets out OCC's responses to these concerns, and will be available on the OCC Consultation website as part of the feedback on this consultation.
16. There were significant differences in opinion between different subgroups of respondents, depending on the nature of their involvement with either school. The views of staff and governors are outlined above. Among current parents, those with children only at the nursery school (10) all opposed the proposal; of those with children at both schools (19) 74% opposed the proposal and 26% supported it; of those with children only at the primary school (13) 31% opposed the proposal and 62% supported it (with one mixed response).



17. At the public meeting held on 23 June, parents voiced their appreciation for the Children's' Centre, Elms Road Nursery School, and Botley Primary School. Issues discussed included:
- The implications of a merger for the Children's Centre budget; the importance of giving due consideration to the management of the Children's Centre in any changes.
 - Likely changes in staff, if the schools merge.
 - Possible future growth in the local population.
 - How would the merger save money?
 - Waste of management time under current arrangement; impact on F1 children of lack of coordination between ERNSCC and BPS.

- Recent improvements in Botley Primary School. Importance of securing further improvements.
 - Importance of Children's Centre to local community.
 - Excellent provision by Elms Road Nursery School.
 - Would the same number of nursery places be provided?
 - Future management of early years education if the schools merged.
 - How will the school be supported through the transition process by OCC?
 - Benefits to young children of being in a setting totally focussed on early education.
 - Will the needs of young children be given as much prominence within a merged school and management structure? Will funding and resources for early years be protected in a merged budget?
 - Importance of transition from early education to primary school, and how that is helped by merger.
18. A petition was received with 249 signatures against the closure of Elms Road Nursery School. This was organised by the headteachers of the other maintained nursery schools in Oxfordshire. This petition did not put the closure into the context of an equivalent amount of nursery places continuing to be provided within the merged school.
19. Since the consultation period, further discussions have been held with, and within, the governing bodies of both schools to explore whether federation offered a better solution. It did not prove possible to identify a model of federation which both schools could agree would provide a sustainable governance structure, and on 24th November, the governors of Botley Primary School decided instead to support the merger proposal.
20. It is recognised that any consultation into possible changes to governance create uncertainties for the schools involved. The efforts of the headteachers and governing bodies of both schools during the process are much appreciated. Throughout, headteachers and governors have striven to ensure that the interests of children and their families have been at the centre of discussions and feature prominently in decision-making.

Governance

21. The Governance structure of a merged school is directed by School Governance Regulations. The maximum size for a governing body is 20 members and therefore the new governing body could not accommodate all the governors from both schools (although there could be Associate Members on the governing body). If the proposal to merge the schools goes ahead, the governing body of Elms Road Nursery School would cease to exist and its responsibilities initially taken on by Botley Primary School. The governing body could then agree a new Instrument of Government enlarging to 20, with the additional Parent Governor places and Staff Governor places being subject to election. It is not the intention of this proposal that the skills and input of the ERNSCC governors would be lost to the merged school, but it is for governors and not the County Council to agree the new format.

22. Budget and staffing decisions for the merged school would be the responsibility of the governing body. Any change in name for the merged school would be by unanimous vote of the whole governing body.

Legal Implications

23. As this is a proposal to close one school and extend the age range of another, it is subject to statutory procedures, as established by The Education and Inspections Act 2006 (EIA 2006) and The School Organisation (Prescribed Alterations to Maintained Schools)(England) Regulations 2007 (as amended by The School Organisation and Governance (Amendments)(England) Regulations 2007 which came into force on 21 January 2008).
24. Section 16 of the Education & Inspections Act 2006 establishes the consultation procedures for statutory proposals, and local authorities also have a duty to have regard to statutory guidance, in this particular case 'Closing a Mainstream School: A guide for Local Authorities' ("the Guidance"). The period of consultation is not prescribed by legislation, although the Guidance recommends a minimum of 6 weeks. The consultation period was in line with the Guidance having run from 24th May until 19th July, thereby exceeding the six week requirement. The Guidance also lists interested parties who 'should' be consulted. (The word 'should' means it is a recommendation rather than a requirement in legislation.) This consultation met these recommendations.
25. The Guidance on closing maintained schools states that *"In deciding whether to approve any proposals to close a nursery school, the Decision Maker should be aware that nursery schools generally offer high quality provision, and have considerable potential as the basis for developing integrated services for young children and families. There should be a presumption against the closure of a nursery school unless the case for closure can demonstrate that:*
- (a) *the LA is consistently funding numbers of empty places;*
 - (b) *full consideration has been given to developing the school into a Sure Start Children's Centre, and there are clear, justifiable grounds for not doing so, for example: unsuitable accommodation, poor quality provision and low demand for places;*
 - (c) *plans to develop alternative provision clearly demonstrate that it will be at least as equal in terms of the quantity and quality of early years provision provided by the nursery school with no loss of expertise and specialism; and that*
 - (d) *replacement provision is more accessible and more convenient for local parents."*
26. With respect to (a) above, the number of empty places funded at Elms Road Nursery School over the last three years has naturally fluctuated during the course of each year as shown below, with an average of 48% surplus in the autumn term, 33% surplus in the spring term and 22% surplus in the summer

term. These surplus places are currently funded, but the introduction of the Early Years Single Funding Formula will remove the funding for surplus places.

	Oct 2007	Jan 2008	May 2008	Oct 2008	Jan 2009	May 2009	Oct 2009	Jan 2010	May 2010	Oct 2010
Surplus places	49%	36%	25%	53%	38%	28%	45%	25%	13%	46%

27. With respect to (b) above, the Nursery School already incorporates a Children's Centre.
28. With respect to (c) and (d) above, this proposal, while legally closing the nursery school, would continue to offer the same level of service at the same location, and therefore will not reduce provision. By strengthening and simplifying links between nursery and primary provision, the local authority believes that the quality of education provided across the age range will be enhanced.
29. Section 5D of the Childcare Act 2006 places a duty on local authorities to consult with the local community before making significant changes to Children's Centre provision. As Elms Road Nursery School incorporates a Children's Centre, this duty is relevant in this case. However, as there are not proposed to be any changes in services offered or in the location of the Children's Centre; the only change will be one of management. A meeting was held at the Children's Centre to allow users to discuss the proposal.

Equality and Inclusion Implications

30. There are not considered to be any equality and inclusion implications arising from this proposal. Should the merger go ahead following statutory consultation, the same services will be provided in the same location.

Financial and Staff Implications

31. At this stage a decision is sought on whether to publish statutory proposals, and so there are no financial or staff implications arising directly from this report. If the proposal proceeds, following statutory consultation there would be another report to Cabinet in due course seeking a final decision on whether to merge the schools.
32. As a result of merger, there would be a reduction in funding to the combined school from the Dedicated Schools grant compared to the sum of funding to the two separate schools, as some funding is calculated on a fixed cost per-establishment basis rather than per child. In isolation from other funding changes, this is estimated to be £64,000 per year, although in the first year this would be partly compensated for by an amalgamated school allocation of £53,750. Whether or not the schools merge, the introduction of the Early Years Single Funding Formula (EYSFF) from April 2011 is expected to reduce

the funding to Elms Road Nursery School (or to Botley Primary School if the merger goes ahead) by an estimated £32,000.

33. Currently, the cost of any school redundancy is met from a local authority budget. However, it is clearly a Schools cost within the terms of the School Finance regulations as the saving will fall to the Schools Budget; therefore the redundancy cost should be met from the Schools Budget. Approval will be sought from the Schools Forum in January to create such a budget from the Dedicated Schools Grant.
34. There are no capital costs associated with this proposal.

Making a Decision

35. A decision is now required as to whether to publish formal proposals for the closure of Elms Road Nursery School and the extension of age range at Botley Primary School. If approved, a linked statutory notice would be published, followed by a formal representation period of six weeks. The decision-making power in terms of determining the notice will lie with the Cabinet, and a report will be put to the Cabinet Member for Schools Improvement if no representations are received, or to Cabinet if representations are received, for a final decision in due course.
36. As objections in relation to the proposal have been received, the decision on whether to publish a formal statutory proposal is referred to the Cabinet rather than the Cabinet Member for Schools Improvement.
37. The Cabinet must be satisfied that the statutory consultation has been carried out prior to the publication of the notice.

RECOMMENDATIONS

38. **The Cabinet is RECOMMENDED to either:**
 - (a) **approve the publication of linked statutory notices for closure of Elms Road Nursery School and for the extension of age range at Botley Primary School to 3-11; and**
 - (b) **reject the publication of linked statutory notices for closure of Elms Road Nursery School and for the extension of age range at Botley Primary School to 3-11.**

MEERA SPILLET
Director for Children, Young People & Families

Background Papers: Nil

Contact Officers: Creighton Muirhead, School Improvement Leader
(Primary) – Central Area, CYP&F, Tel: 01865 458544

Barbara Chillman, Principal Officer School Organisation,
CYP&F, Tel: 01865 816459

December 2010

ANNEX 1**Concerns raised during consultation, and OCC response**

Percentages shown are of written responses to the consultation, where a concern was mentioned in more than 20% of responses. Similar concerns may also have been raised during the public meeting.

Concern raised	OCC response
Negative impact on children and parents (51% of responses), including:	
Loss, or downgrading, of Children's Centre services (21%).	Children Centres services will continue as now. Governance of the Children's centre will be subject to further consultation, but it is currently intended that it will be managed by the combined school instead of the Nursery School.
Loss of specialist early years staff skills (21%).	Although staffing will be the responsibility of the governing body, it is not currently planned to reduce classroom-based early years staff. The combined school would want to continue to employ suitably qualified and experienced staff to ensure high quality education and care.
Better Ofsted rating for ERNSCC than BPS.	Although in 2008 Botley Primary School was given a notice to improve by Ofsted, in June 2009 Ofsted reported that Botley Primary School "is a rapidly improving school whose overall effectiveness is now satisfactory with some good features." We believe that since this inspection BPS has continued, and will continue, to make further improvements. At its last Ofsted inspection in 2010, Elms Road Nursery School was rated as "outstanding".
Nursery schools provide a better quality of care and education for young children.	Research shows that nursery schools do generally provide high quality care and education. However, high quality care and education can also be provided within combined nursery and primary schools. Transition between stages of education has been shown to be of particular importance, and this can be strengthened by merging nursery and primary schools.
Nursery children within a school would suffer from larger class sizes and/or more formal teaching styles than they currently receive.	There will be a continuing commitment to the principles and good practice within the Early Years Foundation Stage and meeting the needs of youngest children.

