



To: Members of the Cabinet

## ***Notice of a Meeting of the Cabinet***

**Tuesday, 26 January 2016 at 2.00 pm**

**Meeting Rooms 1& 2, County Hall, Oxford, OX1 1ND**

A handwritten signature in black ink that reads "Peter Clark".

Peter Clark  
Head of Paid Service

January 2016

Contact Officer:

**Sue Whitehead**

Tel: (01865) 810262; E-Mail: [sue.whitehead@oxfordshire.gov.uk](mailto:sue.whitehead@oxfordshire.gov.uk)

### **Membership**

#### ***Councillors***

Ian Hudspeth	Leader of the Council
Rodney Rose	Deputy Leader of the Council
Mrs Judith Heathcoat	Cabinet Member for Adult Social Care
Nick Carter	Cabinet Member for Business & Customer Services
Melinda Tilley	Cabinet Member for Children, Education & Families
Lorraine Lindsay-Gale	Cabinet Member for Cultural & Community Services
David Nimmo Smith	Cabinet Member for Environment
Lawrie Stratford	Cabinet Member for Finance
Hilary Hibbert-Biles	Cabinet Member for Public Health

*The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on Wednesday 3 February 2016 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: 23 February 2016*

## Declarations of Interest

### The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

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

### Whose Interests must be included?

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

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

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

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

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

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

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

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

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

### List of Disclosable Pecuniary Interests:

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

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

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

# AGENDA

## 1. Apologies for Absence

## 2. Declarations of Interest

- guidance note opposite

## 3. Minutes (Pages 1 - 8)

To approve the minutes of the meeting held on 15 December 2015 (**CA3**) and to receive information arising from them.

## 4. Questions from County Councillors

Any county councillor may, by giving notice to the Proper Officer by 9 am two working days 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. Service & Resource Planning Report - 2016/17 - January 2016 (Pages 9 - 306)

*Cabinet Member:* Finance

*Forward Plan Ref:* 2015/084

*Contact:* Katy Jurczynsyn, Senior Financial Adviser (Capital & MTFP) Tel: (01865) 323975

Report by Chief Finance Officer (**CA6**).

This report is the final report to Cabinet in the series on the Service & Resource Planning process for 2016/17 to 2019/20, providing councillors with information on budget issues for 2016/17 and the medium term. It sets out the proposed 2016/17 Corporate Plan, budget, the draft 2016/17 – 2019/20 Medium Term Financial Plan (MTFP) and 2015/16 – 2019/20 Capital Programme. Information outstanding at the time of the Cabinet meeting will be reported to Council when it considers the budget on 16 February 2016.

***The Cabinet is RECOMMENDED to approve the Review of Charges as set out in Annex 1.***

***The Cabinet is RECOMMENDED to RECOMMEND Council to approve:***

- (a) the Corporate Plan;***
- (b) in respect of revenue:***
  - (1) a budget for 2016/17 and a medium term plan to 2019/20, based on the proposals set out in Section 4.2;***
  - (2) a council tax requirement (precept) for 2016/17;***
  - (3) a council tax for band D equivalent properties;***
  - (4) virement arrangements to operate within the approved budget;***
- (c) in respect of treasury management:***
  - (1) the Treasury Management Strategy Statement and Annual Investment Strategy;***
  - (2) to continue to delegate the authority to withdraw or advance additional funds to/from external fund managers to the Treasury Management Strategy Team;***
  - (3) that any further changes required to the 2016/17 strategy be delegated to the Chief Finance Officer in consultation with the Leader of the Council and the Cabinet Member for Finance;***
  - (4) the Prudential Indicators as set out in Appendix A of Section 4.5;***
  - (5) Minimum Revenue Provision Methodology Statement as set out in Appendix B of Section 4.5;***
  - (6) the Specified Investment and Non Specified Investment instruments as set out in Appendix C and D of Section 4.5;***
  - (7) the Treasury Management Policy Statement as set out in Appendix E of Section 4.5;***
- (d) approve a Capital Programme for 2015/16 to 2019/20 as set out in Section 4.9 including:***
  - (1) the new capital proposals as set out in Section 4.9.1 (Appendix 3);***
  - (2) the Highways Structural Maintenance Programme 2016/17 and 2017/18 as set out in Section 4.9.2;***
- (e) to delegate authority to the Leader of the Council, following consultation with the Chief Finance Officer, to make appropriate changes to the proposed budget.***



## 7. **Future Provision of Intermediate Care in North Oxfordshire** (Pages 307 - 398)

*Cabinet Member:* Adult Social Care

*Forward Plan Ref:* 2015/102

*Contact:* Kate Terroni, Deputy Director – Joint Commissioning Tel: (01865) 815792/Shawn Bennett – Strategic Commissioner 07917 211068

Report by Director of Adult Social Services (**CA7**).

Following public consultation between 5 October and 8 December 2015, this paper reports on the results of the consultation and recommends the way Intermediate Care services are provided in North Oxfordshire in the future. Intermediate Care is the support people need to avoid going into hospital or to help people get back home as quickly as possible.

***The Cabinet is RECOMMENDED to agree to move to implementation of Model A: the Intermediate Care Unit in Chipping Norton continues and the full 14 bed service is provided by the Orders of St John Care Trust.***

## 8. **Adult Social Care: Short Term Community Services** (Pages 399 - 408)

*Cabinet Member:* Adult Social Care

*Forward Plan Ref:* 2015/121

*Contact:* Benedict Leigh, Strategic Commissioner (Adults) Tel: (01865) 323548

Report by Director for Adult Social Care (**CA8**).

The current system of short term support social care in Oxfordshire has evolved piecemeal with services created in response to perceived problems and without a proper strategic consideration of the pathway as a whole. There are currently seven different services in place, and so it is difficult for professionals or members of the public to understand the most appropriate route that people should follow through them to meet their specific needs.

These short term services provide reablement, a key element of the council's aim to prevent further escalation of need for older adults and other vulnerable people; and crisis support at home, a safety net for people living in the community.

The pathway redesign proposed in the report brings together the functions of the seven current services into two new services: the Urgent Response and Telecare Service; and the Hospital Discharge and Reablement Service. If successfully delivered, this new pathway will provide the modelled demand for these services and the desired outcomes for people, at a reduced cost to the council by reducing duplication and by the services becoming more efficient and more effective.

The report describes the alternative methods available for purchasing the services and makes recommendations for the preferred options, after consideration of the risks and financial implications involved.

**The Cabinet is RECOMMENDED to approve:**

- (a) the service model and procurement approach for the Urgent Response and Telecare Service;**
- (b) the Continuity of Provider approach to deliver a combined Hospital Discharge & Reablement Service (including community reablement);**
- (c) the proposed gateways, including the option to change the approach to the procurement option if the provider fails to meet the gateway targets, delegating final approval of the gateways to the Director of Adult Social Services.**

## **9. Oxfordshire Minerals & Waste Development Scheme (Pages 409 - 460)**

*Cabinet Member:* Environment

*Forward Plan Ref:* 2015/113

*Contact:* Peter Day, Minerals & Waste Team Leader Tel: (01865) 815544

Report by Director for Environment & Economy (**CA9**).

The County Council must prepare and maintain a Minerals and Waste Development Scheme, setting out the programme for production of the Minerals and Waste Plan. The original Oxfordshire Minerals and Waste Development Scheme came into effect in May 2005 and a number of revisions have been made since then, most recently in December 2014. The timetable for preparation of Part 1 of the Plan - the Core Strategy in the most recent revision is now out of date. In addition, a more specific timetable is needed for the preparation of Part 2 of the Plan - the Site Allocations Document. A further revision of the Development Scheme is therefore now required.

The Minerals and Waste Core Strategy was submitted in December 2016 for independent examination by a planning inspector. The revised programme shows that, subject to the Inspector's report, it is now expected the Core Strategy will be adopted by the Council in November 2016. The proposed programme for the Site Allocations Document shows work commencing in June 2016; consultation in September 2017; publication and submission for examination in 2018; and it being adopted by the Council in April 2019.

***The Cabinet is RECOMMENDED to***

- (a) approve the Oxfordshire Minerals and Waste Development Scheme (Seventh Revision) 2016 at Annex 1, subject to final detailed amendment and editing, to have effect from 4 February 2016;***
- (b) authorise the Deputy Director Strategy & Infrastructure Planning to:***
  - (1) carry out any final detailed amendment and editing of the Oxfordshire Minerals and Waste Development Scheme that may be necessary, in consultation with the Cabinet Member for Environment;***

- (2) ***take the necessary steps to bring the revised Scheme into effect from 4 February 2016 and publish the revised Scheme, in accordance with Sections 15 and 16 of the Planning and Compulsory Purchase Act 2004 (as amended).***

**10. Business Management & Monitoring Report for Quarter 2 - 2015/16**  
(Pages 461 - 476)

*Cabinet Member:* Deputy Leader

*Forward Plan Ref:* 2015/085

*Contact:* Maggie Scott, Chief Policy Officer Tel: (01865) 816081

Report by Chief Policy Officer (**CA10**).

This paper provides details of performance for quarter two for the Cabinet to consider. The report is required so that the Cabinet can monitor the performance of the Council in key service areas and be assured that progress is being made to improve areas where performance is below the expected level.

***Cabinet is RECOMMENDED to note and discuss the performance reported in the dashboards and to make any comments necessary for escalation to Cabinet.***

**11. Compulsory Purchase Powers for Acquisition of Land Required for Delivery of Schemes** (Pages 477 - 480)

*Cabinet Member:* Environment

*Forward Plan Ref:* 2015/107

*Contact:* Richard Warren, Strategic Manager – Project Delivery Tel: (01865) 241577

Report by Director for Environment & Economy (**CA11**).

The Council's Major Infrastructure Delivery Team is managing the delivery of a number of major highway improvement schemes. Some of these schemes require additional land to enable delivery of the proposed improvements which will reduce congestion, improve movement, access and safety and encourage use of sustainable transport.

This report details various schemes which are at an early stage of development, but which are considered, subject to approvals, to require additional land. Any delay in acquisition of the land to progress the schemes could result in loss of opportunity to secure funding and meeting Government programme for residential and business growth.

The report requests the delegation by Cabinet to the Director of Environment and Economy in consultation with the Executive Cabinet member to exercise Compulsory Purchase powers for the purchase of land for these schemes, in the event that the land required cannot be purchased by negotiation.

***Cabinet is RECOMMENDED to:***

- (a) approve delegation of the exercising of Compulsory Purchase powers to the Director of Environment and Economy, in consultation with the Executive Cabinet Member for the purchase of land required for the delivery of the major infrastructure schemes outlined in paragraphs 7, 8 and 11 of this report, in the event that the land cannot be acquired by negotiation so as to keep to the programme of the schemes.***
- (b) note that in so far as the whole or any part or parts of land required is not acquired by negotiation, the making of a Compulsory Purchase Order under provisions contained in Part XII of the Highways Act 1980 for the acquisition of the land, will be progressed. This could include providing the necessary attendance, expert witness provision etc at a Public Inquiry if required.***

**12. Forward Plan and Future Business (Pages 481 - 482)**

*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 **CA12**. 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.***

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## CABINET

**MINUTES** of the meeting held on Tuesday, 15 December 2015 commencing at 2.00 pm and finishing at 3.12 pm

### Present:

**Voting Members:** Councillor Ian Hudspeth – in the Chair  
Councillor Rodney Rose  
Councillor Mrs Judith Heathcoat  
Councillor Nick Carter  
Councillor Melinda Tilley  
Councillor Lorraine Lindsay-Gale  
Councillor David Nimmo Smith  
Councillor Lawrie Stratford  
Councillor Hilary Hibbert-Biles

**Other Members in Attendance:** Councillor Steve Curran (Agenda Item 8)  
Councillor Jean Fooks (Agenda Item 5)  
Councillor Nick Hards (Agenda Item 6 & 7)  
Councillor George Reynolds (Agenda Item 8)

### Officers:

Whole of meeting	Lorna Baxter, Chief Finance Officer; Sue Whitehead (Corporate Services)
Part of meeting	
Item	Name
6	Katy Jurczynszyn (Capital Team)
8	Bev Hindle, Deputy Director Strategy Infrastructure Planning; Robin Rogers (Environment & Economy)

*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.*

### 108/15 MINUTES

(Agenda Item. 3)

The minutes of the meeting held on 10 November 2015 were agreed and signed.

### 109/15 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

Councillor Jean Fooks had given written notice of the following question to Councillor David Nimmo Smith:

“White lines are fading or all but invisible across much of Oxfordshire. I am told that the budget for this financial year is already overspent so no refreshing of existing markings can be done for at least another four months or even longer. As these lines and markings were largely installed for safety reasons, it is highly regrettable that they are not being maintained. Would you ask officers for a safety audit to be undertaken as a matter of urgency, before accidents occur which could be attributed to the lack of clear markings on the road?”

Councillor Nimmo Smith replied:

“Your concerns over the hazards posed by road markings not being maintained are very understandable, and priority is given within the limited resources available to refresh markings where the possible safety implications of not doing so are greatest.

In the reports on injury accidents received from the police, information is provided by the reporting officer on the contributory factors they have judged relevant to an accident. The factor relating to ‘inadequate or masked road signs or road markings’ is in fact selected only in a small minority of incidents (under 1%) and looking over the last 10 years (to 31 October 2015), there is no clear trend either upwards or downwards in the number of such accidents. This data however will continue to be very closely monitored.

Officers are correct in telling you that the budget for this financial year is already spent so no refreshing of existing markings can be done for at least another four months or even longer. That is because they have determined that the best way to stretch their limited resources is to carry out the majority of the re-marking in the summer months when the roads are dry and free from salt and other winter detritus.”

Supplementary: Asked whether in view of the mild winter it was possible that some of the money set aside for gritting could be used for white lining, Councillor Nimmo Smith replied that it was not possible to predict the weather for the remainder of the winter so he was not willing to do as suggested.

Councillor John Tanner had given written notice of the following question to Councillor Rodney Rose:

“The residents in my division would like to thank the Cabinet for the sensible recommendation and anticipated decision to keep open the Redbridge recycling centre in Oxford for the time being. Will Councillor David Nimmo-Smith now reconsider the inconvenient ban on pedestrians from the local area using the centre?”

Councillor Rose replied:

“The County Council strive to ensure the Household Waste Recycling Centres are managed to protect the wellbeing of all visitors and operate reasonable and proportionate measures to prevent accidents from occurring particularly where a hazard is identified.

None of Oxfordshire's HWRCs are able to allow pedestrian access because they do not have pavements that provide access, nor dedicated walkways around the site. As such, we are unable to guarantee the wellbeing of visitors arriving on foot.

As part of any future works at Redbridge or if the site is replaced pedestrian access will be considered but not guaranteed.”

Supplementary: Asked whether pedestrian access could be looked at, even if at specific times, Councillor Rose commented that the District Councils worked well and that he saw few occasions when someone would need to carry a bag to the recycling centres that would not be possible to recycle through the service provided.

## **110/15 PETITIONS AND PUBLIC ADDRESS**

(Agenda Item. 5)

Councillor Jean Fooks, submitted a petition on behalf of people in and around Cutteslowe asking for a rethink on the proposal to close the Children's Centre there.

The Chairman had agreed the following requests to speak:

Item 6 – Councillor Nick Hards, Shadow Cabinet Member for Finance

Item 7 – Councillor Nick Hards, Shadow Cabinet member for Finance

Item 8 – Councillor George Reynolds, local councillor for Wroxton & Hook Norton

Councillor Steve Curran, Shadow Cabinet Member for Environment

## **111/15 2015/16 FINANCIAL MONITORING & BUSINESS STRATEGY REPORT - OCTOBER 2015**

(Agenda Item. 6)

Cabinet considered a report that focussed on the management of the 2015/16 budget. Parts 1 and 2 included projections for revenue, reserves and balances as at the end of October 2015. Capital Programme monitoring was included at Part 3.

Councillor Nick Hards, Shadow Cabinet Member for Finance made detailed comments on the report. This included reference to the recruitment freeze on non-essential staff, as he did not accept that the Council any longer had workers that were not essential. Referring to the children, education and families overspend he highlighted the increasing pressures on social workers and queried the impact of reduced back office support and also highlighted the increasing cost of home to school transport. On social and community

services, Councillor Hards raised concerns over the sustainability in relation to care home placements. He further noted the pressures in environment & economy.

Councillor Stratford responded to the comments made and in referring to the phrase non-essential staff accepted that the wording was unfortunate and commended the work of all staff during a difficult time. The increase in children needing intervention and the implications of the recruitment freeze on social worker workloads would be carefully monitored. Cabinet Members also responded to the comments made.

**RESOLVED:** to:

- (a) note the report;
- (b) approve the virement requests set out in Annex 2a;
- (c) approve the supplementary estimate set out in Annex 2e of £0.6m relating to the cost of the Transport Safeguarding Assurance Framework project;
- (d) note the Treasury Management lending list at Annex 4;
- (e) in relation to reserves:
  - i. approve the temporary use of Environment & Economy reserves as set out in paragraph 76;
  - ii. approve the transfer of £0.3m to a new Commercial Reserve to support the development of the Children, Education & Families trading arm as set out in paragraph 9; and
- (f) approve the changes to the Capital Programme set out in annex 7c.

## **112/15 SERVICE & RESOURCE PLANNING REPORT - 2016/17 - DECEMBER 2015**

(Agenda Item. 7)

Cabinet considered a report that was the second in a series on the Service & Resource Planning process for 2016/17 which will culminate in Council setting a budget for 2016/17 and a medium term plan to 2019/20 in February 2016. The report set out:

- the savings options that have been subject to public consultation and an update on the pressures for 2016/17 and the medium term,
- the implications of the Spending Review and Autumn Statement announced on 25 November 2015,
- a forecast of reserves over the medium term, and
- the capital programme proposals for 2016/17 to 2019/20.

Councillor Nick Hards, Shadow Cabinet Member for Finance, indicated that it was difficult to comment in the absence of the settlement from Government. However he highlighted the pressures and uncertainty facing the Council. In particular he referred to the pressures relating to adult social care set out in paragraph 18 of the report. He would want to see further detail once the settlement had been received but would support any efforts to meet the huge challenge. He commented on reducing carers support and the potential for



unforeseen consequences with the possibility of increasing costs elsewhere as a result. Responding Councillor Stratford acknowledged that the position was very challenging and welcomed the support for looking after the elderly and vulnerable people.

Lorna Baxter, Chief Finance Officer, introduced the contents of the report. Councillor Stratford moved the recommendations and following comments from Councillor Carter, Cabinet Member for Business and Customer Services, in relation to the New Homes Bonus and the changes to business rates it was:

**RESOLVED:** to take the issues set out in the report into consideration in forming their proposed budget for 2016/17, Medium Term Financial Plan to 2019/20 and Capital Programme to 2019/20.

## **113/15 HOUSEHOLD WASTE RECYCLING CENTRE (HWRC) STRATEGY**

(Agenda Item. 8)

In July 2015 Cabinet had received a report proposing to consult the public on revised principles for the provision of Household Waste Recycling Centre (HWRC) capacity.

Cabinet had before them a report setting out the results of the consultation alongside an analysis of financial and service pressures. The report sought approval to a revised approach to developing the HWRC network in the medium to long term.

Councillor George Reynolds, local councillor for Wroxton & Hook Norton, referred to the high level of concern expressed to him by residents over the proposals. In the north of the County there was real concern about the lack of facilities. He felt that rather than a rationalisation to 3 facilities there was a need for 4 or 5 to ensure proper access. Although supporting the recommendation he hoped the Council would look carefully at facilities north of Oxford.