Merger would put more challenges in the way of Botley Primary School continuing to improve.	Ofsted (2009) considers that BPS has a “good capacity for further improvement”. OCC will continue to support the school, and will not allow the focus to be taken away from continued improvement. Merger will free up the management time and effort currently spent on coordination between the schools.
A perceived reduction in choice of nurseries for parents who intended their child to move on to attend a primary school other than BPS.	There are no plans to change the admissions criteria for Botley Primary School. Parents would still need to apply to the primary school of their choice for when their child enters the Reception (F1) class, whether or not they already have a place in the nursery class.
Managerial and cost effects (39% of responses), including:	
Benefits of having a separate headteacher for the Nursery and Children's Centre (25%).	The combined school would be expected to create a new senior management post responsible for early years education, and other management changes such as a school business manager are planned, to allow the headteacher to focus on teaching and learning.
Limited scope for savings to be made, given that other management posts will be needed to replace the nursery school headteacher.	The total saving in staff costs will depend on decisions the combined school's governing body make, and therefore cannot be quantified at this stage. However, the merger would give the combined school more flexibility in how to spend its budget, as any savings in staff costs would be kept by the school.
The financial position of the two schools does not justify merger.	The main reason for the merger is to improve the management and coordination of teaching and learning across the whole age range. However, the new funding formula to be introduced next year will introduce new funding challenges, and a merged budget will provide more flexibility.
Growth in the local population will increase the nursery school's intake, and hence make the concerns about funding loss invalid.	Forecast numbers are uncertain, as is the timescale for construction of significant new housing.
Concerns about job losses.	Apart from changes to the management structure, other posts are not under threat.

Solution offered is disproportionate to the problem, or other solutions are preferable (30% of responses), including:	
Further separation of the two schools so that either reception children could be the responsibility of ERNSCC or reception children could be taught entirely within BPS.	It would be against the spirit of continuity of teaching to unpick the Early Years Foundation Stage provision in this way and, if anything, increase the need for greater liaison between the two schools to ensure a complete understanding of each child's strengths and needs. Accommodation currently in Botley Primary School does not provide the range of specialist indoor and outdoor early years facilities available in the Nursery School, and would require significant investment in order to comply with Early Years Foundation Stage guidelines.
ERNSCC could take more fee paying children.	ERNSCC does not currently fill all its available places, which suggests that there is insufficient demand for paid places.
Better support should be provided to improve management and communications between the two schools.	Although much work has been done to improve management and communication, a great deal of time and effort is still spent to bring about close cooperation, and merger would free up this time and effort to focus on teaching and learning across the whole age range.

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Division(s): N/A

CABINET – 21 DECEMBER 2010

CORPORATE PERFORMANCE AND RISK MANAGEMENT REPORT FOR THE SECOND QUARTER

Report by the County Council Management Team

Introduction

1. This report headlines the Corporate Performance and Risk for the period between July and September 2010 in the four key areas of:
 - Customer
 - Projects
 - Finance
 - People.
2. This is the second quarter report for 2010/11. It consists of a one page summary of performance against the Corporate Balanced Scorecard (attached at Appendix 1) and provides an up date on key work areas.

Key Issues

3. Using the corporate balanced scorecard as the foundation, the following pictures emerge:
 - Overall performance against 2010/11 targets is good.
 - All key corporate projects are performing well and are on course to deliver on time
 - Some priority areas are performing slightly under target, but are being managed to drive performance up for year's end.
4. **Performance against our corporate balanced scorecard**

Customers

Educational Attainment

Oxfordshire schools have seen the biggest jump in GCSE results in recent years with a four percentage point improvement on last year's figures. Results show an increase in pupils gaining five or more passes (A*-C) at GCSE including English and Maths. These improvements reflect a significant commitment from pupils and schools and the successful impact of a number of initiatives. A total of 56.9 per cent of pupils gained five (A*-C) GCSEs including English and Maths in Oxfordshire compared to 54.9 per cent nationally.

Transforming Adult Social Care

Progress on Transforming Adult Social Care is going well, although we may miss one milestone (30% of social care clients receiving self-directed support by the end of March 2011). Plans are in place to achieve the target by the end of the following quarter.

Highways Conditions

We have made significant progress in the identification and repair of highway defects, including potholes.

Customer Standards

New customer standards have been agreed (by Cabinet on 19 October) as part of the new Customer Strategy. Performance against these standards will be measured and reported through the corporate performance management process.

Carbon Management

Progress has been made on carbon reduction, but the target remains challenging. Officers are currently putting together a new delivery model for carbon reduction (which would link carbon savings to the medium-term financial plan and capital programme) and this will be reported to Cabinet and the County Council Management Team as soon as possible. It is likely that the new delivery model will take the opportunity, presented by central government, to place a stronger emphasis on achieving savings by reducing energy usage.

Corporate Plan, Local Area Agreement, and other, Key Indicators

Performance against the Corporate Plan priorities/targets remains strong (with 20 indicators on target and only 1 not on target (OCC's Apprenticeship scheme). It has also been noted that, given recent Government announcements, the proposed Review of School Funding is unlikely to happen by the March 2011 date.

There are only three (out of 39 – where information was available) Local Area Agreement indicators not on target, one of which is Delayed Transfers of Care, where delays have increased since early summer. However, a remedial strategy was agreed at the end of October with the NHS which will involve more funding being provided to Social and Community Services. The Adult Services Scrutiny Committee (26/10/2010) received a report on the issue, and on the actions to be taken. More work will be required for future years, and this is now underway.

The other two Local Area Agreement indicators not on target are 'Emergency hospital admissions due to injury per 10,000' (which is currently being considered by the Children's Trust Board) and '16-18-year-olds Not in

Education, Employment or Training' (where the overall trajectory nonetheless remains positive).

There are only six (from a total of 124 - which had performance information available) Key Indicators not on target. Further analysis and improvement work is well underway and this should be reflected in performance in future quarters.

Finance

Revenue Budget, Capital Programme, Payment to Suppliers

Revenue Budget and Capital Programme updates have been reported back to Cabinet separately. Performance against the 'Payment to Suppliers' is above target (97.6% against a target of 97.5%).

Projects

Customer Centre, Waste Contract, Local Transport Plan 3

Projects are all on target to achieve their implementation plans. The Customer Centre project remains on target, with the County Hall front desk switching over in November. In the first 5 days, officers report that the loss rate of calls reduced from 30 to 5 per cent. The Local Transport Plan 3 is currently out for consultation, and is due to be finalised on schedule.

People

Staffing levels, Sickness, Staff turnover, Appraisals, BME in employment

Performance against our 'People' measures shows an overall positive trend. There is a performance issue around staff appraisals, and this has now been prioritised for improvement both corporately and within the individual directorates.

5. Risk Management

A Risk Register has been compiled for 2010 Quarter 2 and officers continue to manage high priority risks, in close consultation with the Audit Working Group.

RECOMMENDATION

6. The Cabinet is RECOMMENDED to note this report.

County Council Management Team

Contact Officer: Alexandra Bailey Corporate Performance and Review Manager
Tel: (01865) 816384

December 2010

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Corporate Balanced Scorecard - Progress against set targets 2010/11 Quarter 2

Customers						Projects					
Corporate Plan				NCI	NR	Customer Centre.....					
	20	9	1	4	0	Waste Contract.....					
LAA2				NCI	NR	LTP3.....					
	10	1	3	18	7	Economic Assessment					
Key Indicators				NCI	NR	People					
	11	12	6	49	46	Staffing levels					
Educational Attainment.....						Sickness.....					
Transforming Social Care.....						Staff turnover.....					
Highway Conditions.....						Appraisals.....					
Customer Standards.....						BME in employment.....					
Carbon Management.....						Finance					
						Revenue Budget (considered by Cabinet)					
						Capital Programme (considered by Cabinet)					
						Payment to Suppliers					
Key: NCI – No current information available for the quarter NR – Not reported											

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Division(s): N/A

CABINET – 21 DECEMBER 2010

SUPPORT FOR POLITICAL GROUPS

Report by the County Solicitor & Monitoring Officer

Introduction

1. This report seeks the Cabinet's views on the future support arrangements for the council's political groups in the context of the financial challenges facing the Council. Options are outlined for the Cabinet's consideration and to allow a recommendation to be made to full Council in January 2011.

Background

2. The Local Government and Housing Act 1989 (Section 9) allows authorities to employ up to three political assistants in support of a council's political groups. For some years, the County Council has incorporated this provision into its Constitution. Each qualifying group has then determined whether or not to exercise the option.
3. Political assistants have provided a range of functions in support of their respective groups, including the arrangement of party group business and the development of political policy. In addition, political assistants have also tended to provide an advice and research service to their councillors with regard to constituency and other matters and have assisted in maintaining communication between officers (and the public) and councillors. A recent job description is included as an Annex to this report.
4. The special nature of the role and the existence of political restrictions mean that other officers of the Council are not permitted in law to provide political support to party groups. It is in this respect that the political assistants have a different employment relationship with political groups than other officers. Each of the Political Groups have used their Assistants in different ways and with different emphasis and prioritisation within their job description.
5. The fundamental service review in 2009 and further restructuring within the Democratic Services Team this year means that there is limited scope to provide additional administrative support.
6. The Council's Business Strategy now presents councillors with the need to make significant savings across the council while protecting essential and statutory services. In addition to the savings already implemented, all Directorates are required to identify further savings

and it has been proposed that the support provided directly to political groups should be reviewed in these terms.

7. A consultation has therefore taken place about the potential deletion of the support to political groups. This consultation involved the three political assistants currently employed by the Council (providing support to the Conservative, Labour and Liberal Democrat groups), their line manager, the three group leaders and Unison.

Proposals

8. Given the significant service reductions being made across the council, the Council needs to consider whether the continued provision of support to political groups is justified and sustainable. It is not a legal requirement simply a discretionary power which some – which a significant number of local authorities have chosen not to exercise. This report therefore proposes a range of options for Cabinet to consider.
9. Establishment reductions through deletion of the three current posts would lead to a saving of: *£139,000 per annum* (this figure includes pension, NI contribution and on-costs but excludes potential redundancy costs).
10. This proposal was the subject of the recent consultation and is in no way a comment upon the effectiveness of the political assistants, who are held in high regard by councillors, senior managers and colleagues across the council and are known to be dedicated and hard working. Rather the financial pressures facing the Council have necessitated a review of all aspects of the Council's resources.
11. The main outcomes of the consultation are summarised below.

Consultation Summary

12. The comments provided in response to the consultation can be summarised under five headings. Indicative examples of points made during the consultation are included under each.