Councillor Steve Curran, Shadow Cabinet Member for Environment, highlighted the results of the consultation and noted the legal requirement to provide recycling centres for everybody at reasonable times. He commented on the good things in the report notably paragraph 66. Referring to opening times he commented that 5 pm was a particularly difficult time to visit a recycling centre given traffic congestion. He hoped that opening hours would take into account the problems of queuing traffic. He queried some of the figures relating to green waste and hoped that they could be maintained. With regard to recommendation (b) he would wish to see such decisions come back to Cabinet.

Councillor Rose, Deputy Leader, in moving the recommendations stressed that it was important to get a strategy in place in order to be able to get developer contributions. Cabinet was being asked to agree the strategy and

it was not about what was closing. There was a need for flexibility going forward that the strategy provided.

Bev Hindle, Deputy Director, Strategy Infrastructure Planning, introduced the contents of the report. With regard to recommendation (b) he stated that there were a range of decisions to be taken and wherever appropriate they would come to either the Cabinet member or Cabinet. Robin Rogers, Environment & Economy outlined the consultation responses.

During discussion, Cabinet Members in supporting the strategy, made the following points:

- 1) A Cabinet Member noted that Oakley Wood was one of the most used sites despite its rural location.
- 2) The Leader cautioned against making any decisions based solely on the numbers of respondents and stressed that it was about providing quality and the best service for all residents.
- 3) There was support for looking at reduced opening hours as an alternative to closure.
- 4) In noting the judgement of officers that the proposals would not lead to increased fly-tipping from members of the public Cabinet referred to the need to look at communication with the public that would assure the public that this was the case.
- 5) The importance of working with District Council was stressed. The Leader referred to the good work of the District Councils.
- 6) Cabinet would hope to see a range of solutions coming forward to suit the needs of particular sites.
- 7) In response to a query about who went to recycling facilities and why Bev Hindle replied that data was collected and would increase so that assumptions about use could be challenged.
- 8) Bev Hindle responding to a request that when developing the strategy the equivalent strategies of neighbouring authorities be taken into account agreed that this was important as was the need to consider growth.

**RESOLVED to:**

- (a) approve the Household Waste Recycling Centre Strategy as set out from paragraph 57; and
- (b) authorise the Director for Environment and Economy in consultation with the Cabinet Member for the HWRC service to bring forward implementation plans for decision within agreed delegations.

## **114/15 FORWARD PLAN AND FUTURE BUSINESS**

(Agenda Item. 9)

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 2016

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Division(s):N/A

## CABINET – 26 JANUARY 2016

### SERVICE & RESOURCE PLANNING 2016/17 – 2019/20

#### Report by the Chief Finance Officer

#### Introduction

1. This report is the final report to Cabinet in the series on the service & resource planning process for 2016/17 to 2019/20, providing councillors with information on budget issues for 2016/17 and the medium term. It sets out the proposed 2016/17 Corporate Plan, budget, the draft 2016/17 – 2019/20 Medium Term Financial Plan (MTFP) and 2015/16 – 2019/20 Capital Programme. Information outstanding at the time of the Cabinet meeting will be reported to Council when it considers the budget on 16 February 2016.
2. The budget and draft 2016/17 – 2019/20 MTFP include the Cabinet's budget proposals which take into consideration the latest information on the Council's financial position outlined in this report plus comments from the Performance Scrutiny Committee meetings on 17 December 2015 and 7 January 2016, and comments from the public consultation on the budget. As final notification of some funding streams is awaited, some further changes may be made to the budget proposals ahead of Council on 16 February 2016.
3. The service & resource planning report to Council in February will be set out in four sections:

Section 1 – Leader of the Council's overview

Section 2 – Corporate Plan

Section 3 – Chief Finance Officer's statement on the budget

Section 4 – Budget Strategy and Capital Programme

This report forms the basis of Sections 2 and 4 to that report and also sets out the review of charges for Cabinet approval at Annex 1.

4. The following annexes are attached:

<b>Section 2</b>	<b>Corporate Plan</b>
2.1	Corporate Plan 2016 – 2020
<b>Section 4</b>	<b>Budget Strategy and Capital Programme</b>
4.1	Draft medium term financial plan (MTFP) 2016/17 – 2019/20
4.2	Revenue budget pressures and savings proposals
4.3	Council tax 2016/17 (draft)
4.4	Draft detailed revenue budget 2016/17
4.5	Treasury management strategy statement and annual investment strategy for 2016/17 (including prudential indicators and minimum

	revenue provision policy statement)
4.6	2016/17 risk assessment for level of balances
4.6.1	Summary of balances and reserves
4.7	Dedicated Schools Grant provisional allocation 2016/17
4.8	Virement rules for 2016/17
4.9	Updated capital programme 2015/16 – 2019/20
4.9.1	Capital proposals for 2016/17 – 2019/20
4.9.2	Highways Structural Maintenance Programme 2016/17 – 2017/18
4.10	Comments from Performance Scrutiny Committee
4.11	Budget consultation report
4.12	Overarching Service and Community Impact Assessment
<b>Annex 1</b>	<b>Review of Charges</b>
Annex 1a	Overview and Summary
Annex 1b	Proposed Charges

## Corporate Plan

5. As part of a range of documents which set out objectives and activities ahead, the Council produces a Corporate Plan that is refreshed on an annual basis. The update for 2016/17 has a fundamental review of priorities, with the intention that it should be a significantly shorter strategic-level document. The three key areas of focus in the Council's strategy are:
  - A thriving economy
  - Efficient services
  - Protecting vulnerable people
6. The plan also sets out how the Council is run, the values according to which it operates, the key thematic partnerships in which the Council is involved, some recent successes, and how the Council involves the public in planning for the future.
7. The draft was considered by Performance Scrutiny at their meeting on 7 January 2016 where a range of comments were made. These have been discussed with the Leader and the draft appended to this report at Section 2.1 and represents a further iteration with a number of amendments made since that meeting.

## Overview and advice from the Chief Finance Officer

8. Under Section 25 of the Local Government Act 2003, the Chief Finance Officer is required to report on the robustness of the estimates made in determining the council tax requirement and on the adequacy of the proposed financial reserves. This assessment will be included in Section 3 of the report to Council in February 2016.

## **Information Outstanding**

9. There are several areas where information is still provisional and on which assumptions are included in the budget and capital programme for 2016/17:
  - Final local government finance settlement, including the revenue support grant and the business rates top-up
  - Local business rates forecasts
  - Surpluses/shortfalls on council tax and business rates collection funds
  - Several specific grant notifications including the Independent Living Fund, Public Health, Special Educational Needs and Disabilities (SEND), Extended Rights to Free Travel and Local Reform and Community Voices.
  - Education capital maintenance grant
10. Any changes once this information is finalised could have an impact on the budget or capital programme. Any changes to the provisional assumptions will be reported to Council in February 2016 by the Chief Finance Officer. All Councillors will be notified of any updated information once it is received.
11. In light of the information outstanding, it is proposed that authority is delegated to the Leader of the Council, following consultation with the Chief Finance Officer, to make appropriate changes to the Cabinet's proposed budget ahead of the Council meeting on 16 February 2016.

## **Draft Budget 2016/17 and Medium Term Financial Plan to 2019/20**

12. In September 2015, Cabinet agreed that the Medium Term Financial Plan (MTFP) to be agreed by Council on 16 February 2016 would cover the four years 2016/17 to 2019/20 to match the spending review period. A draft Medium Term Financial Plan for 2016/17 to 2019/20 is set out in Section 4.1. This is based on the latest information on financing available to the Council following the Provisional Local Government Finance Settlement plus the new pressures and proposed savings as set out in Section 4.2 to this report.

## **Provisional Local Government Finance Settlement**

13. On 17 December 2015, the Provisional Local Government Finance Settlement was announced by the Secretary of State for Communities and Local Government. The announcement set out provisional allocations for 2016/17 as well as 2017/18 through to 2019/20. The publication of the Draft 2016/17 Local Government Finance Report was the start of a consultation period that ended on 15 January 2016. The final settlement is therefore not expected until the first week of February 2016 at the earliest.
14. This year's settlement is the fourth under the business rates retention scheme and the first of the current four year Spending Review period (2016/17 to 2019/20). The provisional settlement consultation set out a number of technical changes the Government intends to make, which could not be consulted on over the summer due to the autumn Spending Review.

### *Core Spending Power*

15. There has been a definitional change to revenue spending power compared with previous years. From 2016/17 onwards it will be known as “Core Spending Power” and is defined as the sum of:
  - Settlement Funding Assessment (comprising Business Rates Baseline Funding Level and Revenue Support Grant)
  - Estimated Council Tax income
  - Potential additional Council Tax income from Adult Social Care flexibility
  - Proposed Improved Better Care Fund (from 2017/18 onwards)
  - New Homes Bonus
  - Rural Services Delivery Grant
16. The council tax assumptions include both an increase in the charge each year based on CPI inflation forecasts and an estimate for an increase in the taxbase based on the average increase for each authority in 2014/15 and 2015/16.
17. As is often the case, when the Government includes a measure of Council Tax in its grant calculation, the result is that shire areas are adversely affected.
18. Core funding for Oxfordshire is set out in the table below. This shows a total change in core spending power of 1.4% over the four year period to 2019/20. This does not however match the increase in demand and costs associated particularly with adult social care. It is estimated to meet the increase in demand and costs, core funding would need to increase by 19.4%.
19. The government’s assumptions on taxbase increases for Oxfordshire across the medium term reflect the higher growth seen particularly in the last two years, partly linked with the ambition in the City Deal to accelerate the delivery of 7,500 homes across the county by 2018. The general rate of house growth has gone up from around 1,700 in 2011/12 to 3,100 in 2015/16.

<b>Oxfordshire</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Settlement Funding Assessment	130.8	105.2	85.8	75.0	65.1
Council Tax	288.2	296.7	306.9	317.7	329.2
Council Tax additional 2% for social care		5.8	12.2	19.1	26.6
New Homes Bonus	3.4	4.3	4.3	2.7	2.6
Better Care Fund				1.1	4.9
<b>TOTAL CORE SPENDING</b>	<b>422.4</b>	<b>412.0</b>	<b>409.2</b>	<b>415.6</b>	<b>428.4</b>
Annual change in core spending		-10.4	-2.8	6.4	12.8
Total change in core spending					6.0
Total change in core spending as %					1.4%



Council Tax increase assumption	£m	8.4	10.2	10.8	11.5
	%	2.92%	3.43%	3.53%	3.63%
Rate increase		1.00%	1.80%	1.90%	2.00%
Taxbase increase		1.92%	1.63%	1.63%	1.63%

### *Revenue Support Grant*

20. At the national level, Revenue Support Grant (RSG) for 2016/17 has been cut by 24% compared to 2015/16. However, the reduction for Oxfordshire is 37% or 40% adjusting for specific grants transferring into RSG.
21. In previous years, changes to RSG have been carried out by comparing the current year's RSG allocation to the previous year. However, for 2016/17 there is a new funding distribution methodology for RSG. This is based on the core spending power referred to above, taking into account the wider resources available to councils including Council tax, locally retained business rates and RSG. The new distribution methodology is designed to ensure that "local councils delivering similar services receive a similar percentage change in 'settlement core funding' for those services". Authorities with a greater proportion of their core funding coming from Council Tax receive less RSG. There is no proposed damping or scaling with the changes in distribution.
22. Furthermore, a number of specific grants received in 2015/16 have been 'rolled' into RSG from 2016/17. This means the allocation for RSG in 2016/17 includes funding for these grants. The grants 'rolled' in and their allocations are:

	2015/16	2016/17
	£m	£m
Care Act	3.042	3.092
Lead Local Flood Authority Grant	0.112	0.113
Sustainable Drainage Systems	0.018	0.019
	<u>3.172</u>	<u>3.224</u>

23. The County Council's RSG for 2015/16, adjusted for the specific grants transferring was £65.5m. In 2016/17 it will be £39.3m, a reduction of £26.1m or 40%.
24. The Council will not receive any RSG funding by 2019/20 and in 2019/20 there is also a reduction in the share of business rates the authority is able to retain of £6.2m. Overall grant funding to the council reduces by £71.7m over the next four years to 2019/20.
25. The current MTFP had built in RSG reductions of £22.4m from 2015/16 up to 2017/18 and this was revised to £52.4m following the March and July 2015 budgets including year's up to 2019/20. The further reductions formed part of the additional £50m pressures, the savings options to meet this figure having just been consulted on.

## Spending Review

26. A number of announcements made as part of the Spending Review announced on 25 November 2015 have implications for the Council. These were set out in the report to Cabinet in December. They include proposed changes to the Better Care Fund; a reduction in the Education Services Grant; confirmation of the Apprenticeship Levy; a consultation on reforms to the New Homes Bonus and the ability for upper-tier authorities to increase council tax by 2% to support councils in the increased costs of social care including the National Living Wage. Whilst some of these are the subject of consultations which are either ongoing or yet to commence, an estimate of the impact on the Council has been made and is set out in the table below.

### Implications of the Spending Review and the Draft Local Government Finance Settlement on the Council's Budget for 2016/17 and Medium Term Plan to 2019/20

27. The implications of the announcements set out in the paragraphs above are that savings of £74.8m will now need to be achieved over the medium term to 2019/20 instead of £51.6m as set out in the report to Cabinet in December. The additional £23.2m includes a £1.1m shortfall reported to Cabinet in December. The table below sets out the total pressures for the Council.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	TOTAL £m
Total Pressures – December Cabinet Report	24.0	1.8	11.5	9.7	47.0
Changes:					
Additional Government Grant Cuts	7.5	7.6	2.1	2.2	19.4
Reduction in Business Rates funding from lower inflation rates (match Government forecasts)		0.5	0.2		0.7
Additional Better Care Fund - reduces pressures			-1.1	-3.8	-4.9
Apprenticeship Levy		1.4			1.4
Reduction in ESG and impact on central support services	1.0	3.0	1.0	0.5	5.5
Cost of National Living Wage for the Council		0.1	0.1	0.2	0.4
Changes to pressures set out in December report	-0.8	0.1	0.2		-0.5
Cost of National Living Wage for Social Care	5.8	6.4	6.9	7.5	26.6
Income from 2% Social Care Precept	-5.8	-6.4	-6.9	-7.5	-26.6
<b>Revised Total Pressures</b>	<b>31.7</b>	<b>14.5</b>	<b>14.0</b>	<b>8.8</b>	<b>69.0</b>

28. As set out in the Cabinet report in December, within the existing MTFP there are £5.8m of unidentified or unachievable savings. When these are taken into account, the net new savings figure is £69.0m. Taking into account these additional savings now required, the total savings the Council will have achieved and has planned to achieve by 2019/20 is £361.0m.
29. Due to the late announcement of the Provisional Local Government Finance Settlement and the impact of the distributional changes in government funding,

the budget for 2016/17 has been balanced mostly by the use of one-off funding (including reserves) and bringing forward savings or delaying pressures.

30. The draft MTFP in Section 4.1 requires further savings of £11.2m to be identified in 2017/18 and beyond to present a balanced position over the medium term. As it would not be prudent to propose further significant savings without proper financial planning and consultation, it is proposed that the MTFP shows £11.2m of savings still to be identified for the years 2017/18 and beyond. Recommendations for meeting the £11.2m will be brought forward to Cabinet in late spring and amendments to the MTFP will then be proposed to Council in the early summer.

### Draft Budget 2016/17

31. The table below sets out the funding available for 2016/17 and the net operating budget for 2016/17. The net operating budget represents the gross expenditure on council services less specific government grants (such as the Dedicated Schools Grant). Changes from the previous report and from the MTFP for both 2016/17 and over the medium term are explained in the ensuing paragraphs.

	(a)	(b)	(c)	(d)	(b) - (a)	(d) - (a)
	MTFP £m	December Report £m	Provisional Settlement £m	Proposed Budget £m	Dec Report vs MTFP £m	Proposed Budget vs MTFP £m
<b>Funding</b>						
<u>Government Grant:</u>						
Revenue Support Grant	-49.8	-43.6	-39.3	-39.3	6.2	10.5
Business Rates top-up	-37.9	-37.4	-37.4	-37.4	0.5	0.5
<u>Business Rates:</u>						
Local share of business rates	-31.0	-29.6	-29.6	-29.7	1.4	1.3
Business rates surplus/deficit	0.0	1.8	1.8	1.8	1.8	1.8
<u>Council Tax:</u>						
Council Tax requirement	-299.9	-298.9	-304.8	-305.9	1.0	-6.0
Council tax surplus/deficit	-3.0	-3.0	-3.0	-6.9	0.0	-3.9
<b>Total Funding</b>	<b>-421.6</b>	<b>-410.7</b>	<b>-412.3</b>	<b>-417.4</b>	<b>10.9</b>	<b>4.2</b>
<b>Expenditure</b>						
Base budget (2015/16 net budget)	424.6	424.6	424.6	424.6	0.0	0.0
Inflation	7.3	4.2	4.2	1.8	-3.1	-5.5
Function & funding changes	0.0	0.0	4.2	4.2	0.0	4.2
Previously agreed budget changes in existing MTFP*	-10.3	-10.3	-10.3	-10.3	0.0	0.0
Variations to the existing MTFP:						
New Pressures	0.0	13.3	19.2	20.3	13.3	20.3
New Savings	0.0	-11.8	-11.8	-19.8	-11.8	-19.8
Use of reserves	0.0	-0.5	-0.5	-3.4	-0.5	-3.4
<b>Total Expenditure</b>	<b>421.6</b>	<b>419.5</b>	<b>429.6</b>	<b>417.4</b>	<b>-2.1</b>	<b>-4.2</b>
<b>Budget Shortfall</b>	<b>0.0</b>	<b>8.8</b>	<b>17.3</b>	<b>0.0</b>	<b>8.8</b>	<b>0.0</b>

\* reported to Cabinet in September

## **Revenue Support Grant and Business Rates Top-up**

32. As set out in paragraphs 20 - 25 above, the Provisional Local Government Finance Settlement announced on 17 December 2015 resulted in considerable changes to the RSG allocation for 2016/17 and the medium term compared to the position reported in December 2015. RSG for 2016/17 is £10.5m less than in the existing MTFP (£4.3m less than included in the December forecast) and the business rates top-up allocation is £0.5m less than the current MTFP (no change to the compared to the December forecast).
33. Reductions to RSG and Business Rates top-up over the medium term are set out in paragraphs 24 - 25 above.

## **Business Rates**

34. The District Councils are required to provide final estimates of the Council's share of the locally retained element of business rates for 2016/17 by 31 January 2016, together with the Council's share of any surplus/deficit estimated from 2015/16. There is no movement in the change from the existing MTFP reported in December which included a reduction in income of £1.4m due to the business rates valuation for the Energy Recovery Facility at Ardley being less than estimated in the 2015/16 budget. This also contributes to the estimated deficit of £1.8m on the business rates collection fund.
35. The business rate pool established between Cherwell District Council, West Oxfordshire District Council and the County Council in 2014/15 will continue into 2016/17. The pooling arrangement is expected to bring benefits to the area as a whole through reduced levies on business rates growth. For 2016/17 the County Council will receive a 10% share of any growth, in return for taking on a 2.5% share of any losses. The financial benefit for the County Council is expected to be small (less than £0.2m).
36. The Spending Review saw the forecast for inflation rates significantly reduced over the medium term. This impacts on the increase in business rate income and Section 4.2 sets out the effect of this.

## **Council Tax**

### *Council Tax requirement*

37. A council tax increase of 3.99% in 2016/17 is proposed, just below the council tax referendum threshold of 4%. Council tax increases of 3.99% are also proposed for the each year of the MTFP. This reflects the announcement in the Spending Review that all authorities with adult social care responsibilities are able to increase council tax by up to 2% more than the general referendum limit (i.e. councils will trigger a referendum if council tax is raised by 4% or above).
38. If the proposed council tax increase of 3.99% is approved by Council, the Chief Finance Officer is required, within 7 days of the authority setting the budget and

council tax, to provide information to the Department for Communities and Local Government demonstrating that an amount equivalent to the additional council tax has been allocated to adult social care. In section 4.2, £5.9m, the amount equivalent to the additional 2% council tax, has been allocated to adult social care in 2016/17 to meet to increasing cost of care including the estimated cost of the National Living Wage incurred directly by care providers and passed onto the Council through increased fees.

39. The existing MTFP includes a taxbase<sup>1</sup> of 236,223 for 2016/17, based on assumed growth of 1.0%. As set out in the report to Cabinet in December 2015, the assumed growth was increased to 1.75% in line with the increase in 2015/16 and District Council House Building figures. The final taxbase for 2016/17 has now been confirmed by all district councils at 238,676 an increase of 2.05% from 2015/16. Compared with the December report this increases the amount of funding available by £1.1m in 2016/17.
40. The existing MTFP included growth in the taxbase beyond 2016/17 of 1.0% per year. The report to Cabinet in December proposed to increase the taxbase by 1.25% per year. As set out in the table at paragraph 19, in the calculation of Core Spending Power, the Government has assumed the taxbase will increase each year from 2017/18 to 2019/20 by 1.63%. It is proposed to include this forecast increase in each year of the MTFP for 2017/18 and beyond to generate additional funding of £4.0m.
41. Section 4.3 provides a draft of the council tax calculation including the council tax requirement for 2016/17 and the Band D council tax equivalent.

### *Council Tax Surpluses/Deficits*

42. The latest estimate for the Council's share of income from collection fund surpluses and shortfalls is £6.9m, an increase of £3.9m from the report in December. Each district council must formally notify the County Council of its share of any surpluses or shortfalls on the council tax collection funds within seven working days of 15 January 2016. The final and confirmed position will be notified in due course/ahead of the Cabinet meeting.
43. As the council tax surpluses since 2012/13 have been no lower than £4.0m, it is proposed to increase the assumed income from £3.0m to £4.0m in each year of the MTFP from 2017/18 onwards.

### **Inflation**

44. Pay inflation for 2016/17 has been applied to budgets in-line with the local pay agreement which reflects the national pay offer for Local Government of 1% uplift for salaries starting at £17,714 per annum and those below receiving higher increases to take account of the new National Living Wage. This confirms the

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<sup>1</sup> The taxbase is the number of banded properties that the council uses to set the council tax. It is the total number of properties in the county weighted by reference to council tax bands A to H and takes into account discounts and exemptions.

£2.1m saving set out in the December 2015 Cabinet report. There is no provision for non-pay inflation. The report presented to Cabinet in December 2015 included savings of £1.0m relating to contract inflation. Now that the actual amount of inflation has been calculated for each contract, the saving on contract inflation has increased by £2.4m. Total inflation savings for 2016/17 are therefore £5.5m.

45. The Chancellor confirmed in the Spending Review that the average public sector pay increases up to 2019/20 would be 1.0%. In December 2015 the Remuneration Committee agreed to support the move back to national pay arrangements from 2017/18. The estimated saving for contract inflation for 2017/18 has also been revised and a further £1.5m saving is now expected. On the basis of the current low inflation rates and expected pay inflation over the medium term, inflation increases for 2017/18 and over the medium term have been revised (set out in Section 4.2).

## **Function and Funding Changes**

46. The function and funding changes relate to changes to un-ringfenced specific grant allocations. Some allocations for 2016/17 are yet to be confirmed (see paragraph 9) and are based on provisional estimates. The report to Cabinet in December did not include any assumptions regarding changes to grant allocations. However, following the spending review and provisional settlement announcements, the funding changes now total £4.2m.
47. The Care Act grant, Lead Local Flood Authority grant and Sustainable Drainage Systems grant being 'rolled' into the Revenue Support Grant allocation in 2016/17 as explained in paragraph 22 above results in a pressure of £3.5m in 2016/17. The actual amounts the Council received for these grants in 2015/16 was slightly higher than the amounts that are being rolled into RSG.
48. The overall Education Services Grant (ESG) will be cut by 7.5% from £815m in 2015/16 to £750m in 2016/17. This is "a first step towards achieving the savings announced in the spending review" of £600m. The amount paid directly to local authorities will fall by 8.8% from £564m in 2015/16 to £514m in 2016/17. The remainder is paid directly to academies, which will continue to receive protection against large falls in ESG.
49. Taking into account the schools known to be converting into academies during 2016/17, the ESG for Oxfordshire is expected to reduce by £1.0m in 2016/17 and by a total of £5.5m over the medium term.
50. This is offset by a slight increase of £0.3m in the New Homes Bonus grant over the increase already assumed in the MTFP. A consultation on reforms to the New Homes Bonus was published alongside the Provisional Local Government Finance settlement which does not close until March 2016. The reforms, which include only making payments above a baseline; reducing the incentive period; and not making payments if there is no local plan in place could change the amount of grant the Council receives. This will need to be reviewed as part of the Service & Resource Planning process next year.

## Variations to the existing MTFP

### *New pressures and savings*

51. The savings options which had been subject to public consultation during October and November 2015 were included in the report to Cabinet in December 2015. Assuming all of the proposed savings options were accepted, there was still a budget shortfall in 2016/17 of £8.8m and £1.1m by 2019/20. As the financial position has changed significantly following the Spending Review and Provisional Local Government Finance Settlement, resulting in the Council needing to make an additional £23.2m of savings (including the £1.1m shortfall reported to Cabinet in December) over and above the £51.6m that was estimated, the savings options presented in December 2015 remain unchanged in the Cabinet's proposed budget for 2016/17 and MTFP to 2019/20. In balancing the position for 2016/17, Directorates have reviewed the profile of the original savings options and pressures and have brought savings forward and deferred pressures where possible. Section 4.2 sets out the variations to those proposals. Directorates have identified further savings or reduced anticipated pressures by an additional £4.2m in 2016/17 and £1.4m over the medium term.
52. Further corporate savings of £10m in 2016/17 and £11m over the MTFP period have been identified since the position reported in December 2015. Mostly these arise from the taxbase and collection fund increase (paragraphs 39 & 42), further savings in contract inflation (paragraph 44) and use of corporate reserves. They are set out in Section 4.2 and explained in the ensuing paragraphs.

### *Use of Reserves*

53. In total, £3.5m of reserves are proposed to be used to help balance the budget for 2016/17. This includes a contribution from the Budget Reserve of £0.7m plus £1.5m from other corporate reserves and £1.2m from directorate reserves. Further details on the reserves are set out in paragraphs 69-72. A summary of the planned use of the reserves over the medium term is given in Section 4.6.1

## **Draft Detailed Revenue Budget 2016/17**

54. Section 4.4 sets out the draft detailed revenue budget for 2016/17. The annex shows the movement in gross expenditure and income from 2015/16, comprising inflation, function and funding changes, previously agreed funding and proposed virements. For illustrative purposes, the annex includes the effects of the new funding for pressures and proposed savings as set out in Section 4.2.

## **Review of Charges**

55. As part of the Service & Resource Planning process, managers have reviewed their charges for 2016/17. Changes in income arising from this review are summarised in Annex 1a and the proposed charges are set out in Annex 1b.

## Specific Grants and other funding

### *Schools Funding*

56. Dedicated Schools Grant (DSG) allocations for 2016/17 were also announced on 17 December 2015. The DSG continues to be allocated to local authorities in accordance with the three block methodology introduced in April 2013: early years block, schools block and high needs block. Total DSG will be £40.2bn in 2016/17, an increase of £0.1bn from 2015/16.
57. Per pupil units of funding will be the same as in 2015/16, with a slight adjustment for former non-recoupment academies. The minimum funding guarantee will continue to be set at -1.5% per pupil before the pupil premium is applied. The government will consult on proposals for a new national funding formula in the spring of 2016.
58. £92.5million of extra funding on top of the 2015/16 baseline has been provided for the high needs block, distributed using age 2-19 population projections for 2016. Early years per child rates are the same as in 2015/16. The amount per pupil for the early year's pupil premium will also remain the same. Schools receive extra funding through the pupil premium. The level of the premium per pupil remains at £1,320 in 2016/17 for primary-aged pupils and at £935 for secondary-aged pupils. For looked after children, adopted children and children with guardians the rate will remain at £1,900 in 2016/17.
59. Oxfordshire's provisional Dedicated Schools Grant for 2016/17 is £243.6m. Schools Forum is required to agree use of the Early Years block and the draft Schools Funding Formula for 2016/17. These were approved in December 2015 and January 2016 respectively. Schools Forum also agreed the movements between the blocks to address pressures in High Needs as set out in Section 4.7.

### *Better Care Fund*

60. The Spending Review confirmed that the Better Care Fund will continue into 2016/17. NHS England is required to ring-fence £3.5bn within its allocation to Clinical Commissioning Groups (CCGs) as the NHS contribution to the Better Care Fund to be deployed locally on health and social care through pooled budget arrangements between local authorities and CCGs. There will be no additional funding for the Better Care Fund in 2016/17 above 2015/16 levels.
61. The Spending Review also announced that £1.5bn would be added to the ringfenced Better Care Fund progressively from 2017/18 reaching £1.5bn in 2019/20. In 2017/18 an additional £105m will be made available to local authorities for the Better Care Fund, increasing to £825m in 2018/19 and £1.5bn in 2019/20. The £1.5bn consists of £700m new money (reflected in local authorities RSG allocations) and £800m from savings from the New Homes Bonus programme.



62. The additional allocations will be used as a mechanism for equalising the distribution of additional social care funding, addressing the varying ability of councils to raise the 2% through the precept. It does however mean that a number of councils, including Oxfordshire will now gain much less than expected. Under previous distribution methodologies, Oxfordshire would expect around £15m from the £1.5bn national total. Under the revised distribution methodology, Oxfordshire will receive £4.9m.
63. The process for the development and assurance/approval of local Better Care Fund plans in 2016/17 will be more streamlined and better integrated into the business-as-usual planning processes for Health and Wellbeing Boards, CCGs and local authorities. Planning guidance will be issued directly to Councils in early January 2016. The deadline for submitting the first draft of Better Care Fund local plans is 8 February 2016 with final submissions, signed off by Health & Wellbeing Boards in April 2016. It is expected that the first draft submission will be high-level, focused around the finances and core principles, while providing sufficient detail to support Councils' budget setting processes.

### *Public Health*

64. The Public Health Grant will continue as a separate ring-fenced grant in 2016/17 and 2017/18, after which the expectation is that it will be transferred into RSG and then be included within the new Business Rates Retention Scheme from 2019/20. However, this is not shown in the four-year allocations published as part of the provisional settlement.
65. The Department of Health has confirmed that grant allocations for 2016/17 will not be announced until the second half of January. A letter from Public Health England on 27 November 2015, indicated the overall amount for 2016/17 would be reduced by 2.2% from a 2015/16 baseline after taking into account the full year effect of the 0-5 funding (due to the transfer of responsibilities from October 2015) and the £200m in-year reduction during 2015/16.
66. Before applying a 2.2% reduction, Oxfordshire's expected 2016/17 allocation is in the region of £32.9m. A 2.2% reduction on this would be £0.7m.

## **Reserves**

### *Un-earmarked Reserves (Balances)*

67. The financial strategy states that balances will be maintained at a level commensurate with identified risks based on an annual risk assessment and subject to a minimum of 2.5% of gross expenditure (excluding schools). A risk assessment for 2016/17 is attached in Section 4.6 which takes into account the current financial monitoring position and the risks in the 2016/17 budget and the economy generally. The risk assessment has concluded that balances should be held at £17.6m for 2016/17, compared to £17.4m for 2015/16.

68. The financial monitoring report to Cabinet on 15 December 2015 showed the 2015/16 forecast year-end position on balances as £14.6m, based on the assumption that much of the forecast overspend would be a call on balances. This is £3m below the risk assessed level set of £17.6m for 2016/17. It is proposed to make no adjustment for this variation at this stage as action is being taken to reduce the call on balances in 2015/16. In addition, there is a corporate contingency of £3.3m set aside in 2016/17 within the strategic measures budget to manage the risk that directorates are unable to deliver savings or see further increases in demand. Any shortfall against the risk assessed level would need to be addressed as part of the service & resource planning process next year. The projected level of balances over the medium term is set out in Section 4.6.1.

### *Earmarked Reserves*

69. All the Council's reserves which are maintained for specific purposes have been reviewed as part of the service and resource planning process. A summary of the planned use of the reserves over the medium term is given in Section 4.6.1. This shows that most of the revenue reserves will be used over this period, with the forecast falling to £35.6m by the end of 2019/20, of which £9.6m relates to schools. This is an improved position compared to December, which showed the forecast balance on reserves falling to £12.8m over the medium term as a result of the Budget Reserve being overdrawn by £11.4m. The latest forecast position for the Budget Reserve is set out below. The capital reserve forecast has also been updated since December to reflect the updated capital programme in Section 4.9.

### *Budget Reserve*

70. The Budget Reserve is being used to manage the cash flow implications arising from a different profile of pressures and savings in the MTFP. The existing MTFP includes a contribution from the reserve in 2016/17 of £7.1m and a contribution to the reserve of £7.1m in 2017/18. The December 2015 Financial Monitoring and Business Strategy Delivery report stated that any balance that remains from the contingency being held in 2015/16 will contribute to the budget reserve. It is currently estimated that this will be £3.8m. The budget proposals set out in section 4.2 require a contribution of £0.7m in 2016/17 to balance the revenue budget. This leaves an estimated balance in the budget reserve of £0.8m in 2016/17.
71. The overall impact on the Budget Reserve based on the previously agreed use and new pressures/savings proposals is set out below.

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
<b>Opening balance</b>	<b>8.8</b>	<b>4.8</b>	<b>0.8</b>	<b>7.9</b>	<b>7.9</b>
Previously agreed contribution	-4.7	-7.1	7.1		
Other contributions to reserve	0.7	3.8			
Contribution from reserve to balance 2016/17 budget		-0.7			
<b>Closing balance</b>	<b>4.8</b>	<b>0.8</b>	<b>7.9</b>	<b>7.9</b>	<b>7.9</b>

72. The table shows that the Budget Reserve will be in surplus over the medium term. This position is dependent on the Council identifying further savings of £10.7m in 2017/18 and £0.5m in 2018/19. The reserve will need to be reviewed again once the further savings proposals are brought forward.

## **Treasury Management Strategy & Strategic Measures**

### *Treasury Management Strategy*

73. Treasury management is the management of the Council's cash flows, its banking, money market and capital transactions; the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.
74. The treasury management strategy statement and the annual investment strategy for 2016/17 are set out in Section 4.5. This document complies with the requirements of legislation, codes and government guidance, including the technical requirement of the CIPFA treasury management code of practice. It sets out, amongst other things the investment strategy for the Council's temporary cash flow surpluses.
75. The prime objective of the Council's investment strategy is to maintain capital security whilst ensuring that there is the necessary liquidity to carry out its business and only once these have been satisfied should the return on the investment be considered. The annual investment strategy for 2016/17 continues with this premise. The strategy for financing prudential borrowing during 2016/17 continues with the policy of using temporary internal balances. External debt will remain to be repaid upon maturity and will not be refinanced unless the economic outlook or the capital programme forecasts change.
76. It is proposed that any changes required to the 2016/17 treasury management and investment strategies are delegated to the Chief Finance Officer in consultation with the Leader of the Council and the Cabinet Member for Finance. This is included in the recommendations at the end of the report.
77. As part of the service & resource planning process for 2016/17 the Council is required to approve a set of prudential indicators which show that the Council's prudential borrowing is prudent, affordable and in line with the Council's treasury management strategy. Appendix A of Section 4.5 sets out the draft prudential indicators.
78. Section 4.5 also incorporates the minimum revenue provision policy statement for 2016/17 at Appendix B. Legislation requires Council to approve a statement of its policy annually before the commencement of the financial year.

### *Strategic Measures*

79. The report to Cabinet in December 2015 included a savings target for the strategic measures budget of £1.5m over the medium term, £0.5m per year from 2017/18

onwards. These savings were included in the savings options consulted on in the autumn. Following the review of the treasury management strategy set out in the paragraphs above, savings of £1.9m have been identified over the medium term, exceeding the savings target by £0.4m. In addition, £1.2m of the savings will be made in 2016/17 and have contributed to balancing the budget. These changes are shown in Section 4.2.

80. The current MTFP assumes an average bank rate of 1.125% for 2016/17 and 1.63% in 2017/18. The Council's treasury advisor Arlingclose now projects the first 0.25% increase in UK Bank Rate between September and December 2016, rising by 0.5% a year thereafter, finally settling between 2% and 3% in several years' time. Persistently low inflation, low global and UK growth as well as potential concerns over the UK's position in Europe mean that the risks to this forecast are weighted towards the downside (i.e. being less, rather than more likely to happen). The Council has therefore revised its view on interest rates and now forecast the average bank rate for 2016/17 will be 0.55%, rising to 0.85% in 2017/18, 1.15% in 2018/19 and 1.55% in 2019/20.
81. Taking into account the Treasury Management Strategy principles that prioritise security and liquidity of principal over investment return, target rates to be achieved on deposits have been reviewed, these are forecast as: 0.3% above the bank rate in 2016/17, reducing to 0.2% above bank rate in 2017/18 and 0.1% above in both 2018/19 and 2019/20. The reduction in the size of the premium above base rate in later years reflects the forecast reduction in cash balances over the period. This will result in a reduction to the proportion of cash available for long term investment at higher rates, subsequently reducing the premium achievable. The revised rates have been incorporated into the strategic measures budget forecast.
82. The average cash balance for 2016/17 is forecast to be £297.6m. This is higher than the average cash balance forecast in the current MTFP and compensates for the reduction in average bank rate.
83. As the Accountable Body for Oxfordshire Local Enterprise Partnership (OxLEP), the Council will be required to prudentially borrow £36.5m on behalf of OxLEP for project funding. The MTFP had assumed that the majority of this borrowing requirement would fall in 2015/16 and 2016/17, however based on current project spend forecasts, the majority of the borrowing will now be required in 2017/18, resulting in savings in the first year of the proposed MTFP.

### **Virement Scheme**

84. When approving the budget each year the Council is required to agree the virement rules. The existing arrangements have been reviewed and are set out for approval in Section 4.8. There are no updates required to the current virement rules.