Councillor efficiency: the efficiency of councillors may be undermined if they are required to handle administrative work in addition to constituency business

- "this will exacerbate the situation where it is becoming increasingly more difficult for councillors not retired or of independent financial means to become or remain councillors"
- "[Political assistant] has afforded me more time to meet with local residents, groups etc meaning I have a broader understanding of needs in my area"

Communication: the flow of communication between members and officers and with other councils may suffer

- “[Political assistants] help the council function better by...internal and external links and by maintaining the flow of information to and from councillors”
- “councillors will be bombarding strategic directors with requests on which officer to contact”

Research and support: the quality of community and council-related member activity will suffer if there is no support for research, advice and information and perhaps be disproportionately felt by opposition parties

- “particularly hits the opposition groups...who have no access to the advice of the policy unit...but are still expected to be able to function as an opposition...No help is being offered to the Shadow Cabinet”
- “[They] keep the group informed of national policies and this is a crucial part of the ability of the Council to be well informed when taking decisions”
- “The Cabinet has access not only to a Cabinet assistant but also to a policy unit and a communications team...What provision will be made for opposition groups in the absence of political assistants?”

Democratic deficit: the effect of losing support to political groups may lead to a democratic deficit generally

- “there is no recognition that the opposition... will need some officer support compared with what the ruling group already receives”
- “I am concerned about the lack of diversity amongst councillors, particularly young women...The large number of daytime meetings...makes it difficult to combine working and being a councillor; without the support that a political assistant provides it will be much harder”

Impact on current officers/organisation: there are fewer resources in democratic services to absorb any non-political aspects of the support to members and other officers may also need to respond to more requests

- “frequent queries arising from meetings, papers and where to find information within the council...The outward looking part of the job cannot be absorbed by councillors and will fall on other officers, probably the already depleted Democratic Services”
- “at a time of enormous change...there will need to be systems put in place to keep all councillors up to date on the almost daily changes which impact on councillors”
- “I anticipate a greater burden will fall on officers. I will complain bitterly if it proves that officers do not have time to answer my legitimate queries”

Fairness: have the political assistants been treated fairly in comparison to other employees

- “this cut did not come as part of the overall look at how Democratic Services operate...They have now been treated differently both positively and negatively”
- “[This review] is being undertaken separately from the previous review of legal and democratic services...and should be looked at in the context of the broader services...to members”

- “Notwithstanding contractual periods of notice, it would be quite wrong to have a situation where one group continued to have support while other groups did not. Equality of treatment must be maintained.”
13. Copies of the consultation responses are on deposit in the Members’ Resource Centre.

Equality Impact Assessment

14. An Equality Impact Assessment has been undertaken as a result of the consultation and no issues of concern have been found.

Options

15. In the light of the challenges facing the Council and the consultation responses, Cabinet is asked to consider the following options for potential recommendation to Full Council:
- (a) no changes are made and current arrangements continue
 - (b) the posts of political assistant be deleted as from 1 April 2011 and all the work currently performed by the assistants be absorbed by members of the respective groups
 - (c) the posts be deleted as above with the political aspects absorbed by members of the respective groups, and with other officers absorbing non-political tasks
 - (d) the posts be deleted as above, with the political aspects absorbed by members of the respective groups, and with an additional post being created to undertake administrative non-political support to all members

RECOMMENDATION

16. **Cabinet is RECOMMENDED to consider the options in this report and to make a recommendation to full Council as regards the future support to political groups.**

NAME: Peter Clark
County Solicitor and Monitoring Officer

Contact Officer: Peter Clark

December 2010

Background papers:
- Consultation Paper
- Consultation Responses
- Equality Impact Assessment

Division(s): N/A

CABINET – 21 DECEMBER 2010

ICT OVERSPEND 2009/10

**Reports by Dr G Jones, Chair of Audit Working Group
Update report from Acting Head of ICT Services**

Background:

1. At their meeting on 17th November, Audit Committee considered a report by Dr. Geoff Jones, Chairman, Audit Working Group (AWG), on the 2009/10 ICT overspend.
2. Audit committee decided to refer the report to the Cabinet together with an update by the Acting Head of ICT of how the matters raised in the report have been addressed.
3. The Audit Committee decision is attached as Annex 1.
4. The full report from Dr Jones is attached as Annex 2.
5. The update report from Acting Head of ICT is attached as Annex 3

RECOMMENDATION

6. **The Cabinet is RECOMMENDED to consider the conclusions of the report from Dr Jones and the actions described in the update report from the Acting Head of ICT Services.**

GRAHAM SHAW
Acting Head of ICT Services

Background papers: Nil

Contact Officer: Graham Shaw Tel: 01865 816593

December, 2010

Extract from **AUDIT COMMITTEE DECISIONS WEDNESDAY, 17 NOVEMBER 2010**

10. ICT Overspend 2009/10 Report by Dr. Geoff Jones, Chairman, Audit Working Group (AWG), on behalf of the AWG (AU10). <i>The Committee is RECOMMENDED to note the report, in particular:</i> (a) <i>the conclusion that measures taken to mitigate the ICT overspend in late 2008/9 probably contributed to a delay in taking effective cost-containment measures in 2009/10;</i> (b) <i>that there was over-commitment coupled with a lack of flexibility to respond to adverse events in early 2009;</i> (c) <i>that pressures on the core ICT budget continue, but that significant efficiencies have been achieved and more will arise from recent and forthcoming staff restructuring;</i> (d) <i>that project work, whether strategic or departmental, should not be undertaken by ICT without clear financial agreements with the relevant sponsoring agent (e.g. Directorate or Project Board);</i> (e) <i>that there remain significant external risks to the ICT budget in respect of SAP, Microsoft and IBM applications;</i>	In noting the report, the Committee RESOLVED: (a) that a copy of the report AU10 be sent to all councillors; (b) to refer the report to the Cabinet together with an update by the Acting Head of ICT of how the matters raised in the report have been addressed; and (c) at the suggestion of Councillor Melinda Tilley, Chairman of the Strategy & Partnerships Scrutiny Committee, that the report be considered by that Committee on 18 November 2010 as part of item 8 'Corporate ICT Strategy', prior to Cabinet consideration of this matter on 21 December 2010. (d) to thank Dr Jones for his work and the report.

(f) <i>that ICT management are aware of current risks and have in place a new Corporate ICT Strategy and action plan to mitigate them.</i>	



AUDIT COMMITTEE 17 November 2010

AUDIT WORKING GROUP: ICT OVERSPEND 2009/10

Report by Dr. Geoff Jones, Chairman AWG, on behalf of the Audit Working Group.

Summary

The Audit Working Group (AWG) on 21st April 2010 was asked by the Audit Committee to investigate an overspend in the County's ICT function in 2009/10 which necessitated a supplementary estimate of £2.250m being provided. We were also asked for assurance that processes were in place to control the budget in 2010/11.

Our work has involved examining the public documents of the County in relation to ICT over a number of years (mainly Cabinet papers), together with considering internal submissions made to us by the ICT management team both in person and in writing, and information from some other officers who had a close connection with certain aspects of ICT operations in 2009/10. An interim report was made to the Audit Committee on 30 June 2010 and a full draft report was considered by the AWG on 8 September. The draft was sent to officers for comment immediately after the meeting. The present document presents the conclusions from the investigation, taking account of the current position.

The conclusions are that although the performance of the ICT function was largely delivering what the various stakeholders in the Authority wanted and to an improved level of efficiency, a large residual amount of financial and operational discretion and risk remained within ICT. This capability was ultimately unable to cope with the service demands and budgetary requirements of 2009/10 within the service ethos that had been established. Many of the financial pressures were in place before 2009/10, although not always effectively acted upon. We believe that warning messages given to the budgetary authorities were not always heeded and that the cost structure of the service which had previously provided cover had meanwhile become less flexible and less able to respond quickly to changing service and budgetary demands. Adverse spending developments were largely a function of demand but, beyond a certain point, available remedial measures to control costs were not flexible enough to meet budgetary needs.

We believe that the experience of 2009/10 together with measures to tighten stakeholder control, reduce costs and improve scrutiny and accountability of ICT work will minimise the risks of a recurrence in 2010/11 even though there are a

number of upward budgetary pressures and there is little flexibility available to ICT managers if major projects and agreed service standards are to be maintained. As at 30 September 2010, the evidence is that the ICT budget is on course for a nil variance at the year-end.

Our work

1. On 21 April 2010, the Audit Committee asked the Audit Working Group to investigate the ICT budget overspend in 2009/10 with a view to seeking an assurance that processes to control the budget were in place for 2010/11 and to report to the Committee in June 2010.

2. The AWG has sought written information from the officers involved, and held a special meeting on 14 June 2010 at which Councillors and senior officers from ICT were present. The minutes of that meeting have been circulated to those present and to all Audit Committee members, and are available to all Councillors. We also received two specially-written reports from ICT, one relating to the overspend and one relating to ICT efficiency, which are also available. The Group also received information and views from some officers outside ICT, together with information on in-year financial monitoring and on an ICT Action Plan that, together with other measures, has been put in place to control costs for 2010/11. Our aim in this report is to bring together and examine in more detail the information available. Our method of working has been more like that of a Parliamentary Select Committee than an in-depth consultancy exercise, but with a level of examination that would do justice to either.

3. An interim Report was made to the Audit Committee on 30 June 2010 ([http://mycouncil.oxfordshire.gov.uk/Published/C00000117/M00000752/AI0000290\\$AUJUN3010R08.docA.ps.pdf](http://mycouncil.oxfordshire.gov.uk/Published/C00000117/M00000752/AI0000290$AUJUN3010R08.docA.ps.pdf)), pp.11-14.

The ICT function at OCC

4. Members will have no difficulty in appreciating in principle the vital role that ICT has played in Oxfordshire and elsewhere in the development of public services over recent years. Many believe that ICT holds the key to a fundamental transformation in how public services - from local authorities in particular- will be delivered in the future. By its actions, the Authority has recognised that substantial investment has been and will remain necessary to achieve these aspirations. On the other hand, the Authority has been keenly aware of constraining budgetary pressures internally, from the electorate and from central government that have made efficiency and budgetary discipline key improvement criteria in all services.

5. As a relatively recent and rapidly developing service, ICT in Oxfordshire has been through a number of different organisational permutations. From mainframe beginnings in the 1980's, when payroll and creditors were its main focus, core ICT functions were outsourced to Capita during the 1990's until 2001. In-house services were developed mainly by Departments until the advent of major initiatives such as SAP and OCN in the early 2000's. Only since 2003 has there been a strong co-ordinating function that has overseen the expansion of various e-functions, including the e-delivery of public-facing services as well as providing an internal IT

infrastructure capable of supporting a wide range of applications and uses, together with the organisation-wide application of industry standards.

6. The main services provided by ICT today are:

- Application support and development
- Business Continuity and storage
- Business Liaison
- Corporate technical refresh
- Desktop provision and support
- Email and collaboration
- Hosting Applications
- ICT service desk
- Internet Access Services
- Local Area Networking, including printing
- Maintenance for operating system and business applications, infrastructure and a number of service contracts
- ICT Purchasing
- Project management
- Remote Working Service
- Security
- Software licensing
- VoIP – digital phones
- Wide Area Networking
- Web services.