### **Capital Programme and Asset Management Plans**

*The Capital Programme: 2015/16 to 2019/20*

85. The updated capital programme in Section 4.9 includes the revised funding assumptions and the inclusion of an extra year for 2019/20 to give additional estimated funding of £51.1m as reported to Cabinet in December 2015 and Performance Scrutiny Committee on 7 January 2016 and as set out in Section 4.9.1. The additional funding includes an increase of £25.4m in the basic need grant after the Education Funding Agency announced in February 2015 that the Council's allocation for 2017/18 would be £19.4m. In light of this allocation, the assumed grant for 2018/19 has been increased to £4.5m from £1.5m and the additional year, 2019/20 has also been included at £4.5m.
86. An additional year of school maintenance funding has been estimated for 2019/20 at £3.0m, but this is only confirmed one year at a time and the 2016/17 allocation has still not been confirmed.
87. Including an additional year of highways maintenance funding and the estimated new funding from the self-assessed incentive fund in 2019/20 results in additional funding of £19.0m. An additional £3.7m is assumed in 2019/20 for the Integrated Transport Block.
88. The ring-fenced capital grant for Adult Social Care, received through the Better Care Fund, has been removed in 2016/17. The Council received £1.3m in 2015/16. The funding will be used to expand the Disabled Facilities Grant programme that is issued to the County Council but passed straight to the District Councils and is also part of the Better Care Fund. This grant had not been built into the capital programme so does not change the assumptions above.
89. The updated capital programme includes £48.2m of new funding, leaving £2.9m unallocated. £19.6m has been allocated to the Basic Need programme, £16.4m has been added as an additional year of annual programmes in 2019/20 (including £12.5m for Highways Maintenance) and an additional £6.4m for Highways Maintenance. The £5.8m funding gap that remained on the Basic Need programme from the drop in the grant allocation in 2015/16 and 2016/17 has also been met from the additional resources available.
90. Officers from the Council have been working with the Vale Academy Trust to assist them in implementing their strategy to reduce the King Alfred's Academy school from three sites to two sites and provide additional secondary school places in the Wantage and Grove area. The Vale Academy Trust has developed a phased site development strategy. With forward funding of £5.5m from the Council this will allow the construction of a new science and general teaching block on the Centre Site which, when completed, will allow the East site to be vacated and released for disposal. Once the capital receipt has been obtained from the disposal of the East Site the forward funding provided by the Council will be fully repaid and the balance used by the Trust to implement the remaining phases of the site development. King Alfred's was a Foundation school at the time of conversion to academy status in 2011 so it owns the freehold of its East and West sites; the Centre site is owned by a separate trust. This proposal is dependent on adequate legal and financial guarantees being in place before final agreement is given to making the loan. The Vale Academy Trust are also working

with the Education Funding Agency to ensure that there are no technical issues in respect of the trust utilising capital funding provided by the council on a loan basis.

91. In order to meet the Council's statutory obligations in salt storage, there is a need to build two new salt stores. The proposal is to construct one store at the Deddington Highways Depot and another at Drayton. Alongside this there are proposals to use these sites more effectively to facilitate the reduction in the number of highways depots from 5 to 3. Reducing the number of highway depots will provide a revenue saving that will be used to pay for the required capital investment of £3.5m over a 20 year period.
92. The table below shows the change in the overall capital programme from the last programme approved by Cabinet in October 2015.

	<b>Oct 2015 Programme £m</b>	<b>Jan 2016 Programme £m</b>	<b>Change £m</b>
Children, Education & Families	139.3	211.5	+72.2
CEF prog reductions to be identified	-5.8	0.0	+5.8
Social & Community Services	38.8	38.9	+0.1
Highways & Transport	167.3	197.3	+30.0
Environment & Economy – Other	35.5	39.3	+3.8
Corporate Services	5.3	27.3	+22.0
<b>Total</b>	<b>380.4</b>	<b>514.3</b>	<b>+133.9</b>
Schools Local Capital	4.3	6.1	+1.8
Earmarked Reserves	43.1	82.0	+38.9
<b>Total Capital Programme</b>	<b>427.8</b>	<b>602.4</b>	<b>+174.6</b>

93. The change in the Children, Education & Families programme relates to additional basic need funding, both from S106 and corporate resources. The Local Growth Fund of £80.8m has now been included in the programme. Any scheme with a funding agreement in place, where the County Council passes the funding onto another body to deliver, is included in the programme under Corporate Services. Transport schemes being delivered by the Council are included in Highways & Transport. The balance of the funding is being held in earmarked reserves.

### *Asset management plans*

94. The Property Asset Management Plan which sets out the role of the Council's property assets in meeting strategic objectives and the business strategies will not be updated until the budget is agreed and the service implications that arise can be incorporated into the plan. A refreshed plan will be considered as part of the service & resource planning process next year.
95. The Highways Asset Management Plan sets out the prioritisation for investment in highway infrastructure and was approved by Cabinet in September 2014. The two year rolling programme for all highways structural maintenance activities is set out in Section 4.9.2 and has been developed to reflect current needs and to ensure that prioritisation of schemes enables the Council to derive the greatest value from its investment.

## **Comments from Performance Scrutiny Committee**

96. The Performance Scrutiny Committee considered the revenue pressures and savings options that were subject to public consultation at its meeting on 17 December 2015 and the Corporate Plan, treasury management strategy statement and capital proposals on 7 January 2016. A summary of the comments from the meetings is attached in Section 4.10.

## **Consultation**

97. Between 20 October 2015 and 30 November 2015 the council ran a consultation exercise known as Talking Oxfordshire, providing members of the public and stakeholders with the opportunity to comment on options for budget reductions totalling £51.6m, in the expectation that no more than £50m of additional savings would be required over the period from 2016/17 to 2019/20.
98. Comments were invited through the Council's website and by attending one of three public events held in the county. There was also a stakeholder event organised by Community First Oxfordshire to focus on rural issues. The report on the results of these consultation exercises is attached in Section 4.11.
99. The consultation asked people to consider the impact of savings options rather than ranking options in order of preferences. The feedback on impact of savings will now be taken into account when mitigating the impact of any agreed service changes and has also been used to inform the development of the overarching service and community assessment that can be found at Section 4.12.
100. The majority of comments received expressed concerns about the impact of savings options put forward in the consultation, with more than 4000 responses received. The large number of responses received related to the following savings options:
- cultural services
  - adult day centres
  - housing related support
  - mobile libraries
  - planned support (known as warden control schemes)
101. The Talking Oxfordshire consultation closed at the end of November 2015. The Local Government Settlement was announced on 17 December 2015 at which point it became clear that the council would need to find an additional £23.2m of savings on top of the figure of £50m that had been referred to in the consultation exercise. As set out elsewhere in this report the additional savings (that have had to be identified very quickly) largely consist of proposals being brought forward for earlier implementation and one off measures. Further public consultation will be required in any areas where there will be significant service change.

## **Equality and Inclusion Implications**

102. In developing the proposals for areas of savings consideration has been given to both the council's legal duties regarding service provision and minimising, as far as possible, the impact that service reductions will have on communities and particular groups, including those defined in legislation such as the Equality Act, and those the Council itself has determined should be particularly considered. However given the scale of the savings that are required it is clear that individually and cumulatively these changes may have an impact on communities and particular groups defined in equalities legislation or the groups
103. Section 149 of the Equalities Act 2010 ("the 2010 Act") imposes a duty on the Council to give due regard to three needs in exercising its functions. The three needs are:
- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
  - Advance equality of opportunity between people who share a protected characteristic and those who do not.
  - Foster good relations between people who share a protected characteristic, and those who do not. The protected characteristics are:
    - age
    - disability
    - gender reassignment
    - pregnancy and maternity
    - race – this includes ethnic or national origins, colour or nationality
    - religion or belief – this includes lack of belief
    - sex
    - sexual orientation
    - marriage and civil partnership
104. In addition the council has determined that deprivation, and geography (rural or urban) should specifically be assessed and taken into account.
105. The overarching Service and Community Impact Assessment at Section 4.12 sets out the potential cumulative impact on protected groups and communities arising from the proposals for savings. It should be read alongside the individual service and community impact assessments that have been produced for individual proposals - assessing the potential impact on protected groups and communities from a particular saving. These are available on the council's website.

## **Financial and Legal Implications**

106. 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 Localism Act 2011 to set a council tax requirement for the authority. This report provides information which will lead to the council tax requirement being agreed in February 2016.



107. A general assessment of the broad impact of the new budget proposals is set out in Section 4.12. This is supported by initial service-level assessments for the new proposals published on the Council's website.

## **RECOMMENDATIONS**

108. **The Cabinet is RECOMMENDED to approve:**
- (1) **the Review of Charges as set out in Annex 1.**
109. **The Cabinet is RECOMMENDED to RECOMMEND Council to approve:**
- a. **the Corporate Plan;**
  - b. **in respect of revenue:**
    - (1) **a budget for 2016/17 and a medium term plan to 2019/20, based on the proposals set out in Section 4.2;**
    - (2) **a council tax requirement (precept) for 2016/17;**
    - (3) **a council tax for band D equivalent properties;**
    - (4) **virement arrangements to operate within the approved budget;**
  - c. **in respect of treasury management:**
    - (1) **the Treasury Management Strategy Statement and Annual Investment Strategy;**
    - (2) **to continue to delegate the authority to withdraw or advance additional funds to/from external fund managers to the Treasury Management Strategy Team;**
    - (3) **that any further changes required to the 2016/17 strategy be delegated to the Chief Finance Officer in consultation with the Leader of the Council and the Cabinet Member for Finance;**
    - (4) **the Prudential Indicators as set out in Appendix A of Section 4.5;**
    - (5) **Minimum Revenue Provision Methodology Statement as set out in Appendix B of Section 4.5;**
    - (6) **The Specified Investment and Non Specified Investment instruments as set out in Appendix C and D of Section 4.5;**
    - (7) **The Treasury Management Policy Statement as set out in Appendix E of Section 4.5;**
  - d. **Approve a Capital Programme for 2015/16 to 2019/20 as set out in Section 4.9 including:**
    - (1) **the new capital proposals as set out in Section 4.9.1 (Appendix 3);**
    - (2) **the Highways Structural Maintenance Programme 2016/17 and 2017/18 as set out in Section 4.9.2;**
  - e. **to delegate authority to the Leader of the Council, following consultation with the Chief Finance Officer, to make appropriate changes to the proposed budget.**

**LORNA BAXTER**

Chief Finance Officer

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January 2016

## **AMBITION FOR OXFORDSHIRE**

### ***Oxfordshire County Council's role in delivering a Thriving Oxfordshire***

**Oxfordshire County Council  
Corporate Plan 2016-2020**

## 1. My Ambition for Oxfordshire

Given the current state of public finances, and in particular the radical reductions in central funding to local government combined with rising demand for our most expensive services, this new corporate plan inevitably has a strong focus on our need to be more efficient, to save money and to protect the vulnerable within our financial constraints.

Nonetheless Oxfordshire County Council will remain a significant organisation, delivering a range of services not just to the most vulnerable people in our society. Government plans also provide an opportunity to reshape the nature of local government. I therefore want to set out clear priorities for the council in the coming years.

First, we will work to support Oxfordshire's thriving economy - helping the private sector create high quality new jobs, securing government and developer funding for key infrastructure, rolling out superfast broadband across the county, and supporting the LEP and education providers to deliver a skilled workforce. As more funding for local services is raised locally, this growth is vital not just in its own right, but also to provide the funding to deliver our responsibilities towards the most vulnerable.

Second, we will protect vulnerable people. As we face funding reductions, we will focus our remaining activity most closely on those who most need our help - in particular vulnerable children and adults who can't look after themselves. This will include work to meet eligible care needs, and to stop abuse and neglect. Where early interventions are based on solid evidence and can deliver long-term savings to the public purse we will work with partners to deliver a joined-up view about the viability of those services.

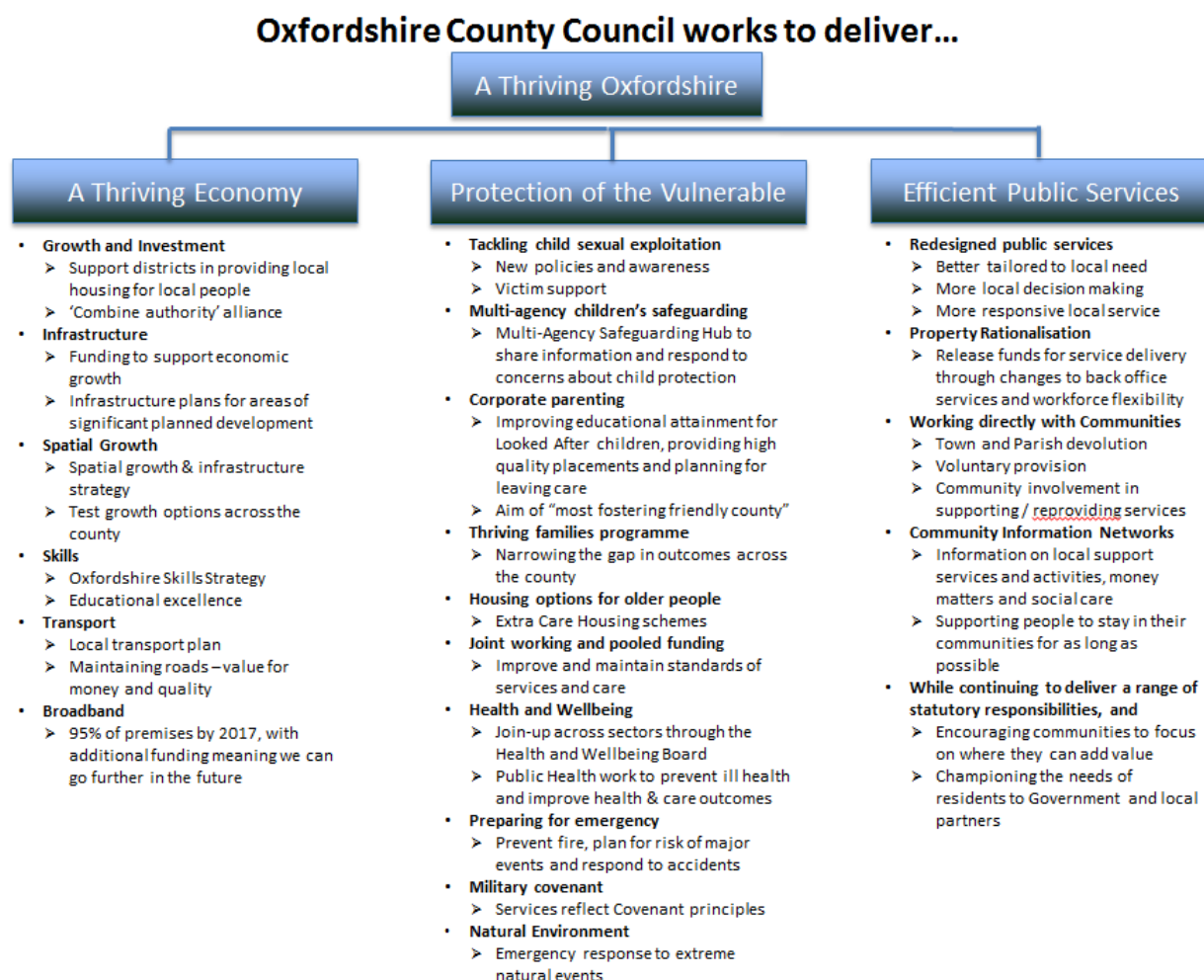
Third, while doing the above we will be efficient. We have already stripped out layers of management, and rooted out significant duplication and inefficiency. This next step will require us to be even leaner, modernising and rationalising our back office and our service channels. More transactions will be digital, reviews of our assets will be faster and more thorough, divesting or generating income from property, moving to a more agile style of work where office staff don't need as much space, and joining up with partners to share that space. We will also work with partners and central government to devolve and join up local services so that more decisions about Oxfordshire are made in Oxfordshire.

All that said, however, I want to ensure we don't forget Oxfordshire's strengths. Most notably we are the fastest growing part of the country since the recession - outpacing even Greater London in economic growth. For this reason we are currently able to welcome the lowest unemployment on record in the County, with only 1 person in every 200 claiming unemployment benefit.

Another of our greatest strengths is the resilience of our people and communities. While we will be focusing on the most vulnerable, it is my hope that we can enable other services to continue and indeed deliver better outcomes by working in new ways, in partnership with local people, other parts of the public sector, and with private companies - and at radically reduced cost to the taxpayer.

Cllr Ian Hudspeth  
Leader, Oxfordshire County Council

## 2. Your Council



### Tighter budgets in a shrinking public sector

In contrast to the rapid growth in Oxfordshire's private sector economy, the public sector is required to make savings year on year - nowhere more so than in local government. As central government reduces funding to local government, the county council has to continue to bear down on spending. While we work to make our services as efficient as possible, this will also result in cuts to services.

At the same time the demand for services, and therefore the cost, is increasing. This is partly due to our ageing and growing population, and increasing demand for children's social care services. The most intensive users of our services make up around 2% of the population, but account for around half our spending, and this proportion is growing. The council has also taken on functions from other parts of the public sector, such as public health.

The financial challenge public services face in meeting the needs of a growing number of old people is well known. However we are also having to spend more on adults with learning and physical disabilities, and protecting vulnerable children. In less than five years we have seen a 42% increase in looked after children, and an 84% increase in

child protection cases. At the end of March 2015 there were 6,494 adults in Oxfordshire receiving long-term social care funded by the county council. There were 515 looked after children, and 569 children who were the subject of a child protection plan

We also have to maintain a range of other services we are required by law to provide.

We have made significant savings without affecting frontline services, through efficiencies including management reductions, pay freezes, smarter contracting, better use of our property, working with the voluntary sector, and shrinking/sharing our back office services. However these will not be sufficient to meet the scale of the ongoing financial challenge we face, which will require radical new thinking about how we raise income and how we spend it.

### **Targeting resources at the most vulnerable**

As a result the council now has to make some tough decisions. Some county council services will be reduced and others may stop altogether.

While we will continue to meet our statutory responsibilities, increasingly we will not be able to provide universal services beyond that core. Instead we will target services at those who really depend on them – particularly children at risk of abuse and neglect, and adults who cannot look after themselves.

In 2015/6 we spent around £575m, and around half of this is being raised from council tax. The council has already saved – or has plans to save – a total of £292 million between 2010/11 and 2017/18. In many cases those savings have been required to meet rising demand for our provision to the most vulnerable, as well as addressing our falling funding.

We now expect that we will need to save up to £72 million more in the four years between 2016/17 and 2019/20. These savings are long-term; even when the government meets its target on deficit reduction, we do not expect significant increases in council funding from central government, and indeed believe that Oxfordshire may effectively be 'fiscally independent' by the end of the plan period.

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

### **3. Our priorities**

Given the financial challenge set out above, we must be clear about our priorities, and what we can and cannot afford to do in the future. Notwithstanding our reducing budget our priorities for 2016-2020 are to use our influence as effectively and efficiently as possible in order to deliver:

#### **1. A strong and thriving economy**

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

- Help enable the private sector create new high quality jobs, particularly those which make the most of the county's world-famous expertise in science, technology, and innovation
- Secure government and developer funding towards the costs of the infrastructure which enables and supports that growth, including transport infrastructure, superfast broadband, and other infrastructure such as new schools for growing communities
- Support the LEP in working to ensure a skilled workforce, including the right staff for the public sector, in the context of a growing private sector which generates more, and better paid, jobs, and
- Maximise the funding to public services from a growing local economy, ensuring that developers pay their fair share towards infrastructure, and making the most of business rate devolution. As government withdraws central funding the only way to sustain vital public services in Oxfordshire will be for a thriving economy to generate local resources.

#### **2. Protection for vulnerable people**

We will safeguard vulnerable children and adults and meet their eligible care needs, including through:

- Stopping abuse and neglect, and giving children in our care a good start in life
- Backing evidence-based early interventions which prevent more challenging problems arising in the future
- Helping and empowering troubled families, including supporting them to move off benefits and into work
- Supporting people with significant needs, including older people with substantial care needs, and meeting the eligible care needs of people with physical disabilities, learning disabilities, or mental health problems
- Offering information and advice so people can look after themselves
- Supporting informal carers

**3. Efficient public services**

There are two aspects to this:

Firstly to enable the council to target services at those in greatest need, the Council needs a more efficient business operating model, which will involve consolidation across the council, leaner processes, modernisation and rationalisation of our functions, and other innovation to drive a cross-cutting approach to ensure services are as efficient and effective as possible. As part of this we will be:

- Making transactions and processes digital wherever possible, simplifying customer interaction with the council, making best use of the internet, helping people access online services, and joining up our back office processes more efficiently.
- Stepping up the pace of work on reviewing our asset management, disposing of properties where appropriate, and reducing our need for office space by requiring and supporting our staff to work in an 'agile' way, with fewer office staff having permanent fixed desks, and working with local partners to share property.
- Supporting people and communities to help themselves including by making it as easy as possible for people to volunteer in their communities, and ensuring that their work is valued.
- Taking a more commercial approach to managing our business. This will include generating income where this can be done in a way which makes a net contribution to the savings required - not least from using our remaining property assets in more efficient and innovative ways.