7. Since April 2009, these services were also made available to Oxford City Council through an agency agreement under which full costs for an IT support service together with the supply and installation of replacement equipment are recovered; capital costs of £1,298k being recovered over 5 years at £260k per year from 2009/10 as a soft loan without a premium.¹

8. Functionally, these services are provided through five organisational groupings (2010)²:

- Contracts and Projects
- Programme Office
- Operations
- Deployment
- Web services.

In addition, there are two specialist support functions: to the CIMU and to the Highways programme. All Directorates and the City have a liaison manager to work with Business Managers and the Contracts and Projects Manager. Following the restructuring begun in 2009, it is expected that by 31st December 2010 ICT will reach its target establishment of 132 FTE's compared to around 180 established posts

¹ CADEC1509R02_v20.doc

² http://portal.oxfordshire.gov.uk/content/public/corporate_core/ict/documents/OrganisationalStructureJune2010.pdf

(162 FTE's employed) at 31st December 2008. This excludes individuals working as contractors, 19 of whom working on long-term development work were integrated into the workforce in 2009/10 on the advice of HR. Additionally, 20 staff from Oxford City Council were transferred into OCC on TUPE terms in 2009/10 to service the City contract.

9. A benchmark review by the Hedra consultancy in 2007 found that the main strengths of the OCC ICT function were:

- Lower cost per help-desk call
- Higher service hours
- Low cost per PC
- Higher staff productivity in all areas.

10. Improvement opportunities were identified as:

- Measure and report against the SLA
- Increase user ICT skills
- Measure and increase first time fix rate
- Enforce service measurement and monitoring
- Standardise hardware, software and support processes
- Improve asset management, including an application inventory
- Track hardware and software costs
- Create a voice strategy
- Create a business continuity plan.

11. At the time of the Hedra review, there were 176.7 FTEs in the ICT Department at OCC, 94 of which were included in the benchmarking exercise. A follow-up review in May 2010 found that the ICT workload subject to KPI's had increased considerably since 2007. Staffing had increased in line with workload, but by early 2010 was back again at a similar level of 93 FTE. Unit costs, which are part of the KPI's, have shown a consequential reduction, with cost per PC (a composite measure for all 6 technology areas in the study) having fallen by 26% with comparatively little fall in user satisfaction. As a result, OCC ICT productivity remains high. It is important to recognise that the benchmarking review did not cover areas such as Schools and project management, nor governance and financial monitoring. But the higher core workload - including the implementation of many of the improvements identified by the study - and lower costs means that pressure on and therefore risk to core service resources is now greater than in the past.

12. This is demonstrated by the ICT scorecard, where SLA time performance on high and medium priority incidents fell well below target in the second half of FY 2009-10, although still above 2008/9 performance levels. Another indication that core services are under pressure has been two internal audit reports issued in January 2010, on end-user developments and external data transfers, which found unacceptable levels of control in both these areas. Difficulties had also been encountered in externally managed major projects such as SAP improvements (see below).

13. Further risks identified in the service risk register for 2009/10 were:

- Continuity and disaster recovery plans are uncompleted due to high supplier costs
- ICT priorities are not sufficiently engaged with OCC strategy
- low user competence places higher demands on ICT support
- data held across the authority cannot be effectively utilised
- the Oxford City contract may reduce service quality to OCC and City users
- building projects including BOP will require reconfiguration of some ICT services in those locations
- loss of security
- loss of ICT staff will reduce capacity and the technical skills available.

(Mitigation actions were in place for each of these risks).

Costs, Funding and Governance

14. In broad terms, the ICT budget has been approximately £20m per year, though it has varied between £18-23m over the last few years, and the level of income/recharge has been substantial. Typically, the budget has been:

- c.£10m for the core budget, used to fund the delivery of ICT (servers, pc's, web, in-house development etc)
- c.£3m to fund the Oxfordshire Community Network (OCN)
- £2.5m funding on areas such as SAP support centre and Schools' transition grant
- c.£3m (2008/9) Strategic ICT Development/Investment fund
- Capital funding of £1000k (2009/10) for capitalisable equipment and associated costs.

15. In addition, there have been earmarked reserves such as for the SAP Competency Centre, SAP in Schools etc which have been drawn on as required. Revenue recharges in 2009/10 including schools' support (but not SAP in Schools) were budgeted at £15.5m. The capital budget has consistently been around £1,000k in recognition that ICT spending has a distinctive and justifiable capital element, e.g. for computer hardware but also for other legitimately capitalisable items.

16. The composition of the ICT revenue budget in 2009/10 approved by Council on 10 February 2009 was as follows (excluding SAP for Schools £640k fully chargeable to schools):

ICT Budget 2009/10³

£'000

Personnel	6,030
Operations	3,211
Refresh	841
Development	203
Telephony	430
Schools Support Service net	19
Oxfordshire Community Network	2,840
SAP Competency Centre	2,505
CIMU	310
ICT Strategy Investment Fund	800
Total expenditure	17,189
Income and Recharges	-17,544
Net expenditure	-355

17. The current governance structure consists of an ICT Programme Board, which liaises with Business Managers and project sponsors, an ICT Officers' Working Group, which meets frequently and handles all levels of decisions and requests and an ICT Strategy Board (since September 2010, the Business Strategy Group) which meets approximately quarterly with CCMT and Cabinet members. A new Corporate ICT Strategy was agreed by Cabinet on 19 October 2010. Operational management is measured by the scorecard and the standards laid down in the SLA. Project priority is determined largely by service-led initiatives coupled with resource availability (budgetary and human). SLA performance standards are reported on the intranet, but project reporting depends on the governance of an individual project, for example, project boards, Directorate level Boards, programme sponsors or the ICT Programme Board.

Context to 2009/10 Budget

18. As it is a service to all parts of the Council, most of the costs of ICT in recent years have been recharged to Directorates (or Schools). As a control mechanism, therefore, it must be presumed that if a Directorate agreed to the recharge – even if it was above any agreed budget – the Directorate rather than ICT takes responsibility for the expenditure. Thus, a surplus on the ICT account may indicate that recharges have been more than actual expenditure, rather than that expenditure has been below budget. This principle would also include overspends on capital account which Directorates have agreed to accept. An SLA covering these arrangements has been in place since at least 2006 and is updated frequently. To comply with the Local Authority Accounting SORP, all residual ICT costs at the year-end are recharged in the final accounts, but this does not necessarily reflect in-year Directorate management agreement to bear or control those costs.

19. Prior to 2008/9, ICT had consistently recorded surpluses on its revenue account. In 2003/4, the gross ICT budget of £13.5m had a surplus at the year-end, and £721k was carried forward⁴. The 2004/5 budget was increased by £2m for the SAP

³ CC_FEB1009R20.xls adjusted for internal recharges

Revitalisation Project, but excluding this and after recharges, the base budget still had a surplus of £975k⁵. By 2005/6, the net surplus was £134k, and in 2006/7, it was £757k⁶, although some of this was late delivery of servers for the new Data Centre⁷. By this time, SAP revitalisation had been moved to the new Shared Services budget⁸, which was, however, still part of Corporate Core. In 2007/8, a £1,434k surplus on ICT was carried forward⁹. This consisted of a reduction in the payments to Serco for SAP support and maintenance, and slippage of project expenditure, including SAP revitalisation¹⁰. In summary, up to and including 2007/8, the ICT budget envisaged in practice that all ICT costs (and sometimes more) would be recharged.

20. In 2008/9, the gross budget was around £19.5m, but with recharges of c £16m - which left a residual ICT budget of £3,405k¹¹. This included the creation of an investment fund of £3m which could be used over two years. The fund was set up before the supporting project budgets were fully identified, but it was envisaged that expenditure against this fund in 2008/9 would be within the range of £2.1m and £3.0m¹²; (in the event, it was £2.2m – see below). The residual budget of £3,405k plus carry forward of 1,434k was supplemented by about £600k, so that by January 2009, the residual budget left with ICT was £5,406k¹³. Required efficiency savings of £234k were met from the savings on the Serco contract, and further pressures of £209k on OCN were transferred to schools, leaving only £84k to be met from reduced operating costs¹⁴. Hence, the budget remaining the direct responsibility of ICT suddenly became substantial but with only a modest explicit requirement to produce savings. No doubt, a more ambitious longer-term efficiency target was well understood by ICT management. In the autumn of 2008, they reported that the long-term prediction of a budget deficit was becoming a reality.

21. The monitoring report for February 2009 reported an overspend based on figures at December 2008 of £1,813k, but because of profiling, the outturn was still expected to be a surplus of £800k¹⁵. But instead, the March 2009 MMR based on January 2009 figures gave a forecast of an overspend (deficit) of £650k¹⁶. It is worth quoting the reasons given for this in full:

“There have been significant pressures on the ICT budget this year due to the high level of project activity and development work being carried out. Following a review of spend to date and commitments to the end of the year indicate (sic) that spend is forecast to exceed budget by approximately £0.650m. This has arisen in the main through increased use of the refresh programme and work on the OCN and LAN, which will reduce the need for

⁴ CA180505-05-an1.xls. (Cabinet/Executive papers not available on-line prior to this)

⁵ CA220605-06-an1.xls

⁶ CA200607-05-an1-7.xls

⁷ CA200607-05.doc

⁸ CA_JAN1607R39.xls

⁹ CA_MAR1709R35.xls

¹⁰ CA240608-06.doc

¹¹ CA_FEB1709R05.xls

¹² CA211008-05.doc

¹³ CA_JAN2009R09.xls

¹⁴ CC120208-08-an3.xls

¹⁵ CA_FEB1709R05.xls

¹⁶ CA170309-05.doc

expenditure in the following year. Further work is continuing to improve the accuracy of the forecast and to identify areas where spend can be delayed or savings made this year to balance the position. Any remaining overspend will be carried forward and managed by the service next year through the reduced requirement for the refresh programme”¹⁷.

22. The MMR presented to Cabinet in April 2009 (based on February 2009 figures) explained how this potential overspend had been dealt with:

“The service is now forecasting an underspend of - £0.100m, a change of - £0.750m. Temporary virements totalling -£0.378m from underspends in other service areas in Corporate Core were requested last month. The remainder of the variation reflects detailed work which has been undertaken since last month to produce a more accurate forecast and measures taken to reduce or postpone expenditure. The SAP for Schools project was allocated ££0.268m of the capital element of the Performance Reward Grant by the Change Board. As this project will not have spend of a capital nature it is proposed that subject to Change Board agreement this funding is used to capitalise hardware and software costs incurred by ICT. A corresponding contribution will be made by ICT to SAP for Schools reserve to provide revenue funds for future years of the project. The final position for ICT may vary as it is dependent on the actual value of work completed at year-end and the value of work capitalised against core budget and the investment fund.”¹⁸

23. The outturn variance was reported as zero, after the actions reported above and a transfer to reserves of the unspent part of the £3m investment (£807k) together with a transfer to a new SAP Competency Centre reserve of £298k¹⁹ (despite the budget transfers in Corporate Core). All this action and reporting was carried out at the same time as the setting and discussion of the 2009/10 budget early in 2009.