Secondly we recognise that we are part of the broader landscape in the county and that we must work effectively with our local partners to deliver the best possible outcomes for our communities and ensure that residents receive joined up and value for money services. This work includes:

- Working with partners to ensure decisions about services and spending in Oxfordshire are as far as possible made in Oxfordshire, based on local evidence and local accountability. At the time of publication of this plan we, with other local partners, are in discussion with government to seek significant devolution of powers and funding to the county. Current areas of focus for our devolution deal include:
  - Building on the strength of our local economy and the opportunity to drive further economic growth through seeking greater local freedoms in infrastructure provision, housing delivery, skills and business support;
  - Developing a single approach for health and social care in Oxfordshire, bringing together organisations and budgets to create a system that will deliver the care that our residents need as well as better value for money for tax payers.
- Where we are no longer able to fund services we will discuss with communities and other partners (for example local councils, the voluntary sector and community support organisations) how they might be able to develop new and financially sustainable models of service provision, where the council no longer provides services directly but supports the a community solution.



We will work closely with district councils to support planning for the growth in our economy and in housing, to plan ahead to meet our infrastructure needs, and to ensure growth is delivered in a way which supports Oxfordshire's heritage and quality of life.

### **Our statutory responsibilities**

We will retain a range of other statutory responsibilities which we will work to deliver efficiently and effectively, including:

- Providing fire and rescue services and preventative advice
- Maintaining local roads to a safe standard
- Disposing of household waste and recycling, and
- Supporting library services in our communities.
- Helping people live healthier lives
- Targeting rogue traders

Examples of what we will not do include:

- Providing universal services without clear evidence for their cost-effectiveness - this will mean some services stopping, and others being provided in a different way, e.g. being taken on by the local community or volunteers where this can be done in a financially sustainable way.
- Spending money on roads and other highway assets where it does not contribute to our objective of maintaining them safely and cost-effectively.
- Making judgements about who should provide a service other than on grounds of effectiveness and efficiency.

## 4. How the Council is run

The Council is a locally elected, democratically accountable organisation with 63 councillors. This plan, alongside other key strategic documents such as the Medium-Term Financial Plan, has to be agreed by a majority of councillors at its council meeting.

The last set of elections to Oxfordshire County Council took place in May 2013, and the next elections will be in May 2017. The Council operates a Cabinet and Scrutiny model. This means that some decisions are taken by the Cabinet (a group of councillors from the majority group), which are subject to scrutiny by cross-party panels on particular issues.

We will also apply a number of tests in our business planning to maximise the effectiveness and efficiency of our work:

- Is what we are doing joined up with others trying to achieve the same things?
- Do we need to intervene - to help our most vulnerable residents, or because of legislation?
- Does what we are doing reward people who are doing the right thing?
- Are our decisions being made on the basis of the best available evidence?
- Are we signposting the full range of help available from all sources?

### How we work

In making changes to tackle the financial challenge we face, we will ask key questions about each change, including whether it

- Contributes to our legal duties, e.g. to keep children and vulnerable adults safe
- Can be achieved without significantly increasing health and safety risks
- Makes a clear contribution to a thriving Oxfordshire
- Presents opportunities for communities to take over services themselves, or maintain services which we can no longer provide
- Reduces costs or demand for services by improving prevention
- Is an opportunity to become more efficient, e.g. through use of new technology

We will also monitor our impact on inequality, including undertaking impact assessments of service change on groups with protected characteristics required by the Equality Act 2010, as well as considering deprivation and geographic factors affecting rural or urban communities.

As an organisation we will continue to work to a set of organisational values in our work with partners, the public, and colleagues.

- Customer focus
- Honesty
- One team
- Innovation
- Commercial
- Enthusiasm

## **Managing Performance**

The priorities set out in this Corporate Plan shape all activities and services conducted across the Council. The Directorates will use these to develop their Directorate Business Strategies.

Directorate Business Strategies set out the strategic priorities for their service areas, including making budget savings. They ensure all areas of their business are managed (not solely focused on savings and pressures) and areas of underperformance/concern are escalated when appropriate. The priorities and activities set out in the Directorate Business Strategies will cascade right down to individuals so that everyone is clear about what their priorities are to ensure we collectively deliver our agreed Plan.

We will measure our success through performance information and benchmarking (how we are performing against other similar authorities, value for money/financial information, customer survey results) and a set of outcome performance measures. We will report these back to our Performance Scrutiny Committee and Cabinet throughout the year. In addition, we will publish a range of transparency data, available here: <https://www.oxfordshire.gov.uk/cms/content/open-information>

Alongside this Corporate Plan we will develop a corporate Business Strategy, setting out how the Council will deliver change to services and our own ways of working.

## 5. Working in partnership

The Council already works in partnership with a range of organisations and significant business is undertaken through the Council's role on formal partnership bodies including:

**Oxfordshire Growth Board and Local Enterprise Partnership:** Provide strategic co-ordination for our growing economy and the expected growth in housing, and support work to get the funding for the infrastructure which that growth requires - particularly transport improvements.

**Health and Wellbeing Board:** Brings together local government, the NHS, and other key partners, to ensure we are looking in the round at Oxfordshire residents' needs for health and social care, so that we can plan and deliver these in a joined-up and coherent way.

**Oxfordshire Safeguarding Children Board and the Safeguarding Adults' board:** Enable organisations come together to agree on how they will cooperate with one another to safeguard and promote the welfare of children, or adults, at risk of harm. Both boards are independently chaired and membership includes all relevant statutory agencies.

**Children's Trust:** Reporting to the Health and Wellbeing Board and involving local government, the NHS, schools, the police, the voluntary sector, and parents and young people, to recommend where resources for children and young people should be focused and holding agencies to account for delivering the priorities for children, young people and families.

**Safer Communities Partnerships** (at countywide and district level): Involves the county and district councils, police, and others, in providing strategic oversight and direction for the prevention of crime and anti-social behaviour across Oxfordshire.

**Stronger Communities Alliance:** Brings together 23 members from voluntary sector support providers, faith groups, representatives of local councils, the NHS, military and police, to help build and maintain stronger communities and a thriving voluntary, community and faith sector in Oxfordshire to improve the quality of life for local people.

**Oxfordshire Environment Partnership:** A local government partnership which helps to coordinate shared action against broader Oxfordshire 2030 pledges relating to waste, energy, climate change, biodiversity and flooding.

The key countywide partnerships report to Council on at least an annual basis, and more information about their recent achievements and future plans can be found in this annual report, available [online](http://mycouncil.oxfordshire.gov.uk/documents/s30720/CC_SEP0815R03.pdf).

[[http://mycouncil.oxfordshire.gov.uk/documents/s30720/CC\\_SEP0815R03.pdf](http://mycouncil.oxfordshire.gov.uk/documents/s30720/CC_SEP0815R03.pdf)]

We also work directly with a range of local and national partners. Many of the ambitions set out in this plan can only be achieved with others – ranging from local people and communities, through local public and private sector partners, to national government.

## Section 2.1

Some of our key partners are shown below. We are also involved in partnerships beyond our borders where relevant. These include;

- England's Economic Heartland, which will join up delivery of infrastructure improvements across eight council areas from Oxfordshire to Cambridgeshire
- Shared back office services (finance, HR) with Hampshire
- Collaboration with Oxford City Council to support counter-fraud measures.
- Aspects of Fire protection with Buckinghamshire and Berkshire.

To get the best outcomes for Oxfordshire, we will:

- Work with local and regional partners and national government to attract new investment and new powers to help support economic growth and deliver better services.
- Develop new models of joint working with better outcomes for local residents
- Facilitate and encourage communities to help themselves
- Help parishes and town councils respond to local needs including by allowing them to take on some council functions that we can no longer afford to provide ourselves.



## 6. Our Track Record

While we face significant challenges around the demand for our services and the funding available to provide them, we have much about which we can be positive. Here are some recent examples.

### **Helping troubled families thrive**

The county council is helping transform the lives of more than 400 new families in the second phase of its Thriving Families project.

The scheme helps vulnerable families overcome problems such as antisocial behaviour, poor school attendance and unemployment. All 810 families identified in the first phase made real-terms improvements in their lives.

### **Oxfordshire is part of England's Economic Heartland**

As a founder member of England's Economic Heartland strategic alliance, the county council is working with other councils including Buckinghamshire, Northamptonshire and Cambridgeshire to boost prosperity in the county by co-ordinating investment in transport infrastructure.

Already home to over 173,000 businesses, investment in England's Economic Heartland generates 40% higher return than anywhere else outside of London.

### **Pooled care and health budgets bring benefits**

Oxfordshire County Council and the Oxfordshire Clinical Commissioning Group continue to pool budgets in excess of £330m to ensure that spending on health and social care makes best use of available resources and achieves the best possible outcomes for patients / service users.

The money funds community health and social care services and recent examples of the benefits of the pooled budget arrangements include the jointly-commissioned dementia support service, and our shared ongoing commitment to supporting carers in the county.

### **Joining up fire control services**

Oxfordshire Fire and Rescue Service has joined forces with two neighbouring services to create a state of the art emergency call handling centre.

OFRS had joined Royal Berkshire Fire and Rescue Service and Buckinghamshire & Milton Keynes Fire and Rescue Service to set a new joint control centre in Reading.

### **Frideswide Square – improving traffic flow and better public space**

After nearly 45,000 working hours, over 400 tonnes of granite and nearly 4000m<sup>2</sup> of York Stone the new look Frideswide Square near Oxford station is complete with its shared space for pedestrians, cyclists and public transport.

Other enhancements such as the free flow arrangement for traffic, trees, planters with uplighters and decluttered space means the square is now a fitting gateway into a city which is looking forward to the Westgate shopping centre redevelopment and train station.

### **Firefighters watch out for vulnerable residents**

The service returned 88 safeguarding alerts to Oxfordshire County Council's adults and children's social care teams for further investigation following attendance at fires or other incidents during 2014-15.

If Oxfordshire firefighters see a family or older person in need in the course of their work, they refer concerns to other parts of the council responsible for children and adult social care.

### **Ring road improvements to ease congestion**

In the last twelve months the county council has completed major improvements on the A423 at Kennington, A420 London Road and the Plain roundabout.

These schemes are part of the Connecting Oxfordshire programme and have helped improved traffic flows, provided new road surfaces and improved safety for all road users.

Each day around 16,000 vehicles, including up to 900 buses and coaches, use London Road. It is also a key road for residents and businesses of Headington.

## 7. Innovation and Challenges

To support its ambition for a thriving Oxfordshire in the context for rising demand for public services and reduced public spending, the county council will have to find new ways to meet the needs of the people of Oxfordshire.

Some of the challenges and innovative solutions we will be working in the coming year include:

### **A40 – work underway and thinking for a long-term solution continues**

£100m improvement works to alleviate congestion in the short to medium term along the A40 corridor within Oxfordshire has started. Longer-term solutions for the A40 were considered as part of a public consultation held by the council in Autumn 2015 which will inform a long-term strategy for the A40.

### **Plans to boost adult social care workforce**

The council is developing plans to grow its adult social care workforce and meet the challenges of an ageing population and the increasing number of people with complex health and social care needs in the County.

The council is working closely with providers of social care services to develop the skills and knowledge of staff, and promote the use of values in recruitment, to help ensure they feel valued and view their work as a vocation. There are also plans to boost apprenticeships in social and healthcare by funding placements with providers.

### **Ensuring children in care stay close to home**

The council is building four new centres to look after children in care and those at risk of coming into care. This will enable more vulnerable young people to stay closer to home and help keep them safe.

Assessment Centres in Thame and Eynsham will help younger teenagers and homes in Didcot and Witney will cater for those preparing to leave care.

### **Growing Bicester – supporting major growth plans**

Oxfordshire County Council in partnership with Cherwell District Council, Bicester Town Council and Bicester Vision, has developed a joint campaign called 'Growing Bicester'. The purpose of which is to explain how a number of transport, housing and regeneration schemes are part of a coherent, long-term development plan for the town.

### **Children and Family Centres for targeted early intervention**

Oxfordshire County Council is developing proposals for a new integrated model of children's services. Under the proposals there would be up to eight Children and Family Centres located in areas of greatest need across Oxfordshire and an outreach service to support vulnerable children and families close to where they live.

It is also developing an offer to communities and voluntary groups to continue delivering universal services through existing children's centres.



### **The 'agile' county council**

For Oxfordshire County Council becoming an 'agile' organisation means working in a more flexible way that makes best use of staff time, buildings and resources. We will maximise our performance by supporting teams to be more responsive, flexible and efficient.

Agile working is part of a bigger programme where the council is rationalising the use of properties to achieve savings.

### **Science Transit – connecting growth areas**

Science Transit is a fresh approach to planning and delivering local transport is needed if the council is to successfully, and sustainably, connect the places in Oxfordshire where the majority of people will live and work over the coming 20 years. Science Transit is designed to improve connectivity within, to and from the Oxfordshire Knowledge Spine (Bicester – Oxford - Science Vale UK).

## 8. Having Your Say

When the Council makes significant decisions about services and funding, we are committed to making local consultation an important part of that decision-making process. This is so that local people and organisations are able to have their say about the policies which affect them.

Examples of our work on delivering this commitment include:

- Talking Oxfordshire – six-week consultation explaining need to make further savings and setting out the options we were considering; 3,631 responses online with 348 people attending three public meeting, followed by a meeting for parish representatives to talk about impact of council cuts on rural communities
- Full consultation ahead of any significant service changes, including household waste recycling centres and children's centres
- The Big Plan – consulting service users and their loved ones on services for people with learning disabilities
- Delivering a consultation on supported transport in partnership with a respected third party to ensure a fair and balanced approach
- Annual 'Hearsay' events, currently delivered on our behalf by Healthwatch Oxfordshire

You can view our current and most recent consultations online at <https://www.oxfordshire.gov.uk/cms/public-site/consultation>

**Medium Term Financial Plan 2016/17 - 2019/20**  
**Summary**

	INDICATIVE POSITION											
	2016/17			2017/18			2018/19			2019/20		
	Proposed Base Budget £000	Proposed Allocation £000	Proposed Budget £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Budget £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Budget £000	Proposed Base Budget £000	Proposed Allocation £000	Proposed Budget £000
<b>Directorate Budgets</b>												
Children, Education & Families	107,048	172	107,220	107,220	-5,644	101,576	101,576		101,576	101,576	-400	101,176
Social & Community Services	208,748	5,393	214,141	214,141	846	214,987	214,987	2,845	217,832	217,832	2,524	220,356
Environment & Economy	76,581	5,386	81,968	81,968	-9,728	72,240	72,240	238	72,478	72,478	-692	71,786
Corporate Services	18,793	-12,230	6,562	6,562	-298	6,264	6,264	-150	6,114	6,114		6,114
Public Health												
Inflation and Other Adjustments <sup>(1)</sup>					4,800	4,800	4,800	5,650	10,450	10,450	5,700	16,150
<b>Directorate Budgets</b>	411,171	-1,280	409,891	409,891	-10,024	399,867	399,867	8,583	408,450	408,450	7,132	415,582
<b>Strategic Measures</b>												
Capital Financing												
Principal	15,597	-64	15,534	15,534	85	15,619	15,619	652	16,271	16,271		16,271
Interest	18,171	-610	17,561	17,561	-157	17,404	17,404	-722	16,682	16,682		16,682
Interest on Balances	-4,199	-1,618	-5,818	-5,818	-1,096	-6,914	-6,914	-879	-7,792	-7,792		-7,792
Un-Ringfenced Specific Grants	-15,777	568	-15,209	-15,209	1,491	-13,718	-13,718	1,577	-12,141	-12,141	1,094	-11,047
Contingency	4,029	-287	3,742	3,742	6	3,748	3,748		3,748	3,748		3,748
Pensions - Past Service Deficit Funding	830	-830			830	830	830		830	830		830
Public Health Saving		-1,250	-1,250	-1,250	-1,250	-2,500	-2,500		-2,500	-2,500		-2,500
<b>Total Strategic Measures</b>	18,651	-4,091	14,560	14,560	-91	14,468	14,468	629	15,097	15,097	1,094	16,191
<b>Contributions to/from reserves</b>												
General Balances	2,000		2,000	2,000		2,000	2,000		2,000	2,000		2,000
Prudential Borrowing Costs	950	-950			950	950	950		950	950		950
Capital Rolling Fund Reserve	-2,541	2,541										
Budget Reserve	-4,746	-3,101	-7,847	-7,847	14,993	7,146	7,146		7,146	7,146		7,146
Directorate Earmarked Reserves	-2,180	951	-1,229	-1,229	1,229							
Business Rates Reserve	494	-494			494	494	494		494	494		494
Insurance Reserve	781	-781			100	100	100	100	200	200	100	300
<b>Total Contributions to/from reserves</b>	-5,241	-1,834	-7,075	-7,075	17,766	10,691	10,691	100	10,791	10,791	100	10,891
<b>Savings to be Identified</b>					-10,723	-10,723	-10,723	-1,712	-12,435	-12,435	1,242	-11,193
<b>Net Operating Budget</b>	<b>424,581</b>	<b>-7,205</b>	<b>417,376</b>	<b>417,376</b>	<b>-3,072</b>	<b>414,304</b>	<b>414,304</b>	<b>7,600</b>	<b>421,904</b>	<b>421,904</b>	<b>9,568</b>	<b>431,472</b>

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

**Medium Term Financial Plan 2016/17 - 2019/20**  
**Financing**

	INDICATIVE POSITION											
	2016/17			2017/18			2018/19			2019/20		
	Proposed Base Budget  £000	Proposed Allocation  £000	Proposed Budget  £000	Proposed Base Budget  £000	Proposed Allocation  £000	Proposed Budget  £000	Proposed Base Budget  £000	Proposed Allocation  £000	Proposed Budget  £000	Proposed Base Budget  £000	Proposed Allocation  £000	Proposed Budget  £000
Net Operating Budget	424,581	-7,205	417,376	417,376	-3,072	414,304	414,304	7,600	421,904	421,904	9,568	431,472
<b>Funded by:</b>												
<b>Government Grant</b>												
Revenue Support Grant	-62,305	22,975	-39,331	-39,331	20,666	-18,665	-18,665	12,797	-5,868	-5,868	5,868	0
Business Rates Top-up	-37,085	-309	-37,394	-37,394	-735	-38,129	-38,129	-1,125	-39,254	-39,254	4,984	-34,270
<b>Total Government Grant</b>	-99,390	22,665	-76,725	-76,725	19,930	-56,794	-56,794	11,672	-45,123	-45,123	10,853	-34,270
<b>Business Rates</b>												
Business Rates local share	-30,334	692	-29,641	-29,641	-584	-30,225	-30,225	-892	-31,117	-31,117	-996	-32,113
Collection Fund Surplus/Deficit	868	932	1,800	1,800	-1,800	0	0	0	0	0	0	0
<b>Total Business Rates</b>	-29,466	1,624	-27,841	-27,841	-2,384	-30,225	-30,225	-892	-31,117	-31,117	-996	-32,113
Council Tax Surpluses	-7,472	559	-6,913	-6,913	2,913	-4,000	-4,000	0	-4,000	-4,000	0	-4,000
<b>COUNCIL TAX REQUIREMENT</b>	<b>288,253</b>	<b>17,644</b>	<b>305,897</b>	<b>305,897</b>	<b>17,387</b>	<b>323,284</b>	<b>323,284</b>	<b>18,380</b>	<b>341,664</b>	<b>341,664</b>	<b>19,425</b>	<b>361,089</b>
<b>Council Tax Calculation</b>												
Council Tax Base			238,676			242,566			246,520			250,539
Council Tax (Band D equivalent)			£1,281.64			£1,332.77			£1,385.95			£1,441.25
<b>Increase in Council Tax (precept)</b>			6.1%			5.7%			5.7%			5.7%
<b>Increase in Band D Council Tax</b>			3.99%			3.99%			3.99%			3.99%

**Summary of Proposed Budget Changes 2016/17 - 2019/20**

<b>Total Pressures</b>					
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Children, Education & Families	4,190	0	0	0	4,190
Adult Social Care	2,480	-385	3,940	1,183	7,218
Fire & Rescue Service, Trading Standards and Community Safety	0	0	0	0	0
Environment & Economy	4,227	-2,009	650	500	3,368
Cultural Services	0	0	0	0	0
Corporate Services	0	0	0	0	0
Corporate Measures	20,812	16,925	9,381	7,090	54,208
<b>Total</b>	<b>31,709</b>	<b>14,531</b>	<b>13,971</b>	<b>8,773</b>	<b>68,984</b>

<b>Total Savings or Cuts in Services</b>					
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Children, Education & Families	-190	-4,044	0	-400	-4,634
Adult Social Care	3,975	6,686	-1,065	1,431	11,027
Fire & Rescue Service, Trading Standards and Community Safety	-680	-48	-30	-90	-848
Environment & Economy	-8,078	-195	-320	-1,192	-9,785
Cultural Services	-1,002	-120	-92	0	-1,214
Corporate Services	-1,142	-20	-150	0	-1,312
Corporate Measures	-24,592	-6,067	-10,602	-9,764	-51,025
<b>Total</b>	<b>-31,709</b>	<b>-3,808</b>	<b>-12,259</b>	<b>-10,015</b>	<b>-57,791</b>

<b>Total Proposed Budget Changes</b>					
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Children, Education & Families	4,000	-4,044	0	-400	-444
Adult Social Care	6,455	6,301	2,875	2,614	18,245
Fire & Rescue Service, Trading Standards and Community Safety	-680	-48	-30	-90	-848
Environment & Economy	-3,851	-2,204	330	-692	-6,417
Cultural Services	-1,002	-120	-92	0	-1,214
Corporate Services	-1,142	-20	-150	0	-1,312
Corporate Measures	-3,780	10,858	-1,221	-2,674	3,183
<b>Total Savings to be Identified</b>	<b>0</b>	<b>10,723</b>	<b>1,712</b>	<b>-1,242</b>	<b>11,193</b>

## Children, Education &amp; Families - Proposed Budget Changes 2016/17 - 2019/20

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Savings &amp; Cuts to Services</b>								
CEF1	Management & Central costs	Reductions could be made to management and administrative staffing. Detailed savings will be identified as part of the new directorate organisational arrangements.	S				-400	-400
CEF2	Non-delegated schools costs	With increasing numbers of schools becoming academies, it is felt this proportion of the budget will no longer be required.	S	-24				-24
CEF3	Schools, education and learning	The council could establish a new traded arm within the council. There would be a reduction in staff numbers (estimated at 17 FTE) but an opportunity to refocus priorities and generate a trading surplus. Maximising income would allow the financing of work beyond schools requiring improvement. This would be financed by use of an agreed proportion of income to be returned to the council from the ring-fenced trading arm or other potential future trading vehicle. It is acknowledged that more market research is required on this option.	S	-422	-984			-1,406
CEF4	Youth offending service	Reduction in contribution to the multi-agency Youth Offending Service (YOS). The council could achieve this saving by targeting resources that align with the Youth Offending Service's statutory functions and the demand on children's social care services.	C	-100				-100
CEF5	School organisation and planning team	The council provides a free-of-charge service to assist schools that are converting to become academies. Schools do receive a Government grant to assist them to convert. Could be accumulated by charging instead of providing a free service.	S	-100				-100
CEF6	Early years SEN inclusion teachers	Review service delivery for the service that supports families, early years settings, children's centres and childminders in relation to children with special educational needs. With the aim to provide an effective service with less money.	C		-100			-100
CEF7	Special educational needs (SEN)	The council could seek to challenge and drive down the cost of placements and educational provision for post-16 students with high-level needs. This would include reducing the costs of out-of-county residential colleges, and high-cost placements in further education colleges and post-16 training providers.	S		-100			-100
CEF8	SEN support services (SENS)	The council would reduce its management costs by transferring centrally employed staff to direct employment by schools. It is not anticipated this would involve any redundancies given the gradual changes.	S		-50			-50
CEF9	School organisation and planning – early years sufficiency and access	The council has a team for place planning for schools and other settings. It aims to ensure a sufficient supply of early years places. The grant used to create new provision could be decreased by £45,000.	C	-45				-45

## Children, Education &amp; Families - Proposed Budget Changes 2016/17 - 2019/20

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
CEF10	School organisation and planning team	A budget which is used to assist schools with very minor internal modifications to buildings could be discontinued. Alternatively, staffing could be reduced – with one potential method being not replacing on a like-for-like basis a member of staff when they retire.	S	-24	-10			-34
CEF11	School organisation and planning – admissions and transport	Cease printing admissions brochures for parents. Information would remain on the public website. Only 10 per cent of applications are currently made on paper. Schools would be encouraged to support parents in making online applications.	S	-25				-25
CEF12	Early Intervention Hubs/Children's Centres.	By combining the current early intervention hubs with the current network of children's centres to create a new 0-19 service based around eight Children and Family Resource Centres. A public consultation is currently underway on this issue. The council agreed to save £6m in this area in its last budget process. The proposal out to consultation would save £2m in addition to this.	C		-2,000			-2,000
CEF13	Services for disabled children and families	Contracts for a range of day and overnight short-break care services commissioned for disabled children with parents, young people and other partners are due to finish in March 2017. The council would review these services during 2016, in consultation with families and other key partners. The council wishes to make sure the funding available is used to achieve the best possible outcomes. The review would include the residential short break services, which are jointly funded by the Council and the Clinical Commissioning Group with a contribution from Barnardos.	C		-250			-250
CEF21	Education	Contribution from Special Educational Needs & Disabilities (SEND) Reform grant which was expected to cease in 2016/17.	S	-300	300			0
CEF22	Early Intervention Service	One-off Contribution from the Thriving Families Reserve	S	-600	600			0
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>				<b>-1,640</b>	<b>-2,594</b>	<b>0</b>	<b>-400</b>	<b>-4,634</b>
<b>CHANGES TO EXISTING MTFP</b>								
CEF14		15CEF12 - Joint Commissioning	RES	500	-500			0
CEF15		15CEF2 & 16CEF4 - integration of Children's Social Care and Early Intervention	RES	1,200	-1,200			0
CEF20		Reverse part of the reprofile of saving 15CEF12 CEF - Joint Commissioning (linked to CEF14 above)		-250	250			0
<b>TOTAL CHANGES TO EXISTING MTFP</b>				<b>1,450</b>	<b>-1,450</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>PRESSURES</b>								
CEF16		Academies Team - unfunded posts	NP	470				<b>470</b>
CEF17		Pressure arising from Adoption Reform Grant ceasing which is used to fund approximately £0.300m of posts.	NP	300				<b>300</b>
CEF18		Pressure in staffing of Children's Social Care teams in both Administration and front line staff to address increased numbers of children requiring intervention	NP	2,000				<b>2,000</b>
CEF19		Additional pressure in Home to School Transport for SEN pupils arising from increased numbers and routes	NP	1,420				<b>1,420</b>
<b>TOTAL PRESSURES</b>				<b>4,190</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,190</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>				<b>4,000</b>	<b>-4,044</b>	<b>0</b>	<b>-400</b>	<b>-444</b>

**Total Savings & Cuts to Services by Type**

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Savings	-1,495	-244	0	-400	<b>-2,139</b>
Cuts	-145	-2,350	0	0	<b>-2,495</b>
	-1,640	-2,594	0	-400	<b>-4,634</b>



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

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

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

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS7	Emergency response - redesign emergency response services	Reduce duplication and overheads by redesigning emergency response and crisis services by combining the Crisis Response Service, the Emergency Carers Support Service and Telecare monitoring and response services. This will lead to more cost effective and responsive services.	S	-200				-200
SCS8	Carers - Carers Oxfordshire	A reduction in the contract with Carers Oxfordshire could be made by reducing expenditure on marketing, information, advice and support, training, and the carers partnership board. This would focus resources on continuing to meet statutory responsibilities. The remaining funds would be focused on areas of greatest need such as face to face support and volunteer befriending.	C	-60	-100			-160
SCS9	Information and advice	Consolidating existing contracts information and advice services whilst maintaining statutory requirements under the Care Act, focusing on specialist advice e.g. accessing benefits, managing debt and finding your own care and support.	C			-120		-120
SCS10	Carers – respite	Review the way respite is provided to focus more on alternatives to bed based respite i.e. increased care at home could provide more effective ways of ensuring carers get the breaks they need.	C		-100			-100
SCS11	Extra care housing staffing and strategy - revised model of care	Ensure that large extra care housing schemes have two staff at night time rather than just one, allowing them to provide planned night care as well as reactive response for those people that require it. This would enable people with higher level needs to be placed in extra care housing rather than more expensive residential placements.	S			-93		-93
SCS12	Extra care housing staffing and strategy – change in admission criteria	A reduction in care home admissions and better targeting of services to those who need them most could result from reviewing the placement strategy in extra care housing.	S	-50	-43			-93
SCS13	Intervention and preventative services - HIV	As it is not a statutory responsibility, funding for the HIV day services contract could be stopped.	C	-50				-50
SCS14	Land and property – print unit buildings	Reducing the number of buildings the council's print unit uses from two to one would lead to savings. The council print unit provides employment opportunities to vulnerable people, including people with learning disabilities, to support their independence.	S	-30				-30
SCS15	Intervention and preventative services - aphasia	We would work closely with NHS partners to review funding for the aphasia communication support service, for people with specific communication difficulties most commonly caused by a stroke or severe head injury. The review would focus on removing duplication and streamlining services.	C	-17				-17

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

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS16	Review of funding allocations to meet eligible care needs	A review of the funding allocated to meeting individuals' care and support needs. This would be through reviewing the costs of meeting care needs used in the Resource Allocation System and introducing panels to review assessment and support planning decisions for mental health, physical disability and older people including continuing healthcare clients. Panels operating in learning disabilities have shown that eligible social care and support needs can be met effectively at lower cost.	S	-1,600	-750	-750		-3,100
SCS17	New models of delivering care – social impact bond	Developing a payment by results contract financed through a Social Impact Bond for learning disability services to deliver reduced costs in individual care packages over time.	S			-1,000		-1,000
SCS18	Planned support (known as warden schemes)	Removing the funding for planned support schemes (peripatetic warden schemes). People in these schemes do not generally have eligible care needs and the wardens do not provide statutory eligible care.	C	-500				-500
SCS19	Oxfordshire Support Fund	Stopping grants to people through the Oxfordshire Support Fund. People eligible for care and support could still receive support from the council, which could signpost other sources of support such as charities and the voluntary sector.	C	-381				-381
SCS20	Review of contracts - Healthwatch	Reducing funding for Healthwatch Oxfordshire by 30%.	C	-100				-100
SCS21a	Tier 2 Day Services (Voluntary Sector provided day services)	Stopping funding day services provided by voluntary and community sector organisations. The majority of users (95%) of these services are not eligible for care and support from the council. Ending the funding could also mean transport savings. The council would assist current services to become financially independent where it is possible to do so; commission a new older peoples' community prevention service; ensure people using these services are aware of the information and advice options, which can inform and advise about what else is available in Oxfordshire, and work with the voluntary sector to look at options for increasing their role in delivering day opportunities.	C	-300	-450			-750

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

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS21b	Tier 3 Day Services (Health and Wellbeing Centres)	A saving of £2,050,000 could be achieved by stopping funding the seven Health and Wellbeing centres provided by the Council, and one provided by the Leonard Cheshire Trust. Stopping the funding would release capital and revenue savings and possibly savings in transport costs. The council would assist current services to become financially independent where it is possible to do so; commission a new older peoples' community prevention service; ensure people using these services are aware of the information and advice options, which can inform and advise about what else is available in Oxfordshire, and work with the voluntary sector to look at options for increasing their role in delivering day opportunities.	C		-2,050			-2,050
SCS21c	Transport to day services	Savings of £200,000 may result from stopping funding of Tier 2 and Tier 3 day services as outlined above. This is because the council provides transport to and from these services for a number of people.	C		-200			-200
SCS22	Housing related support	Funding homelessness services through Housing Related support is not a statutory requirement and would be further reduced. The council has continued to subsidise housing support and maintained investment in housing related activity for the past 5 years (even though it is not a county council responsibility) following the government decision to significantly reduce central funding.	C		-500	-500	-500	-1,500
SCS23	Intermediate care beds	Replacing intermediate care beds with home based intermediate care in the community. A study of people using intermediate care beds compared to those receiving support at home showed that short-term rehabilitative care in a home setting leads to a greater proportion of people needing no on-going care and regaining their independence.	S			-1,000		-1,000
SCS24	Intermediate care - Discharge Pathway	Reviewing and redesigning hospital discharge services to combine a number of existing services into a more streamlined pathway to get people out of hospital as soon as they are ready for discharge.	S	-440				-440
SCS25	Intervention and preventative services - Dementia	Savings could be achieved by a reduction in funding for the Dementia Support Service once the current contracts expire in 2019/20.	C				-400	-400
SCS26	Adult Social Care Money management	A review into other options for delivering money management services for social care clients. Other councils use different approaches which we could learn from. Income generating opportunities such as charging for the service or delivering the service for other councils could be explored. There may be options to merge staff within locality teams and reduce management staff.	S					0

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

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS27	Intermediate care - Reablement	A review and redesign of the reablement service to deliver more effective, lower cost community-based support to help people regain and maintain independence.	S	-300				-300
SCS28	Carers – Carers charging	Introducing charging for carers' services. This would put carers onto the same basis as the people they support, whereby an assessment and support plan would be developed and the cost of meeting their support needs calculated, as well as an assessment of their ability to contribute to the cost of the support they need. This proposal could lead to a rise in income for the council and there could be an opportunity to target available resources more effectively towards more vulnerable carers who need additional help by reviewing what types of support are most supportive and effective for carers.	S	-200				-200
SCS29	Carers – Carers grants	Reducing funding to carers with eligible needs for support could save £200,000. This would create a stronger link between need and funding in line with the Care Act and create an opportunity to improve the targeting of available resources towards more vulnerable carers.	S	-200				-200
SCS43	Adult Social Care costs	Funding for Adult Social Care to meet the increased cost of care including the cost of the National Living Wage. This funding has been raised by increasing Council Tax by an additional 2%		5,883	6,364	6,898	7,466	26,611
SCS44	Reserves	One-off Contribution from Older People's Pooled Budget Reserve	S	-500	500			0
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>				<b>475</b>	<b>1,136</b>	<b>935</b>	<b>3,931</b>	<b>6,477</b>
<b>CHANGES TO EXISTING MTFP</b>								
SCS30		Unidentified savings in current MTFP		1,000	3,050			4,050
SCS31		Learning Disabilities - re-phasing of savings in existing MTFP		2,000	2,500	-2,000	-2,500	0
SCS32		£0.500m of saving 15SCS3 cannot be achieved.		500				500
<b>TOTAL CHANGES TO EXISTING MTFP</b>				<b>3,500</b>	<b>5,550</b>	<b>-2,000</b>	<b>-2,500</b>	<b>4,550</b>

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

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>PRESSURES</b>								
SCS33		Money Management		220				220
SCS34		Front Door (Health & Social Care Team)		430				430
SCS35		Deprivation of Liberty Standards		485				485
SCS36		Deprivation of Liberty Standards - Learning Disability		785	-585			200
SCS37		Safeguarding		160				160
SCS38		Learning Disabilities (Continuing pressure from 2015/16)		300				300
SCS39		Sleep-ins (staff that provide "sleep-in" care must be paid the national minimum wage)		600				600
SCS40		Demography				5,000	5,000	10,000
SCS41		Reprofiling of SCS Pressures and removal of the Learning Disabilities pressure (SCS38)		-500	200			-300
SCS42		Increased income from the Better Care Fund (amount per Provisional Local Government Finance Settlement)				-1,060	-3,817	-4,877
<b>TOTAL PRESSURES</b>				<b>2,480</b>	<b>-385</b>	<b>3,940</b>	<b>1,183</b>	<b>7,218</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>				<b>6,455</b>	<b>6,301</b>	<b>2,875</b>	<b>2,614</b>	<b>18,245</b>

Total Savings & Cuts to Services by Type

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Savings	-3,727	-1,828	-5,343	-2,635	-13,533
Cuts	-1,681	-3,400	-620	-900	-6,601
	-5,408	-5,228	-5,963	-3,535	-20,134

## Fire &amp; Rescue Service - Proposed Budget Changes 2016/17 - 2019/20

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Savings &amp; Cuts to Services</b>								
FRS1	Thames Valley Fire Control service efficiencies	Further financial efficiencies from the combined Control Room with Buckinghamshire & Milton Keynes and Royal Berkshire Fire and Rescue Services, above those originally anticipated.	S	-75				-75
FRS2	Trading Standards management and enforcement review	Greater integration with Oxfordshire Fire and Rescue and other local authorities and the development of a volunteer co-ordinator post could lead to some functions being supported by volunteers.  In the medium term, the council could remove four further enforcement posts, reduce consumer advice and education posts. Greater integration with Oxfordshire Fire and Rescue and other local authorities and the development of a volunteer co-ordinator post could lead to some functions being supported by volunteers. The service could also seek to work closer with Thames Valley Police (including joint funding) especially around cyber-crime and human exploitation.	C				-270	-270
FRS3	Chipping Norton fire cover review	The Fire and Rescue Service could remove the second on-call fire appliance from Chipping Norton Fire Station. The on-going availability levels of crewing for the second appliance at Chipping Norton and the reducing number of calls for this appliance has brought into question the continued need for it at the station. Rather than reduce the operational fleet, the vehicle would be held as part of the strategic reserve and eventually be reallocated to Carterton at a later date once the new fire station is built.	S		-48			-48
FRS4	Fire and Rescue Service strategic leadership team review	Continuing collaboration with the other two Thames Valley Fire and Rescue Services (Buckinghamshire & Milton Keynes and Royal Berkshire) means it is possible to reduce the number of senior managers across the region. A jointly funded post would carry out work across the Thames Valley to seek further efficiencies while maintaining focus on firefighter and public safety.	S	-25				-25
FRS5	Management review – station managers	Reduce the number of operational fire station managers across the county by four (from 24 to 20). The incident command rota can be amended without affecting the minimum number of officers available for operational response duty at any one time. In addition, by working more collaboratively across the Thames Valley, the day-to-day management workload can also be shared without significant increases in workload.	S	-260				-260
FRS6	Management review – group managers	Reduce the number of operational Group Manager posts in the Fire and Rescue Service.	S				-90	-90

**Fire & Rescue Service - Proposed Budget Changes 2016/17 - 2019/20**

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
FRS7	On-call budget	The on-call firefighter salary budget has been consistently well-managed over time – and in conjunction with the reduction in incidents brought about by the wide range of prevention initiatives delivered by the service across the county. This has resulted in an underspend for the last two years.	S	-50				-50
FRS8	Financial funding arrangements for Fire and Rescue Service cadet schemes.	Seek alternative funding for or remove county council funding for the Oxfordshire Fire and Rescue Service cadet schemes could be stopped in 2018 as this is not a statutory service. To ensure the cadet schemes continue, the council could seek to link with the council's Children, Education and Families Directorate to see if there is a different way to deliver the scheme (to further support our looked after children), or potentially seek sponsorship through a private company.	C			-30		-30
FRS9	Trading Standards management and enforcement review	Bring forward the Trading Standards Saving (FRS2) from 2019/20 to 2016/17.	S	-270			270	0
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>				<b>-680</b>	<b>-48</b>	<b>-30</b>	<b>-90</b>	<b>-848</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>				<b>-680</b>	<b>-48</b>	<b>-30</b>	<b>-90</b>	<b>-848</b>