24. To summarise the events prior to 2009/10:

- After several years of surpluses, and despite savings arising from renegotiating the Serco contract for SAP and transfer of some budget to property services and to schools, by December 2008 there was strong evidence that some operational programmes such as OCN, LAN and Refresh were exceeding their budgets. Temporary financial measures were taken to remove the overspend at the year-end, but it now appears that long-term operational demand trends and a higher level of complex work than previously produced unfinanced ongoing annual spending pressures of around £400-£500k.
- The budget papers for 2009/10 drew attention to ICT spending pressures totalling £583k which were to be met “in part by cost-reduction measures including staff reviews, software distribution, software re-licensing, server consolidation and desktop virtualisation”. However, “(t)here would also be a requirement for directorates to transfer additional resources for systems

¹⁷ As n13 above, p6

¹⁸ CA210409-05.doc

¹⁹ Cabinet 23 June 2009 CA7 pp12-13

engineering and applications support etc)”²⁰. The latter transfer did not take place directly; however, Directorates did meet some additional costs – without a transfer of budgets - in 2009/10 (see below).

2009/10 Budget

25. Prior to the measures taken to resolve the pressures of the 2008/9 outturn, budget preparation for 2009/10 was underway. The then Head of ICT stated that “in March 2009 the supplemental funding [referring to the ICT development fund] of £2m was removed from the FY2009/10 ICT budget”. This appears to have been a misunderstanding on his part, as the ICT investment fund of £3m in 2008/9 was always intended to run for two years. Spend against this fund had been £2.2m in 2008/9 and the remaining £807k was placed in reserves for commitments in 2009/10.²¹ The £2m budget that was later agreed for 2010/11 against the Development Fund was only in respect of the ESS/MSS and CRM projects. It is not clear in what way even the ‘removal’ of this funding – and the evidence is that this did not happen – should impact on budgetary pressures in 2009/10. But additional funding of £800k was, after all, provided.

26. The agreed budget for ICT for 2009/10 is given in para 16 above. The Budget Statement says, in respect of Corporate Core:

“we have provided a further £3.5m one-off funding to enable projects to be developed which will aid customer access and improve our processes and another £0.4m in the base budget from 2011/12 to meet the consequent ongoing needs.”²²

The further funding in 2009/10 consisted of ICT Investment Fund of £800k and additional funding of £700k to complete the roll-out of SAP to primary schools. Of the latter, £0.64m went to ICT. The remaining £2m was placed in the IT development fund for 2010/11 specifically for ESS/MSS and CRM. It was never available to meet projects originating in 2008/9. The £400k, from 2011/12, will be the base budget for the development fund thereafter.

27. So, excluding the development fund and the contribution to the SAP Competency Centre, the 2009/10 budget was very similar in cash terms to 2008/9.

But the outturn was very much worse than the ‘real’ £400-500k overspend of 2008/9, requiring the supplementary budget of £2.25m.

2009/10 outturn

28. The final budget for 2009/10 - after adjustments to that approved by Council for recharges from shared services and other recharges of £2.5m, an additional charge to operations of £254k and to CIMU of £10k - resulted in a total expenditure of £17.189m and recharges/income of £17.544m. SAP for Schools (640k) has been excluded as it is fully charged to Schools.

²⁰ CC_FEB1009R16.xls

²¹ CA_230609-07 para 44

²² CC100209-08.doc, para 39

29. The outturn is given below. The changes made by the supplementary estimate give a slightly better idea of where overspending actually occurred because the cost centre 'Personnel' attracts some costs that are more accurately assigned to other costs centres.

ICT revenue outturn 2009/10

Cost Centres	Approved Budget ²³	Actual	Variance	Change to approved budget by supplementary estimate
	£'000	£'000	£'000	£'000
Personnel	6,030	7,492	+1,462	+983
Operations	3,211	2,906	-305	-2
Refresh	841	994	+153	0
Development (net)	203	-6	-209	0
Telephony	430	543	+113	0
Schools Support Service (net)	19	16	-3	0
Oxfordshire Community Network	2,840	2,224	-616	-599
SAP Competency Centre	2,505	2,310	-195	-3
CIMU	310	323	+13	+23
ICT Strategy Investment Fund	800	898	+98	0
Project supplement	0	865	+865	+865
Total expenditure	17,189	18,565	+1,376	+1,267
Income and Recharges	-17,544	-16,972	-572	-1,111
Net expenditure	-355	+1,593	+1,948	+2,378

(At the end of year an additional adverse variance of some £29k - after the supplementary estimate of £2.250m - was financed from within Corporate Core and not carried forward into 2010/11²⁴).

30. A different perspective is given by the analysis of all expenditure by subjective category, as follows (note that 'plan' includes the supplementary estimate of £2.25m; 'expenditure' includes capital and revenue spending and income on the City contract, SAP for Schools and Schools' 'Harnessing Technology' programme, and capital expenditure charged to Directorates. Excluded is approved capital expenditure on

²³ See note 3 and para 26

²⁴ CA_JUN2210R15.xls

licenses for SAP and associated applications of £1.9m, but the borrowing to finance this (£188k) is included):

ICT outturn 2009/10 Subjective Analysis

Cost Element	Plan £'000	Actual £'000	Variance £'000
Employee expenses	8,240	9,788	+1,548
Premises	43	144	+101
Transport	55	34	-21
Supplies and services	9,711	15,206	+5,495
Agency and contracted services	1,868	1,526	-342
Support services excl. y/e apportionment	731	784	+53
Capital met from revenue	-1,000	1,097	+2,097
OCC expenditure	19,648	28,579	+8,931
Financed by:			
Earmarked reserves	0	- 1,969	-1,969
Contributions from other I.a's	0	-867	-867
Income from schools	-868	-1,569	-701
Misc. and Other receipts	-599	-59	+ 540
Recharges to other Directorates	-14,833	-14,833	0
Recharges within Directorate	-1,115	-1,115	0
Other recharges	-30	-988	-958
Charge to capital projects	0	- 4,946	-4,946
Total income	17,445	26,346	-8,901
Net expenditure ²⁵	2,204*	2,233	+29

*reanalysis has £1k rounding error

²⁵ Per CA_JUN2210 (CA6) para 65.

31. Major variances include:

- Direct employees +£1,552k
- Electricity +£71k
- Consultants' fees +£1,278k
- ICT contractors +£2,168k
- ICT hardware +£1,313k
- Telephony +£94k (including equipment -£350k; ISDN+£244k)
- Additional revenue recharges to Directorates +£958k
- Additional capital charges to Directorates +£1,097k.

32. ICT gave the following explanation for the overspend, spread over 3 key periods:

Period 1: years prior to FY2009/10 Star Chamber (budget discussions)

- Many years' pressure on the core operational budget
- Adverse effects of scale as a result of changes to project budgets.

Period 2: first quarter FY2009/10

Funding difficulties for 5 key projects:

- SAP upgrade (+£800k)
- SAP O&M project (+400k)
(both under external project management)
- Government Connect (+£400k)
- Foxcombe Court upgrade (+£200k)
- BOP and OCN consequences (+£400k).

In addition, management focus and technical resources were diluted by the City contract and the implementation of schools' Learning Platform.

Period 3: second quarter FY2009/10

- Inability to reduce costs sufficiently in 2009/10 by stopping non-essential work and reducing headcount by 50.

Reasons for Overspend

33. From the evidence available to us, we can agree that there was evidence in 2008/9 of significant unfinanced pressure of about 5% on the core operational budget. However, despite repeated warnings and clear activity increases, this had only materialised at the end of 2008/9. It was possible to deal with the pressure by transfer from other Corporate Core Budgets, and to increase at least the development budget by £800k in 2009/10 and provide £400k in 2011/12. This near-overspend did not materialise in an obvious way and hence did not seem to be perceived to be a serious problem. (The monitoring reports are summarised below). The potential on-going problem in the core budget that ICT had continually warned of was not recognised as an immediate financial issue. But by October 2009,

a forecast overspend of £400k on IT maintenance and other related expenditure was reported²⁶ that did not reduce by the year-end. At the same time, Directorates did not come forward with the higher level of contribution that was envisaged, and the 'can-do' attitude of ICT management, whilst undoubtedly appreciated by its clients, nevertheless led it into carrying out work for which full funding had not been agreed. In the end, unplanned recharges on both capital and revenue account were necessary, but still not to the level of the original budget and not enough to cover the overspending.

34. The five projects cited by ICT as contributing to the overspend were said to have produced an overspend against the agreed budget for these projects of over £2m. It is noteworthy that each of these projects were high-priority strategic projects which for various reasons could not be deferred.

35. The main part of the SAP upgrade work had already been replanned to complete in August 2009 rather than in March/April. The initial work had had an adverse effect on other work such as Business Warehousing and the Portal. The O&M project had discovered defective workflow administrations and a substantially weaker data structure than expected. There was a significant risk to the Council if either of these projects did not proceed, and any delay would have increased costs still further. The decision to continue with both projects was taken without knowing the level of the final cost, but the importance of the projects meant that they would have proceeded anyway. The only other decision was how to finance them, and carrying forward the overspend would have seriously prejudiced SAP work in 2010/11. Both projects were under external project management and required specialist resources that were not available in-house. However, the Serco contribution was at a much higher cost than they (Serco) had estimated and it became necessary for an OCC staff project manager to take over the role. A discount was negotiated.

36. From an ICT point of view, the BOP was also an imperative that could not be deferred. In fact, by the time that the ICT input was required, the projects were often already running behind time and over budget. This was particularly the case in respect of larger offices such as County Hall, which had already needed an increase of £675k to the budget for building works²⁷. ICT simply had no option but to deliver their input and kit to the agreed County-wide standard. It transpired, however, that the ICT cost model was not as suitable for large-scale projects as for smaller ones, and required a much higher level of ICT staff input than originally envisaged. The BOP Board subsequently refused to reimburse the extra ICT costs.

37. BOP standards were also required in the emergency upgrade of Foxcombe Court to refresh facilities for frontline staff. It was considered that failure to carry out the work would cause a significant risk to front line SCS services

38. Government Connect was a mandatory obligation on the Council to carry out in 2009/10 for which no funding was provided and project specifications and management by the DWP and outcome were unsatisfactory, as was the supervision

²⁶ CADEC1509R02_v20.doc

²⁷ CA211008-CA15

by SoclTM Consulting. The project was found to be heavily under-resourced, but was nevertheless completed by August 2009.