**Total Savings & Cuts to Services by Type**

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Savings	-680	-48	0	180	-548
Cuts	0	0	-30	-270	-300
	-680	-48	-30	-90	-848



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

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Savings &amp; Cuts to Services</b>								
EE1	Patching works	Charge costs to the capital programme of both smaller and larger patching works, reflecting the way other authorities deliver this element of the service.	S	-2,583	-106			<b>-2,689</b>
EE2	Highway drainage	Remove current proactive programme for cleaning the main pipes that gullies connect into. Any blockages from tree roots, pipe breaks or silting will have to be addressed once identified.	C	-100			-200	<b>-300</b>
EE3	Increased income from legal agreements	Greater levels of residential and commercial development in the county will generate increased fee income for the approval, inspection and adoption of new roads and alterations to the public highway.	S	-100	-50			<b>-150</b>
EE4	Increase fee income from Oxford strategic transport model	Explore further opportunities for generating funding from OCC transport model system.	S	-25	-25	-25		<b>-75</b>
EE5	Incident response	Reduce threshold for callout so that we respond to fewer highway defects reports out of hours, and therefore reduce demand for those teams.	C	-55				<b>-55</b>
EE6	New innovation and research partnership	Develop a partnership approach with public and private sector partners reduced funding and specialist advice for service, with expectation that successful budget bids will provide their own funding.	S	-25	-25			<b>-50</b>
EE7	Streetworks / events management	Reduce support for events. Requiring charitable events to fund all road closure costs. The council would seek to optimise capacity of the network as far as practicable with remaining budgets. To mitigate, the council would continue to manage events relating to VIP visits, Repatriations, Remembrance Sunday and May Day free of charge with an estimated annual cost to us of £15,000.	C	-25				<b>-25</b>
EE8	Maintenance of street lighting	Adjust performance requirements for new contract as well as capitalisation of some works currently in the revenue budget. Risk of reduced performance.	S	-820	-100			<b>-920</b>
EE9	More effective working with supply chain and external partners	Savings would be achieved within highways by working more effectively with the councils supply chain and external partners. This would be achieved by the use of LEAN process reengineering but would remove some of the flexibility currently available to address local issues. The service would be less able to react to arising issues above and beyond normal service delivery.	S				-540	<b>-540</b>
EE10	Grass cutting & tree maintenance	Reduce services to safety areas only;targeting visibility splays. Opportunity for parish and district councils to take on more of these responsibilities and self-fund.	C	-70			-222	<b>-292</b>
EE11	Traffic signals maintenance	Charge to the capital programme.	S	-250				<b>-250</b>
EE12	Property contract	Renegotiation of elements in property contract to deliver further savings.	S	-50	-190			<b>-240</b>
EE13	Sharing expertise and joint county-level planning services	Joint Working for Planning Regulation services (e.g. minerals and waste, county planning applications, legal agreement negotiations) with other neighbouring county councils. Savings to be achieved through sharing management teams and professional expertise so some reduced service levels in areas such as minerals & waste, and development control.	S	-25	-125	-25	-44	<b>-219</b>

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

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
EE14	Closer partnership working between Economy & Skills and the Oxfordshire Local Enterprise Partnership (OxLEP)	Co-locate Economy & Skills teams with OxLEP and jointly manage these services with OxLEP through a Service Level Agreement (SLA). The SLA could mitigate risk of perceived reduction in direct control over service and would include a tapering of funding from OCC.	S	-50	-50	-50	-45	-195
EE15	Winter maintenance	Reduce the number of roads gritted in the county to achieve the proposed budget reduction. A route optimisation exercise will be required to re-profile the revised network and number of routes.	C	-180				-180
EE16	Locality team co-location	Re-structure management of locality teams and reduce non-staffing budgets used to develop schemes and test development proposals.	S		-150			-150
EE17	Utilisation of assets and income generation (Income generation)	Opportunities to generate income including fitting solar panels to roof tops, investing in property sites etc. Greater utilisation of existing property by reducing the footprint needed by the county council and reviewing how best to utilise any surplus space.	S		-50	-50	-50	-150
EE18	Real time information	Remove service. This would remove the electronic displays at bus stops and impact on the provision of information to current traffic monitoring systems as well as the recently developed travel planning page, which is being rolled out as part of the Connecting Oxfordshire agenda. The council will seek increased contribution from bus companies to mitigate or replace ongoing funding.	C			-140		-140
EE19	Safety fence repair and maintenance	Remove unnecessary barriers (identified through a risk assessment) and therefore reduce ongoing maintenance.	C				-51	-51
EE20	Reduce policy and strategy capacity	Reduce staffing levels. Mitigated through close working relationships & maximising revenue elements of project funding bids.	S	-50				-50
EE21	Joint working and minor operational budget reductions	Further joint working potential with Thames Valley Environmental Resource Centre on environmental information and advice plus minor administration savings through locality joint working. Risk of reduced commitment by other authorities to be mitigated through continued delivery of quality service & assurance of value for additional cost, etc.	S		-40			-40

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

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
EE22	Public rights of way	Reduce funding to managing the county's network of public rights of way although the council would seek to prioritise funds in this area to support the volunteer network as far as practicable. The service currently delivers high value for its budget through innovative engagement with volunteers reflected in operation budgets being a fifth of that in other areas, while customer satisfaction remains one of the highest in the country. A reduction in service may reduce the number of willing volunteers resulting in a significant deterioration of the network and public satisfaction.	C				-40	-40
EE23	Subsidised Buses Consultation Proposals	We are currently consulting on the future of subsidised bus routes. This remaining funding would result in the routes being totally removed, unless they are linked to home to school transport. This option has been included in the current consultation.	C	-1,220				-1,220
EE24	Survey and Other Works	Reduce surveys which are currently undertaken to inform the council on the condition of the highways network and help it prioritise its highways maintenance programme.	C		-1,094			-1,094
EE25	Area Stewardship	Reduce service down to statutory only, i.e. maintain a safe highway, incl. through safety inspections. Area Stewards would no longer be available to discuss and resolve issues on day to day basis – would mean increased use of Fix My Street and empowering parish councils to identify and/or undertake potential work.	C		-320		-300	-620
EE26	Gully Emptying	Prioritising essential work, meaning a reduction in frequency from once every three years to once every four years.	C	-220				-220
EE27	Green Waste Credits	On the 21 July 2015 Cabinet agreed to withdraw the non-statutory Green Waste Credit payments to the District Councils from 1 April 2016. This saving replaces and merges with the saving 15EE24 - HWRC Strategy as that saving is unlikely to be realised.	S	-500	350			-150
EE37	Ardly Electricity income	The Energy Recovery Facility at Ardley Waste generates electricity for the National grid and this will generate £0.1m of income for the Council.	S	-100				-100
EE39	Closer partnership working between Economy & Skills and the Oxfordshire Local Enterprise Partnership (OxLEP)	Transfer Business & Skills staff to the Local Enterprise Partnership.	S	-400				-400
EE42	Asset Utilisation	Reduction in Leased Accomodation	S	-230	230	-230		-230
EE43	Property contract	Reduce the fixed contract fee on the Property Contract.	S		-100			-100
EE44	Road Agreements Funding	One-off use of road adaptions/road agreements funding	S	-1,000	500	500		0
EE45	Area Stewardship	Bring forward savings in Area Stewards (EE25) to 2018/19 from 2019/20.	C			-300	300	0
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>				<b>-8,078</b>	<b>-1,345</b>	<b>-320</b>	<b>-1,192</b>	<b>-10,935</b>
<b>CHANGES TO EXISTING MTFP</b>								
EE28		Energy from Waste - 3rd Party income not realised - 15EE23			1,150			1,150
<b>TOTAL CHANGES TO EXISTING MTFP</b>				<b>0</b>	<b>1,150</b>	<b>0</b>	<b>0</b>	<b>1,150</b>

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

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>PRESSURES</b>								
EE29		Increased costs of managing the Household Waste Recycling Centres			445			445
EE30		Parking Account - unrealisation of income target		150				150
EE31		Integrated Transport Unit - Safeguarding		373				373
EE32		Supported Transport Programme Costs		274	-274			0
EE33		One-off Investment needed to realise a number of savings		2,180	-2,180			0
EE34		Pressure on Property Asset Utilisation.			150			150
EE35		Waste		1,500		500	500	2,500
EE36		Defer the pressure on the parking account (EE30) from 2016/17 to 2018/19		-150		150		0
EE38		Reduce the pressure on waste (EE35) to £1.4m in 2016/17. Pressure from the increased costs of waste disposal is now £0.1m less than anticipated.		-100				-100
EE41		Remove the pressure on Asset Utilisation (EE34) in 2017/18.			-150			-150
<b>TOTAL PRESSURES</b>				<b>4,227</b>	<b>-2,009</b>	<b>650</b>	<b>500</b>	<b>3,368</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>				<b>-3,851</b>	<b>-2,204</b>	<b>330</b>	<b>-692</b>	<b>-6,417</b>

**Total Savings & Cuts to Services by Type**

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Savings	-6,208	69	120	-679	-6,698
Cuts	-1,870	-1,414	-440	-513	-4,237
	-8,078	-1,345	-320	-1,192	-10,935

## Libraries and Culture - Proposed Budget Changes 2016/17 - 2019/20

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Savings &amp; Cuts to Services</b>								
LCS1	Library Savings	Retention of all 43 libraries (22 core and 21 community libraries) but provide service redesign and changes internally to provide savings, including: (A) Reduction of book fund. (B) Closure of all mobile libraries; 4 general service library vehicles and 2 children's service vehicles. (C) Library Service management and staffing reorganisation in conjunction with the Council's Customer Service Centre and ICT function over the next two years. (D) Retendering of the Library Management Information system.	C	-300	-400	-300		-1,000
LCS2	Cease funding of arts grants	The council could cease funding cultural activities from 2018/19 relating to: (A) Pegasus Theatre (B) Oxfordshire Youth Arts Project (OYAP) (C) Oxford Visual Arts Design Agency (OVADA)	C			-92		-92
LCS3	Library Savings	Reduce Book Fund on a one- off basis in 2016/17	C	-340	340			0
LCS4	Library Savings	Bring forward the savings in Libraries (LCS1)	C	-222	-200	300		-122
LCS5	Reserves	One-off contribution from the Cultural Services reserve in 2016/17	C	-128	128			0
LCS6	Library Savings	Disposal of vehicles (one-off)	C	-12	12			0
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>				<b>-1,002</b>	<b>-120</b>	<b>-92</b>	<b>0</b>	<b>-1,214</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>				<b>-1,002</b>	<b>-120</b>	<b>-92</b>	<b>0</b>	<b>-1,214</b>

Total Savings & Cuts to Services by Type

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Savings	0	0	0	0	0
Cuts	-1,002	-120	-92	0	-1,214
	-1,002	-120	-92	0	-1,214

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

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Savings &amp; Cuts to Services</b>								
CS1	Senior management review	A review of future management structures is under way. Once completed there will be a need to review the way that corporate services are provided to ensure that the approach is efficient and fit for purpose across the organisation. This will include all areas of the centre of the council - policy, data analysis, Freedom of Information requests, communications, finance, legal, HR and democratic services. These savings will be from 2017/18 and are subject to the outcome of the senior management review and the future structure of the council.	S	-300	-200	-100		-600
CS2	Organisational development	Reduced learning and development budgets for staff training.	C	-124	-150			-274
CS3	Finance and internal audit	Over the medium term, as new ICT systems become embedded the need for financial support currently provided by finance should reduce.	S	-100	-100	-50		-250
CS4	Communications – reduce campaigns and consultations	Reducing money spent on consultations, surveys and campaigns as well as removing one post in the communications team.	C	-145				-145
CS5	Reduce senior HR staff	The council could seek to reduce the hours of some senior HR staff following the transfer of services to Hampshire IBC.	S	-82				-82
CS6	Unison – reduce budget	The budget for the Unison union could be reduced by approximately 20%, £30,000. The size of staff is reducing so the number of people the union represents is also reducing.	C	-30				-30
CS7	Change administrative arrangements for locality meetings for councillors	Meetings are held in various localities in Oxfordshire for county councillors to discuss local issues with staff. The proposal is to reduce administration costs linked to these meetings.	S	-22				-22
CS8	Reduce chairman's budget as previously underspent	The chairman is the ceremonial head of the council and is always a serving county councillor. Duties include being the politically impartial civic leader for Oxfordshire County Council, acting as an ambassador for the county council and Oxfordshire, presiding over meetings of the full council, hosting civic events and accepting invitations on behalf of the county council to attend events.	S	-9				-9
CS9	Organisational development	Reduce L&D budget on a one-off basis in 2016/17	C	-230	230			0
CS10	Senior management review	Earlier implementation of Senior Management Review savings.	S	-200	200			0
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>				<b>-1,242</b>	<b>-20</b>	<b>-150</b>	<b>0</b>	<b>-1,412</b>

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

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>CHANGES TO EXISTING MTFP</b>								
CS11		Previously agreed saving can not be achieved.		100				100
<b>TOTAL CHANGES TO EXISTING MTFP</b>				<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>				<b>-1,142</b>	<b>-20</b>	<b>-150</b>	<b>0</b>	<b>-1,312</b>

Total Savings & Cuts to Services by Type

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Savings	-713	-100	-150	0	-963
Cuts	-529	80	0	0	-449
	-1,242	-20	-150	0	-1,412

## Corporate Measures - Proposed Budget Changes 2016/17 - 2019/20

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Savings &amp; Cuts to Services</b>								
CM1	Increase in Council Tax base	Future housing growth will lead to more council tax income than the amount already assumed.	S	-2,000	-800	-800	-800	-4,400
CM2	Local Pay Award	The pay award is likely to be lower than the increase assumed in the current financial plan.	S	-2,100	-1,400	-700		-4,200
CM3	Contract Inflation	Based on current inflation rates, the funding needed for contract inflation is likely to be lower than expected.	S	-1,000	-500			-1,500
CM4	Strategic measures	Better investment return on our bank balance and reduced costs of borrowing for new capital schemes.	S		-500	-500	-500	-1,500
CM5	Ending of national insurance rebate on State Pension	Ending of employers NI rebate on State Pensions from 2016/17 is expected to cost less than planned due to fewer staff being employed.	S	-1,000				-1,000
CM6	Insurance contract	Savings arising from successful contract negotiations for the council's insurance cover.	S	-800				-800
CM11	Increase in Council Tax base	Taxbase higher in 2016/17 than forecast and increase in future years to match Government forecast of 1.63%	S	-1,100	-1,193	-1,256	-1,498	-5,047
CM12	Collection Fund	The Collection Fund Surplus for 2016/17 is higher than forecast and increase future years budgeted amount to £4m from £3m.	S	-3,913	2,913			-1,000
CM13	Ending of national insurance rebate on State Pension	Ending of employers NI rebate on State Pensions from 2016/17 is expected to cost less than planned due to fewer staff being employed.	S	-265				-265
CM14	Contract Inflation	Based on current inflation rates, the funding needed for contract inflation is lower than expected.	S	-2,454	-1,500			-3,954
CM15	Reserves	Do not make contribution to Prudential Borrowing reserve in 2016/17	S	-950	950			0
CM16	Pension Fund	Do not make annual contribution to Pension Fund for past service deficit	S	-830	830			0
CM17	Strategic measures	Re-profiled Strategic Measures savings	S	-1,198	766	-448	500	-380
CM18	Contingency	Reduction in the amount of Contingency funding held.	S	-287				-287
CM23	Insurance	Planned contribution to the insurance reserve in 2016/17 is no longer required	S	-81				-81
CM24	Reserves	Contribution from the Budget Reserve to balance the 2016/17 budget.	S	-731	731			0
CM25	Council Tax	Additional Council Tax income raised from the 2% Social Care Precept	S	-5,883	-6,364	-6,898	-7,466	-26,611
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>				<b>-24,592</b>	<b>-6,067</b>	<b>-10,602</b>	<b>-9,764</b>	<b>-51,025</b>



## Corporate Measures - Proposed Budget Changes 2016/17 - 2019/20

Reference Number	Name	Proposal	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>PRESSURES</b>								
CM7	Funding and Inflation	Net pressure from adding additional years the the Medium Term Financial Plan. Additional income from a Council Tax increase of 2%, an increase in the taxbase and additional business rates offset by a reduction in Revenue Support Grant and other specific grants and inflation.			-700	3,203	2,151	4,654
CM8	Council Tax	Pressures from reducing the Council Tax increase from the current MTFP assumption of 3% to 2%.		2,942	3,146			6,088
CM9	Funding	A faster and steeper cut to Revenue Support Grant than currently assumed.		6,231	3,115	2,710	2,007	14,063
CM10	Business Rates	A reduction in Business Rates funding from low inflation rates and a deficit on the collection of rates.		3,185	-1,278	34	36	1,977
CM18	Apprenticeship Levy	Cost to the Council of the new Apprenticeship Levy			1,400			1,400
CM19	Grant Funding	Reduction in Education Services Grant		1,000	3,000	1,000	500	5,500
CM20	National Living Wage	Cost of implementing the National Living Wage to the Council			100	150	150	400
CM21	Funding	Additional Revenue Support Grant Cut		7,454	7,576	2,115	2,246	19,391
CM22	Business Rates	A reduction in Business Rates funding from lower inflation rates in future years to match Government forecasts.			566	169	0	735
<b>TOTAL PRESSURES</b>				<b>20,812</b>	<b>16,925</b>	<b>9,381</b>	<b>7,090</b>	<b>54,208</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>				<b>-3,780</b>	<b>10,858</b>	<b>-1,221</b>	<b>-2,674</b>	<b>3,183</b>

Total Savings & Cuts to Services by Type

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Savings	-24,592	-6,067	-10,602	-9,764	-51,025
Cuts	0	0	0	0	0
	-24,592	-6,067	-10,602	-9,764	-51,025

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## Draft Council Tax and Precepts 2016/17

### Council Tax Data

1. In order to set its budget for 2016/17, the council needs to calculate its council tax requirement. This is the amount that the council needs to raise from council tax to meet its expenditure after taking account of the income it will accrue from the following
  - (a) the amount to be received from specific grants.
  - (b) the amount to be received from Revenue Support Grant and the Business Rates Top Up under the Business Rates Retention Scheme.
  - (c) the amount to be received for the County Council's share of Non-Domestic Rating Income.
  - (d) any surpluses/shortfalls on the council tax collection funds for earlier years and the estimated position for the current year.
  - (e) the amount expected to be received from fees, charges and contributions.
2. In order to set its council tax for the forthcoming year, the council needs to calculate its council tax requirement and have available the council tax base, expressed in terms of Band D equivalent properties.
3. Based on the final information on funding and assuming a council tax requirement of **£305,896,747** as shown in the proposed Medium Term Financial Plan (Section 4.1) the calculation of the Band D Council Tax for 2016/17 is as follows:

### Council Tax Calculation 2016/17

	£m
County Council net expenditure after specific grants	417.376
Less: Revenue Support Grant	-39.331
Business Rates Top Up	-37.394
Non-Domestic Rating Income	-29.641
Council Tax Collection Fund Adjustments	-6.913
Business Rates Collection Fund Adjustments	1.800
<b>Council Tax Requirement (R)</b>	<b>305.897</b>

Council Tax Base (assuming losses on collection) (T)	238,676
<b>Band D Council Tax (R/T)</b>	<b>£1,281.64</b>

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

**Table 1****Council Tax by Property Band for Oxfordshire County Council**

Assuming a Band D council tax of £1,281.64, the council tax for other bands is as follows:

<b>Property Band</b>	<b>Property Values</b>	<b>Band D Proportion</b>	<b>2015/16 £ p</b>
A	Up to £40,000	6/9	854.43
B	Over £40,000 and up to £52,000	7/9	996.83
C	Over £52,000 and up to £68,000	8/9	1,139.24
D	Over £68,000 and up to £88,000	9/9	1,281.64
E	Over £88,000 and up to £120,000	11/9	1,566.45
F	Over £120,000 and up to £160,000	13/9	1,851.26
G	Over £160,000 and up to £320,000	15/9	2,136.07
H	Over £320,000	18/9	2,563.28

**Table 2****Allocation of Precept to Districts**

The County Council precept (£305,896,747) is the sum of the council tax income required to fund the Council's budget.