39. In summary, it is clear that with the possible exception of Foxcombe Court, it would have been difficult to stop any of these projects, although an overall review and reconsideration by Project Boards/CCMT on the advice of ICT may have been more prudent. In each case, steps were taken to mitigate cost overruns. Some of the cost overruns were due to reliance on outside project management and expertise, others were the result of bad cost estimating and an under-estimate of the residual risk left with ICT, for example as often being the last service to be provided in building projects and hence adversely affected by prior delays.

40. Other factors included the extra management time needed to oversee the City contract and the Schools' Learning Platform, extra costs on electricity for the new Data Centre and higher telephony charges and demand for the OCN (apparently at the expense of new equipment). But a further issue is the degree to which the ICT operation had become in effect a fixed-cost staff-intensive service with less flexibility than in the past; and whether other less-high profile activities than these strategic projects should have been curtailed sooner than was attempted.

Accountability and Management Action in 2009/10

41. We have already drawn attention above to the overspend on the core budget that occurred at the end of 2008/9 but which was resolved by temporary virements within Corporate Core and the deferring of work into 2009/10. This happened after the budget for 2009/10 was set, and the outturn report for 2008/9 approved by Council in June 2009 reported a nil variance on ICT. But the pressures that had arisen in 2008/9 had not gone away, and the £3m development fund that was set up in 2008/9 had only £800k left in it for 2009/10, with a number of complex projects in progress.

42. The practice of funding projects over two years is understandable in an era of budgetary uncertainty but it increases the risk of abortive spending and reduces flexibility, especially in year 2. It also makes financial monitoring less transparent, although in this case the spend in year 1 fell within the expected range. The budget in year 2 was supplemented by £800k but the outturn was still £100k overspent. Apart from various parts of the SAP programme (some of which were deferred for the SAP upgrade as mentioned above), projects that underspent were telephony convergence (-£148k), corporate form development (-£114k), Disaster recovery-OSP (-£153k) and Directory consolidation, single sign-on (-£246k).

43. Apart from the development fund, the issues with the core budget and the emerging funding problems with the 5 strategic projects discussed above were first reported in the MMR for August 2009 and first quantified in September 2009. The August report drew attention to the problems with SAP, BOP and Government Connect, and pressures on OCN. But it anticipated that "The service currently expects to keep within budget by means of effective project management together with measures to ensure that the costs throughout the budget are kept under tight control. These include staff reductions, reducing the use of contract staff and restructuring areas of service delivery". This was reported as a projected nil variance

to Cabinet in October 2009²⁸. Work on non-essential projects was stopped, as was the ICT role as prime sponsor of major projects. But these steps were taken too late to affect the budgetary outcome significantly.

44. By the September MMR, it was reported that “the service will report a significant overspend this year”. Further work to refine the forecast was needed, but an overspend of £1.75m was estimated. “A formal action plan is being produced, setting out the measures that are being taken to reduce costs. This will include reducing the establishment, reviewing current and planned projects and maximising income from recharging. The level of saving achieved this year [i.e. 2009/10] will depend on how quickly the action plan can be implemented. Progress will be reported monthly. Reductions in staff numbers could result in redundancy costs if staff cannot be redeployed. These costs are not yet included in the forecast. Any underspends reported by other services within Corporate Core will be used to help offset the ICT overspend.” These conclusions were reported to Cabinet on 24 November 2009²⁹.

45. By October 2009, the forecast overspend had risen to £2.25m. This was reported to Cabinet on 15 December 2009³⁰. The principle reasons were given as:

- Government Connect +£480k
- SAP Upgrade +£480k
- BOP +£250k
- Foxcombe Court rebuild +£240k
- OCN +£400k
- IT maintenance +£300k
- Other +£100k
- Total: +£2, 250k.

46. In November, the same projections were reported, but the following additional comments were made:

“An action plan has been produced for reducing the overspend. The process of reducing staff numbers is already taking place but most of the savings achieved this year in the pay budget are likely to be offset by one-off redundancy costs. Other measures will be implemented to reduce or control costs but it is not expected that they will significantly reduce the size of this year’s overspend”.

In December, it was recommended that a supplementary estimate was better than carrying forward the overspend. In January, the forecast increased to £2,650k due to estimated redundancy costs of £385k and ongoing £254k pension costs. The Efficiencies Board agreed to fund the actual redundancy costs, which were £362k. The outturn report reported the same outturn as the forecast from October plus the redundancy costs and added the following in respect of the action plan for 2010/11:

“This [the action plan] includes a restructure of the ICT budget, devolving budgets to managers, a further review of the establishment and changes to

²⁸ Cabinet 20 October 2009, CA5

²⁹ Cabinet 24 November 2009 CA6 p15

³⁰ CADEC1509R02_V20.doc

service level agreements with directorates to ensure that all projects are fully funded.

47. Apart from the proposal to reduce staff count by 50 – which it was clear could not be completed in 2009/10 – the other items in the action plan were rather unconvincing. It stated that no new projects should commence without additional Directorate or corporate funding – indicating a funding deficit here of some £60k. The BT quarter 2 bill included fraudulent use of the OCC network and a refund from BT was being negotiated, but the chances of recovering the full (also) £60k seemed unlikely. Transfers from Directorates to cover the reduced telephone charges arising from the BOP was expected to recover another £30k. Finally, a contribution of £20k from Learning and Development to cover some training costs incurred by OCT was proposed. Apart from the staff reductions, the savings from which were not quantified, the total savings proposed were only £170k and not guaranteed. There was no sign of the expected underspend on the refresh programme (para 21 above). Instead, an overspend of £153k was recorded.

48. The conclusion from this survey of reporting is that the potential difficulties with expenditure against budget were reported as quickly as feasible. Warnings about budget pressures in 2008/9 and for the 2009/10 budget were given but no amendment was made. On the other hand, assurances were offered by ICT that the situation could be managed. The core budget is largely driven by the SLA and the needs of various current users. There is little scope to constrain spending in a situation of rising demand, even though significant efficiency improvements had been made.

49. Project budgets are driven more by project sponsors and strategic requirements, but where project management was led by Directorates, or for smaller projects managed by ICT on their behalf, there is little evidence that spending or development was overly constrained in early 2009. For example, development expenditure recharges were accepted by Directorates, and the Refresh budget, even allowing for BOP requirements, was fully committed and overspent at the year-end. The Development budget (not the same as the Development Fund), which is fully recharged to Directorates, was also fully committed but with some unfunded work. Deferring projects here – which was done during the second quarter of 2009/10 – also resulted in a loss of income.

50. Hardware costs were much higher than budgeted, and it was known that there would be increases in electricity and telephony costs due to the Data Centre and the renegotiation of the OCN contract for telephony. Development fund costs on SAP were exceeded but several other projects, including some on SAP, were curtailed as a result. Significantly, although much additional expenditure was charged to capital account, recharges to Directorates were more than £1m below expectations, indicating a failure to secure adequate funding agreements before work on non-strategic projects was carried out.

51. There is a sense that since in the past things had worked out through various means, they would continue to do so. The budget left with ICT after recharges had grown substantially in recent years, and the impression is given that ICT sought the

maximum discretion over their gross expenditure in order to meet the often unfunded commitments they entered into. An over-optimistic assessment of cost control was coupled with the 'can-do' service ethos, and led to over-confidence that cost reduction measures could be implemented faster than employment or external contractor contracts would allow.

52. Provision for contingencies was confined to major projects and the expectation was that the remainder of the £20m budget together with recharges could be used to meet unexpected surges in cost, even if external contractors were responsible for some of the key strategic work, and permanent employees - who had been increased by around 40 (around 20%) in the year- had strong employment protection rights. So the monitoring and reporting, although timely, gave an over-optimistic account of what could actually be done, given that non-essential programmes were continuing, strategic projects were overspent, reliance had to be placed on outside expertise and demand for the core service and on its performance continued to grow.

53. In the end, the conclusion was reached that there was no alternative to a supplementary estimate. This was probably the right conclusion in terms of the Council's fairly strong financial situation and the severe future impact if nothing was done to address the funding situation. The timing, however, was unfortunate from a political point of view. On the other hand, Cabinet had been given several warnings that pressure was rising but only made extra resources available for development projects and not to the core service.

20010/11 prospects

54. The ICT revenue budget for 2010/11 is £21.992m with 100% recharge envisaged. Recent organisational changes have removed the post of Head of ICT and the whole service is now part of Shared Services. At the end of May, a nil variance was being forecast, although spend against profiled budget was £5,692k against £3,659k, showing an adverse variance of £2.033m. Income was also a little down, at £2.978m against budget of £3.665 (adverse variance of £687k). Overall a net overspend against budget of £2.720m is indicated. But the traffic light indicator is green and it is too early in the year to place too much reliance on the profiled budget given the incidence of project expenditure.

55. MMR for May 2010 reported as follows (overall nil variance):

"ICT is expected to reach its target establishment of 132 full time equivalents by November 2010. As at the end of May 2010 redundancy costs were £0.190m. These are in addition to the £0.362m costs already agreed to be funded from the Efficiencies Reserve in 2009/10. The Business Strategy Board will be asked to give approval for these additional costs to be met from Reserve. Hidden pension costs resulting from the redundancies will total £0.100m. If possible, ICT will meet the cost this year. Otherwise, it will be spread over 5 years.

An overspend against the SAP budget is expected due to pressures on staffing, licensing and the completion of the Organisational Management project. This pressure will be managed within the total ICT budget.

The contract with Oxford City Council is expected to break-even. In other areas, reduced activity may put pressure on income targets.”³¹

56. The August MMR, reported to Cabinet on 19 October, reported:

“ ICT

47. ICT is continuing to forecast a nil variance against budget. There are several significant potential pressures on the service including the phased implementation of Government Connect, changes to Microsoft licensing agreements and the cost of specialist SAP support. Costs are being tightly controlled through a reduction in the size of the establishment, a review of maintenance and licensing agreements and a moratorium on non essential hardware refresh.”³²

57. We are aware of the following cost pressures in 2010/11:

- Trend increase in ICT core workload is likely to continue: staff reductions and skills shortages will make the core vulnerable to higher volatility with higher risks of overspending and to quality of service;
- Oxfordshire Community Network continuing growth and demands above budget and costs above inflation;
- Inflationary pressures on ICT procurement and utility costs
- Serco / SAP licences and other SAP pressures;
- SAP O&M work not finished;
- Proposed changes to Microsoft licensing – extra costs of up to £650k per annum;
- Continued dependence on IBM for legacy website and web applications, and therefore on staff with relevant expertise and future costs of migrating to new platforms;
- Government Connect changed standards and demands;
- Bandwidth increases for schools;
- Efficiency savings from the SAP contracts start to drop out at the same time as the efficiency target increases (savings target for 2010/11 is £350k);

³¹ CAJUL2010R290.doc p. 31

³² CA19OCT10R170.doc

- Demand from Directorates – and hence ICT income- will fall as budget pressures impact;
- Inability to reduce staffing further without serious effects on service delivery;
- There are unknown contingencies that might arise e.g. disaster recovery, for which there is no financial contingency reserve within ICT.

58. We are also mindful of the following mitigating factors:

- BOP has finished;
- SAP O&M is capped by a fixed cost contract, even though there will be additional expenditure in the year;
- A renegotiated SLA has been agreed, giving clearer responsibilities and more devolution of budgets away from ICT - all ICT expenditure should be recharged and ICT work will not be undertaken on behalf of Directorates unless there is full budgetary agreement in advance;
- Directorates are more conscious of and more able to control projects and ICT services provided in their area. (They may also be more able to source their requirements externally);
- Pressure on OCN should be reduced as a result of the end of the BOP, but savings of over £0.3m will still be needed³³;
- Government Connect in OCC has not experienced some of the accreditation problems that were anticipated and OCC is now in a good position to complete the next phase without additional costs;
- Bandwidth extension in schools requires external funding so should not proceed without it;
- Small contract maintenance savings should relieve pressure on maintenance costs;
- Strategy and Partnerships Scrutiny Committee is keeping a close watching brief on ICT activity;
- ICT staffing establishment is stable, with the last of the agreed departures scheduled for 31st December 2010. The staffing complement is focussed on maintaining current service commitments only;
- There is a moratorium on non-essential refresh work;
- As restructuring takes place throughout the Council, the number of PCs and desktops requiring support will diminish.

³³ CAJUN2210R90.doc p 113

59. Other active measures taken this year are:

- Budget devolution to a larger number of cost centres;
- Training for all cost centre managers;
- No projects with an ICT element to proceed without a clear funding agreement;
- Intensive and on-going budget monitoring and scrutiny of all commitments by the ICT management team;
- Additional management accountant support;
- Recruitment of a Finance apprentice to work in ICT supported by the Finance Business Partner.

60. A new Corporate ICT Strategy was agreed by Cabinet on 19 October 2010 that will be monitored quarterly by Cabinet.³⁴ The strategy has the following aims:

- To improve business efficiency and drive down service costs;
- To improve information management;
- To improve communications within the organisation and with stakeholders;
- To improve customer relationships.

To these ends, high level objectives and priorities have been developed that concentrate on:

- cost-effective deployment of resources;
- optimising the potential of the Council's ICT infrastructure
- reducing ICT infrastructure costs.

61. The financial results for September 2010 confirm that the measures are having the desired effect on budgetary performance and that prospects for a nil variance in 2009/10 are good.

Conclusions

62. The conclusion of this study is that throughout the review period ICT continued to provide high-quality ICT support that met the needs of users, and with continued efficiencies in core operations. Underlying cost pressures on the core service had finally materialised in 2008/9 and could not be contained within the ICT budget. Some key strategic projects were compromised by some poor external project management, expensive external contractors and bad estimating. ICT management had a very full agenda during this period and in practice had little choice but to

³⁴ CAOCT1910R020/030.doc

complete these projects. Even a moratorium to consider the funding position would in our view have only resulted in even higher costs and risks to OCC services. In addition, routine costs such as utilities increased above the rate of inflation because of new requirements. Hardware procurement for projects and refresh was also much more costly than expected.

63. It appears to us that the warnings that should have been heeded at the end of 2008/9 were in fact ignored in the 2009/10 budget, partly because ICT reported that, although pressures and overspend risk continued, it had controlled the situation. The Strategy Investment Fund was probably inadequate to fund the major projects, even allowing for the extra Serco and other unforeseen external costs and the extra funding of £800k. ICT were not the prime driver for these projects and in practice, except possibly for Foxcombe Court, could not defer them. There was bad estimating on the BOP, but the internal pressure to complete the work and the decision to only reimburse the original ICT estimate was outside ICT control. On the other hand, despite the warnings given to Star Chamber about the 2009/10 budget, ICT continued to embark on development and refresh projects until halfway through the year without fully agreeing the funding for them.

64. When adverse trends became apparent, they were reported quite quickly and appropriately, but there seems to have been an over-optimistic belief that cost trends could be contained with the year. In fact, ICT had become something of a supertanker - a fully committed service with a high proportion of effectively fixed cost coupled with a number of irresistible and expensive demands. In the end there was not enough flexibility to carry on business as usual. The decision to seek a supplementary budget was really the only feasible option and given the significance of the decision, it was done in a timely fashion.

65. In the current year, there are still a number of upward cost pressures. It is not certain what the full impact of the staff reductions will be on service levels. There are some major external threats in the form of licenses and reliance on external suppliers. On the other hand, the new SLA, the experience of funding shortfalls in 2009/10 and the fact that the budget is once again subject to full recharge and hence agreement with clients will certainly mean that ICT should become more risk averse, even if this means – as it does - that ICT services in OCC will not develop as quickly as they might otherwise have done. Indeed, the currently stated goal of ICT is to maintain existing services and remain within budget, meaning that for areas of historic concern - in particular, applications such as GIS and SAP - minimum change is the best that can be anticipated, and that most staff will have to make do with their existing kit and applications longer than anticipated.

66. So whilst there are many threats to the 2010/11 budget, we believe that, on a risk-adjusted basis, there is a high likelihood that costs in 2010/11 will be contained within budget. The marginal (rather than core) situation regarding income and recharges has a higher level of uncertainty; for example, where there are issues regarding ownership and sponsorship of development work, such as SAP in Schools. It may be that there remains a need for negotiation in some cases. But experience in 2009/10 suggests that if more adverse pressures develop towards the end of the year, there is not much that can be done in-year to bring costs back into line except by deferring major projects. There are simply not enough contingency

funds in the current budget and not enough flexibility available to ICT managers to reduce commitments quickly enough.

67. In the longer term, upward pressure on costs, continuing requirement for efficiency savings and demand for new development work coupled with reliance on external suppliers and reduced staff flexibility means that the challenges faced by the ICT budget in 2010/11 are unlikely to abate. There will therefore be a continuing need to keep ICT budget-setting and budgetary performance under review.

Recommendation:

The Committee is RECOMMENDED to note the report; in particular:

- **the conclusion that measures taken to mitigate the ICT overspend in late 2008/9 probably contributed to a delay in taking effective cost-containment measures in 2009/10;**
- **that there was over-commitment coupled with a lack of flexibility to respond to adverse events in early 2009;**
- **that pressures on the core ICT budget continue, but that significant efficiencies have been achieved and more will arise from recent and forthcoming staff restructuring;**
- **that project work, whether strategic or departmental, should not be undertaken by ICT without clear financial agreements with the relevant sponsoring agent (e.g. Directorate or Project Board);**
- **that there remain significant external risks to the ICT budget in respect of SAP, Microsoft and IBM applications;**
- **that ICT management are aware of current risks and have in place a new Corporate ICT Strategy and action plan to mitigate them.**

Acknowledgements

The Audit Working Group and myself as Chairman would like to thank all the officers who have helped with this review, especially the ICT team and others who gave evidence, and Tim Paul, Finance Business Partner.

Dr Geoff Jones

Chairman, Audit Working Group

8 November 2010.

Background papers: Nil.

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Glossary

AWG	Audit Working Group
BO	OCC Better Offices Programme
CIMU	OCC Corporate Information Management Unit
CRM	Customer Relationship Management
DWP	Department of Work and Pensions
ESS/MSS	Employee Self Service/Manager Self Service
GIS	Geographic Information System
ICT	Information and Communications Technology
KPI	Key Performance Indicators
LAN	Local Area Network
MMR	Monthly Monitoring Report
OCN	Oxfordshire Community Network
OSP	Oxfordshire Sports Partnership
SAP	<i>Systeme, Anwendungen und Produkte in der Datenverarbeitung</i> ("Systems, Applications and Products in Data Processing"), the Authority's main accounting and resource planning application
SLA	Service Level Agreement
SORP	Statement of Recommended Practice
TUPE	Transfer of Undertakings (Protection of Employment) Regulations
VoiP	Voice over internet Protocol
WAN	Wide Area Network

ICT Overspend 2009/10**Update Report for Cabinet 21st December 2010****Background:**

At their meeting on 17th November, Audit Committee considered a report by Dr. Geoff Jones, Chairman, Audit Working Group (AWG), on the 2009/10 ICT overspend.

Audit committee decided to refer the report to the Cabinet together with an update by the Acting Head of ICT of how the matters raised in the report have been addressed. The Audit Committee decision is attached as Appendix 1.

This report describes the actions taken to address deficiencies in governance and to ensure more effective budget management.

Introduction

This year, ICT has operated with 2 goals:

- to operate within budget
- to maintain current services

The current 2010/11 gross budget overall for ICT is £19.5m and we are on target to spend within budget.

ICT will also meet its savings target of £0.347m for 2010/11.

ICT has savings targets for 2011/12 and beyond which are set out in Appendix 1.

As is clear from the Audit report, ICT does not now have the internal capacity or budget to fund or resource major change initiatives. To meet new demands, ICT can provide technical leadership and can resource externally where additional funding is made available.

Contents

This report sets out the steps within ICT and the wider Council in the last 9 months that mean that ICT should remain within budget for 2010/11 and in future years.

- A. Financial Management
- B. Establishment Reduction
- C. Governance
- D. Spending Pressures and actions taken to date
- E. Further actions in train for 2011/12 and beyond

A. Financial Management

1. Devolution

Budgets have now been devolved to 8 cost centre managers who have all received training in financial management and in the use of SAP. Cost centre management is now closely aligned to operational responsibility.

2. Financial Support

Additional support has been provided via the Finance Business Partner with a management accountant working regularly on site with cost centre managers to review expenditure and commitments. A Finance Apprentice has been recruited and is now working 4 days per week in ICT Services.

B. Establishment Reduction

ICT began a service restructure in December 2009 to reduce core ICT establishment from 182 FTE to 132 FTE. That programme will complete on 31st December 2011.

These post reductions were achieved through natural turnover and retirements but also included 23 redundancies.

The service restructure includes some re-organisation of the service as a whole and use of £75K of L&D funding to address potential skill gaps.

Existing skill gaps for SAP and GIS and IBM software in particular still remain. Seasonal pressure points (e.g. September) are being managed well because staff are working flexibly and are highly committed to the customer base.

C. Governance

1. Service Level Agreement (SLA) 2010/11

The updated SLA finalised with Business Managers on 6th May 2010, includes a new section defining a clear boundaries for financial responsibility. Operational work such as call resolutions or regular software maintenance upgrades is cost covered by ICT. Project or developmental work has to be paid for directly by the Service concerned.

To date, £289,000 has been recovered from Services for work they have commissioned.

2. ICT Governance

A new ICT Strategy was agreed by Cabinet in October 2010 and this includes a detailed Action Plan that is now closely aligned to the Council's published Business Strategy. Progress reports are required quarterly to Business Strategy Group from January 2011 and the Head of ICT is now a member of the Business Strategy Programme Board which seeks to ensure coordinated action across the various strands of the business strategy. The result is to provide ICT with a very clear remit for current and future work.

A further requirement of the ICT Strategy is to establish an Officer Working Group to meet quarterly. This Group should be brought together in the New Year and will comprise 2 representatives from each of the Directorates, the Head of ICT and a senior analyst from the Policy Unit. Once established, this Group will have the remit to:

- Vet all complex high cost projects before ICT engage
- Determine new cross-cutting requirements that need to be reflected within ICT Strategy

3. ICT Project Governance

Project management and documentation has been tightened to reflect the requirements of the SLA and ICT Strategy. Project briefs are rejected if they do not appear to conform to the ICT Strategy. Projects cannot proceed unless there is an identified owner at senior management level within the commissioning service and unless costs have been defined and a funding source is in place. Projects are rejected by ICT if ownership and funding is not in place.

Overall, new project requirements have decreased and the majority are now clearly linked to maintenance and functionality upgrades for business applications. That aside, the most visible set of new project requirements are around Document Manager/Records Manager implementations. Sets of projects are being actively managed in CYP&F, E&E and the Chief Executives Office with funding and business process re-engineering (BPR) requirements agreed in advance.

D. Spending Pressures & Actions Taken

(1) Government Connect

This is a better picture than expected. Siemens have now completed their appraisal of OCC's compliance with schedule 3.2 and the new requirements for 4.1. We had anticipated challenges to the OCN configuration that would have necessitated changes. This has not happened and we received confirmation in October that the key outstanding demand is to implement 2 -factor authentication using physical tokens. We have already purchased these and will deploy them in January 2011 within existing budget.

(2) SAP.

We have had to absorb the one off cost of additional licensing (208K) in this financial year and have in place processes to fully control SAP License assets going forward. The lack of in-house expertise remains a concern and we have had to supplement that with some additional contract resource to cover deficits in security management and HR in particular whilst we update in-house skills. With the completion of the OM project there is no significant work planned going forward and the sole focus currently is to maintain SAP deployment in its present state. This represents a more stable cost base. The Serco contract is due to expire in 2012 and at that point we will be looking for a commercial or public sector partnership that can provide (a) greater depth to our SAP expertise and (b) ability to support exploitation of our SAP investment eg exploitation of ESS/MSS and Business Warehouse. Our view is that future SAP development projects need to be clearly positioned as "Invest to Save" opportunities with costs and benefits clearly outlined and agreed at the outset.

(3) Microsoft.

Like other authorities, we may need to follow Microsoft's new licensing model and costs that follow. However, some of those costs will be offset by software/functionality that we will no longer need. Moving to an Open Source desktop solution whilst attractive on the surface will bring major cost issues around security and application integration and end user training.

We currently use Window XP as the standard desktop operating system and MS Office Standard 2003. These have now got a limited shelf life as mainstream manufacturer support has already expired. We plan to manage transition in two phases (1) Windows 7 and (2) Office 2010. There will be no change in 2010/11.

Phase 1 - the move to Windows 7 - will be prioritised for 2011/12 because it also includes some functionality that will allow us to cease other software serving the same purpose.

Phase 2 - the move to Office 2010 would ideally run in tandem but may not run until FY 2012/13 so that the cost and resource implications can be managed across 2 financial years.

(4) Business Applications Software/Hardware Maintenance

All annual maintenance contracts for software and hardware continue to be heavily scrutinised.

At present, the Council still has a major reliance on IBM software for the Website and Web applications and server and storage management. Although this software licensed for us to use as long as we want, it comes at a cost of at least £1.1Million in annual maintenance and service payments to IBM. Use of IBM software has also created a significant dependence on a few key ICT staff that

have the relevant expertise. This is not sustainable. In the last Quarter, we have taken steps to reduce IBM costs to less than 300K per annum.

In the future, this area of ICT interest will be closely linked to the CRM functional development and channel management strategy which are critical elements in the Council's Business Strategy. Inevitably, these developments will dictate their own set of technical requirements and costs and it is highly likely that these will accelerate moves away from IBM dependency. On the server & storage side, we have taken similar steps to bring in specialist local suppliers for support at lower cost and in preference to IBM. Virtualisation of the server estate should be completed by April 2011 and this will, of course, be a significant step on the road for us to access full-scale Cloud computing options from 2013/14.

Other actions taken to date with suppliers have reduced annual running costs by a further £175K in 2010/11 with full-year savings of £275K from April 2011.

(5) Hardware Refresh.

We have placed a moratorium on all but essential Refresh requirements. In practice, this should mean that the current budgeted spend of £445K will come in at less than 100K. Our Desktop virtualisation programme will take place in 2011/12 and this will allow us to extend the useful life of most PCs and Laptops from 4 years to 6 years at least.

(6) Oxfordshire Community Network (OCN)

Developments in technology have provided new options to contain and even reduce the ongoing costs of the OCN. 40K from the investment fund in October 2010 has enabled ICT to achieve small changes in line deployment that have resulted to date in 48K per annum savings from April 2011. A range of similar changes are being explored.

Major changes for the OCN configuration and deployment are in planning for commitment in 2011 to meet Savings Targets in 2011/12 and beyond.

E. Further Actions in Train for 2011/12

(1) Virtualisation

ICT are close to completing current plans to virtualise most of the current server estate. This means that instead of one physical device per server, we can use one physical device to host many servers. This allows us to contain and manage down future management and maintenance costs.

In 2011/12 we aim to extend virtualisation to the desktop. This means that instead of running services physically on your laptop or PC you access services are hosted and managed centrally in the Council's Data-centre. In some ways this is a more contemporary version of thin client technology.

There are some major benefits. First, it allows us to prolong the life of existing PCs and Laptops – we estimate six years rather than the current two. Second, it makes management and support of users in the field much more cost effective. Third, it is a positive advantage for flexible/mobile working. As long as you can log on to the Council's network – directly or via the internet – you will get the same desktop experience wherever you are.

(2) Active Software/Hardware Management

We are currently deploying a new asset management tool which enables us to track the actual use of hardware (printers, PCs and Laptops) and software (MS Word, Excel, Business applications like Exor, SAP, ONE, SWIFT) through time.

So, through a 3 month period, we can establish, for example, if software currently available to user is being used frequently, sometimes or never.

In 2011/12, we will look to remove software that is not being used and to optimise the number of licenses in use as well as PCs and Laptops.

If staff numbers fall, we can reduce the amount of hardware deployed, and the asset tool will assist us to cut the amount of licenced software still further.

Glossary

SAP – the Council's principal financial and HR system

ESS/MSS – Employee self-service and Manager self service

GIS - geographical data management

OCN – the Oxfordshire Community Network (the Council's private broadband network)

BPR – Business Process Re-Engineering

PC – Personal Computer

Thin client – the PC acts as a dumb terminal and all data processing is carried out in a central server location

Open Source – Software that is freely available and development is collaborative in the wider community

Cloud Computing – Internet-based computing, whereby shared infrastructure, software, and data can be provided to computers and other devices on demand

Graham Shaw

Acting Head of ICT Services

10th December 2010

Division(s): N/A

CABINET – 21 DECEMBER 2010

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision	Portfolio/Ref
Cabinet, 25 January 2011	
▪ Draft Corporate Plan 2011/12 To seek agreement to the content of the next corporate plan.	Cabinet, 2010/153
▪ Delegated Powers of the Chief Executive - January 2011 To report on a quarterly basis any executive decision taken by the Chief Executive under the specific powers and functions delegated to her under the terms of Part 7.4 of the Council's Constitution – Paragraph 1(A)(c)(i). Item not for scrutiny call in.	Cabinet, 2010/154
▪ Annual Report by the Commission for Social Care Inspection on Adult Social Services To consider the Annual Report by the Care Quality Commission.	Cabinet, 2010/152
▪ Procurement of Carers Support Service (CPU570) To approve the outcome of the procurement of the Carers Support Service (CUP570).	Cabinet, 2010/204
▪ Financial Monitoring - January 2011 Monthly financial report on revenue and capital spending against budget allocations, including virements between budget heads.	Cabinet, 2010/150
▪ Service & Resource Planning Report for 2011/12 - 2015/16 (January 2011) To provide background and context to the service and resource planning process for 2011/12 – 2015/16.	Cabinet, 2010/151
▪ Oxfordshire Concessionary Fares Scheme - January 2011 To consider the details of the concessionary fares scheme, which the county council is required to introduce from 1 April 2010.	Cabinet, 2010/187
▪ Expansion of Sandhills Primary School To consider the expansion of Sandhills Primary School and approve issue of statutory notice if objections received.	Cabinet, 2010/021
▪ Henley Primary School Provision If there are objections to consider a report on a public consultation into how primary school provision in Henley can be expanded, and approve issue of any statutory notice(s) that result from this.	Cabinet, 2010/105

- **Amendments required in Fair Funding Formula for Schools from April 2011** Cabinet, 2010/170

To consider proposed changes required to the Fair Funding Formula for Oxfordshire's schools from 1 April 2011 and to seek agreement to recommendations to Council.

Cabinet Member for Children, Young People & Families, 4 January 2011

- **Children's Community Therapy Services** Cabinet Member for Children, Young People & Families, 2010/136
To consider and approve recommendation for contract award.
- **Chill Out Fund 2010/11 - January 2011** Cabinet Member for Children, Young People & Families, 2010/192
To consider applications received (if any) from the Chill Out Fund.

Cabinet Member for Schools Improvement, 4 January 2011

- **Henley Primary School Provision** Cabinet Member for Schools Improvement, 2010/131
If there are no objections to consider a report on a public consultation into how primary school provision in Henley can be expanded, and approve issue of any statutory notice(s) that result from this.

Cabinet Member for Transport, 6 January 2011

- **Henley: Proposed Stopping Up at Bell Street** Cabinet Member for Transport, 2010/148
To consider proposals to stop-up following public consultation.
- **Chipping Norton: A44 London Road - Pelican Crossing** Cabinet Member for Transport, 2010/175
To consider the report on the results of public consultation on the introduction of a new pelican crossing.
- **Bampton Weight Limit** Cabinet Member for Transport, 2010/207
To consider implementation of a permit scheme for weight limit.

Cabinet Member for Adult Services (Supporting People Commissioning Body), 20 January 2011

- **Oxfordshire Supporting People Strategy 2011-16** Cabinet Member for Adult Services, 2010/079
To seek approval of the draft strategy for consultation with key stakeholders and of the draft annual plan for 2011-12.