District Council	Tax Base Number	Assumed Precept Due
		£
Cherwell	50,357.10	64,539,673.64
Oxford City	43,665.00	55,962,810.60
South Oxfordshire	54,965.00	70,445,342.60
Vale of White Horse	48,176.90	61,745,442.12
West Oxfordshire	41,512.03	53,203,478.13
<b>TOTAL</b>	<b>238,676.03</b>	<b>305,896,747.09</b>

Formal approval is required under the council tax legislation for:

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

The information must be given to district councils by 1 March 2016.



# **Detailed Revenue Budget 2016/17**

**January 2016**

**Draft Revenue Budget 2016/17  
Summary**

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		Budget 2015/16	Permanent Virements Agreed in 2015/16	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2016/17
		£000	£000	£000	£000	£000	£000	£000	£000
<b>Children, Education &amp; Families</b>	Expenditure	419,287	-11,699	462	0	-5,043	5,122	-19,587	388,542
	Recharge Income	-935	10,252	0	0	0	-522	0	8,795
	DSG income (*)	-262,644	1,427	0	0	0	0	17,609	-243,608
	Grant income	-22,641	-25	0	0	0	0	2,157	-20,509
	Other Income	-26,018	18	0	0	0	0	0	-26,000
		<b>107,049</b>	<b>-27</b>	<b>462</b>	<b>0</b>	<b>-5,043</b>	<b>4,600</b>	<b>179</b>	<b>107,220</b>
<b>Social &amp; Community Services</b>	Expenditure	229,695	-19,328	364	0	-4,172	6,276	469	213,304
	Recharge Income	-10,892	15,620	0	0	0	0	0	4,728
	Grant income	0	0	0	0	0	0	0	0
	Other Income	-10,055	6,181	-18	0	0	0	1	-3,891
		<b>208,748</b>	<b>2,473</b>	<b>346</b>	<b>0</b>	<b>-4,172</b>	<b>6,276</b>	<b>470</b>	<b>214,141</b>
<b>Environment &amp; Economy</b>	Expenditure	171,888	366	1,063	0	-2,866	-2,500	217	168,168
	Recharge Income	-71,375	5,552	0	0	1,327	-1,420	0	-65,916
	Grant income	-8,323	5,196	0	0	-60	0	-250	-3,437
	Other Income	-15,609	299	-235	0	-497	-805	0	-16,847
		<b>76,581</b>	<b>11,413</b>	<b>828</b>	<b>0</b>	<b>-2,096</b>	<b>-4,725</b>	<b>-33</b>	<b>81,968</b>
<b>Corporate Services</b>	Expenditure	34,029	-8,670	136	0	344	-1,142	-136	24,561
	Recharge Income	-9,552	-2,658	0	0	0	0	0	-12,210
	Grant income	-692	0	0	0	0	0	50	-642
	Other Income	-4,992	-58	-27	0	-70	0	0	-5,147
		<b>18,793</b>	<b>-11,386</b>	<b>109</b>	<b>0</b>	<b>274</b>	<b>-1,142</b>	<b>-86</b>	<b>6,562</b>
<b>Public Health</b>	Expenditure	31,023	-286	0	0	0	0	0	30,737
	Recharge Income	-427	286	0	0	0	0	0	-141
	Grant income	-30,419	0	0	0	0	0	0	-30,419
	Other Income	-177	0	0	0	0	0	0	-177
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Strategic Measures and Contributions to/from Reserves</b>	Expenditure	33,919	530	0	0	3,400	-6,957	-530	30,362
	Recharge Income	-2,653	0	0	0	-2,541	702	0	-4,492
	Grant income	-15,777	-3,003	0	4,171	-600	0	0	-15,209
	Other Income	-2,079	0	0	0	-752	-345	0	-3,176
		<b>13,410</b>	<b>-2,473</b>	<b>0</b>	<b>4,171</b>	<b>-493</b>	<b>-6,600</b>	<b>-530</b>	<b>7,485</b>
<b>Net Operating Budget</b>		<b>424,581</b>	<b>0</b>	<b>1,745</b>	<b>4,171</b>	<b>-11,530</b>	<b>-1,591</b>	<b>0</b>	<b>417,376</b>

## Draft Revenue Budget 2016/17 Summary

		Budget 2015/16 £000	Permanent Virements Agreed in 2015/16 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2016/17 £000
General Government Grant	Grant income	-99,390	0	0	0	0	0	22,665	-76,725
Business Rates from District Councils	Other Income	-29,466	0	0	0	0	0	1,625	-27,841
Collection Fund Surpluses/Deficits	Other Income	-7,472	0	0	0	0	0	559	-6,913
<b>COUNCIL TAX REQUIREMENT</b>		<b>288,253</b>	<b>0</b>	<b>1,745</b>	<b>4,171</b>	<b>-11,530</b>	<b>-1,591</b>	<b>24,849</b>	<b>305,897</b>

	Expenditure	919,841	-39,087	2,025	0	-8,337	799	-19,567	855,674
	Recharge Income	-95,834	29,052	0	0	-1,214	-1,240	0	-69,236
	DSG income (*)	-262,644	1,427	0	0	0	0	17,609	-243,608
	Grant income	-177,242	2,168	0	4,171	-660	0	24,622	-146,941
	Other Income	-95,868	6,440	-280	0	-1,319	-1,150	2,185	-89,992
<b>COUNCIL TAX REQUIREMENT</b>		<b>288,253</b>	<b>0</b>	<b>1,745</b>	<b>4,171</b>	<b>-11,530</b>	<b>-1,591</b>	<b>24,849</b>	<b>305,897</b>

(\*) Notes

1. DSG = Dedicated Schools Grant.
2. The DSG and grant income budgets reflect the latest estimates for grant allocations in 2016/17. For CEF further changes will be required to reflect revised pupil numbers and academy conversions.

[References to the "Service and Resource Planning: Service Analysis 2015/16" publication have been added throughout this document to show the movement from 2015/16 to 2017/18.](#)

**Draft Revenue Budget 2016/17**  
**Children, Education & Families**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16  £000	Permanent Virements Agreed in 2015/16  £000	Inflation  £000	Function and Funding Changes  £000	Previously Agreed Budget Changes  £000	New Pressures & Savings  £000	Proposed Virements  £000	Budget 2016/17  £000
<b>CEF1</b>	<b>CEF1</b>	<b><u>EDUCATION &amp; LEARNING</u></b>									
CEF1-1	CEF1-1	Management & Central Costs (including admin and support service recharges)	expenditure recharge Income DSG income grant income income	2,960 0 -424 0 0	375 0 0 0 0	20 0 0 0 0	0 0 0 0 0	-250 0 0 0 0	0 0 0 0 0	-1 0 0 0 0	3,104 0 -424 0 0
CEF1-2	CEF1-2	Additional & Special Educational Needs	expenditure recharge Income DSG income grant income income	2,536 32,902 -113 -30,283 0 -643	375 403 -457 0 -1	20 18 0 0 0	0 0 0 0 0	-250 -1,121 0 0 0	0 0 0 0 0	-1 1,000 0 -988 0	2,680 33,202 -570 -31,271 0 -644
CEF1-4	CEF1-4	Education	expenditure recharge Income DSG income grant income income	1,863 9,820 -718 -4,809 -665 -1,830	-55 103 0 -159 0 0	18 14 0 0 0	0 0 0 0 0	-1,121 28 0 0 0	0 0 -422 0 0	12 -537 0 552 0	717 9,428 -1,140 -4,416 -665 -1,830
CEF1-5	CEF1-5	School Organisation & Planning (Including Home to School Transport recharge)	expenditure recharge Income DSG income grant income income	1,798 20,439 -138 -5,168 0 0	-56 23 0 160 0 0	14 35 0 0 0 0	0 0 0 0 0 0	28 -1,423 0 0 0 0	-422 1,796 -100 0 0 0	15 -918 0 918 0 0	1,377 19,952 -238 -4,090 0 0
	CEF1-3	Early Intervention (Moved to CEF2-7)	expenditure recharge Income DSG income grant income income	15,133 18,091 -53 -2,430 0 -374	183 -18,091 53 2,430 0 374	35 0 0 0 0 0	0 0 0 0 0 0	-1,423 0 0 0 0 0	1,696 0 0 0 0 0	0 0 0 0 0 0	15,624 0 0 0 0 0
				15,234	-15,234	0	0	0	0	0	0
		<b>SUBTOTAL EDUCATION &amp; LEARNING</b>		<b>36,564</b>	<b>-14,787</b>	<b>87</b>	<b>0</b>	<b>-2,766</b>	<b>1,274</b>	<b>26</b>	<b>20,398</b>



**Draft Revenue Budget 2016/17**  
**Children, Education & Families**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16  £000	Permanent Virements Agreed in 2015/16  £000	Inflation  £000	Function and Funding Changes  £000	Previously Agreed Budget Changes  £000	New Pressures & Savings  £000	Proposed Virements  £000	Budget 2016/17  £000
<b>CEF2</b>	<b>CEF2</b>	<b><u>CHILDREN'S SOCIAL CARE</u></b>									
CEF2-1	CEF2-1	Management & Central Costs (including admin and support service recharges)	expenditure recharge Income DSG income grant income income	3,769 -37 0 0 0	80 0 0 0 0	33 0 0 0 0	0 0 0 0 0	-201 0 0 0 0	1,349 0 0 0 0	19 0 0 0 0	5,049 -37 0 0 0
CEF2-3	CEF2-3	Social Care	expenditure recharge Income DSG income grant income income	3,732 28,305 -369 -1,770 -859 -301	80 -1,138 0 0 -26 0	33 86 0 0 0 0	0 0 0 0 0 0	-201 -323 0 0 0 0	1,349 1,168 0 0 0 0	19 -70 0 418 -322 0	5,012 28,028 -369 -1,352 -1,207 -301
CEF2-7		Early Intervention	expenditure recharge Income DSG income grant income income	25,006 0 0 0 0	-1,164 17,509 -53 -2,430 0 -374	86 99 0 0 0 0	0 0 0 0 0 0	-323 -1,829 0 0 0 0	1,168 0 0 0 0 0	26 -215 0 265 0 0	24,799 15,564 -53 -2,165 0 -374
-	CEF2-2	Corporate Parenting (Moved to CEF3-2)	expenditure recharge Income DSG income grant income income	0 15,373 -60 0 0 -48	14,652 1,347 0 0 0 0	99 94 0 0 0 0	0 0 0 0 0 0	-1,829 527 0 0 0 0	0 0 0 0 0 0	50 -17,341 60 0 0 48	12,972 0 0 0 0 0
-	CEF2-4	Safeguarding (Moved to CEF3-3)	expenditure recharge Income DSG income grant income income	15,265 1,178 -53 -64 0 -94	1,347 2 0 0 0 0	94 11 0 0 0 0	0 0 0 0 0 0	527 21 0 0 0 0	0 595 0 0 0 0	-17,233 -1,807 53 64 0 94	0 0 0 0 0 0
				967	2	11	0	21	595	-1,596	0

**Draft Revenue Budget 2016/17**  
**Children, Education & Families**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16 £000	Permanent Virements Agreed in 2015/16 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2016/17 £000
-	CEF2-5	Services for Disabled Children (Moved to CEF3-4)	expenditure	7,253	-12	37	0	3	32	-7,313	0
			recharge Income	-10	0	0	0	0	0	10	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				7,243	-12	37	0	3	32	-7,303	0
-	CEF2-6	Youth Offending Service (Moved to CEF3-5)	expenditure	1,512	-26	10	0	20	-100	-1,416	0
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	-680	0	0	0	0	0	680	0
			income	-333	19	0	0	0	0	314	0
				499	-7	10	0	20	-100	-422	0
		<b>SUBTOTAL CHILDREN'S SOCIAL CARE</b>		<b>52,712</b>	<b>14,900</b>	<b>371</b>	<b>0</b>	<b>-1,782</b>	<b>3,044</b>	<b>-26,459</b>	<b>42,786</b>
CEF3	CEF3	<b>CHILDREN SOCIAL CARE COUNTYWIDE SERVICES</b> (Changed Name to Children Social Care Countywide Services)									
CEF3-2	-	Corporate Parenting (Moved From CEF2-2)	expenditure	0	0	0	0	0	0	17,374	17,374
			recharge Income	0	0	0	0	0	0	-60	-60
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-48	-48
				0	0	0	0	0	0	17,266	17,266
CEF3-3	-	Safeguarding (Moved From CEF2-4)	expenditure	0	0	0	0	0	0	1,811	1,811
			recharge Income	0	0	0	0	0	0	-53	-53
			DSG income	0	0	0	0	0	0	-64	-64
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-94	-94
				0	0	0	0	0	0	1,600	1,600
CEF3-4	-	Services for Disabled Children (Moved From CEF2-5)	expenditure	0	0	0	0	0	0	7,324	7,324
			recharge Income	0	0	0	0	0	0	-10	-10
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	7,314	7,314

**Draft Revenue Budget 2016/17**  
**Children, Education & Families**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16 £000	Permanent Virements Agreed in 2015/16 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2016/17 £000
CEF3-5	-	Youth Offending Service (Moved From CEF2-6)	expenditure	0	0	0	0	0	0	1,280	1,280
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	-536	-536
			income	0	0	0	0	0	0	-314	-314
				0	0	0	0	0	0	430	430
-	CEF3-1	Management, Admin & Central Support Service Recharges  (Moved to create CEF5-1)	expenditure	487	-10	5	0	5	56	-543	0
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				487	-10	5	0	5	56	-543	0
	CEF3-2	Premature Retirement Compensation (PRC)  (Moved to create CEF5-2)	expenditure	3,916	-56	0	0	0	0	-3,860	0
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				3,916	-56	0	0	0	0	-3,860	0
-	CEF3-3	Joint Commissioning Recharge (Moved to create CEF5-3)	expenditure	1,505	0	0	0	-500	250	-1,255	0
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				1,505	0	0	0	-500	250	-1,255	0
		<b>SUBTOTAL CEF CENTRAL COSTS</b>		<b>5,908</b>	<b>-66</b>	<b>5</b>	<b>0</b>	<b>-495</b>	<b>306</b>	<b>19,352</b>	<b>25,010</b>

**Draft Revenue Budget 2016/17**  
**Children, Education & Families**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16 £000	Permanent Virements Agreed in 2015/16 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2016/17 £000
<b>CEF4</b>	<b>CEF4</b>	<b><u>SCHOOLS</u></b>									
CEF4-1	CEF4-1	Delegated Budgets	expenditure	226,074	0	0	0	0	0	-18,084	207,990
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-183,242	-1	0	0	0	0	15,749	-167,494
			grant income	-20,437	1	0	0	0	0	2,335	-18,101
			income	-22,395	0	0	0	0	0	0	-22,395
				0	0	0	0	0	0	0	0
CEF4-2	CEF4-2	Early Years Single Funding Formula (Nursery Education Funding)	expenditure	25,360	-1,267	0	0	0	0	905	24,998
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-25,360	1,267	0	0	0	0	-905	-24,998
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
CEF4-3	CEF4-3	Non-Delegated Schools Costs	expenditure	1,318	-232	0	0	0	-24	-1	1,061
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-778	160	0	0	0	0	0	-618
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				540	-72	0	0	0	-24	-1	443
CEF4-4	CEF4-4	Schools Support Service Recharges	expenditure	217	544	0	0	0	0	0	761
			recharge Income	616	-616	0	0	0	0	0	0
			DSG income	-833	-4,316	0	0	0	0	0	-5,149
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	-4,388	0	0	0	0	0	-4,388
CEF4-5	CEF4-5	Capitalised Repairs & Maintenance	expenditure	3,167	0	0	0	0	0	-1,600	1,567
			recharge Income	0	0	0	0	0	0	0	0
			DSG income	-3,167	0	0	0	0	0	1,600	-1,567
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
		<b>SUBTOTAL SCHOOLS</b>		<b>540</b>	<b>-4,460</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-24</b>	<b>-1</b>	<b>-3,945</b>

**Draft Revenue Budget 2016/17**  
**Children, Education & Families**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16 £000	Permanent Virements Agreed in 2015/16 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2016/17 £000
CEF5	-	<b><u>CHILDREN, EDUCATION &amp; FAMILIES</u></b> <b><u>(CEF) CENTRAL COSTS</u></b>									
CEF5-1	-	Management, Admin & Central Support Service Recharges  (Moved from CEF3-1)	expenditure recharge Income DSG income grant income income	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	546 0 0 0 0	546 0 0 0 0
CEF5-2	-	Premature Retirement Compensation (PRC)  (Moved from CEF3-2)	expenditure recharge Income DSG income grant income income	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	546 3,860 0 0 0	546 3,860 0 0 0
CEF5-3	-	Joint Commissioning Recharge (Moved from CEF3-3)	expenditure recharge Income DSG income grant income income	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	0 0 0 0 0	3,860 1,255 0 0 0	3,860 1,255 0 0 0
				0	0	0	0	0	0	1,255	1,255
		<b>SUBTOTAL CEF CENTRAL COSTS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,661</b>	<b>5,661</b>

			expenditure	403,646	-446	462	0	-5,043	5,122	-19,587	384,154
			recharge Income	-935	-1,073	0	0	0	-522	0	-2,530
			DSG income	-258,328	-2,889	0	0	0	0	17,609	-243,608
			grant income	-22,641	-25	0	0	0	0	2,157	-20,509
			income	-26,018	18	0	0	0	0	0	-26,000
		<b>BUDGET CONTROLLABLE BY DIRECTORATE</b>		<b>95,724</b>	<b>-4,415</b>	<b>462</b>	<b>0</b>	<b>-5,043</b>	<b>4,600</b>	<b>179</b>	<b>91,507</b>

**Draft Revenue Budget 2016/17**  
**Children, Education & Families**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16  £000	Permanent Virements Agreed in 2015/16  £000	Inflation  £000	Function and Funding Changes  £000	Previously Agreed Budget Changes  £000	New Pressures & Savings  £000	Proposed Virements  £000	Budget 2016/17  £000
		Non Negotiable Support Service Recharge	support service recharge expenditure	15,641	-11,253	0	0	0	0	0	4,388
			support service recharge income	0	11,325	0	0	0	0	0	11,325
			DSG income	-4,316	4,316	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		<b>TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGE</b>		<b>11,325</b>	<b>4,388</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,713</b>
			expenditure	<b>419,287</b>	<b>-11,699</b>	<b>462</b>	<b>0</b>	<b>-5,043</b>	<b>5,122</b>	<b>-19,587</b>	<b>388,542</b>
			recharge income	<b>-935</b>	<b>10,252</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-522</b>	<b>0</b>	<b>8,795</b>
			DSG income	<b>-262,644</b>	<b>1,427</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,609</b>	<b>-243,608</b>
			grant income	<b>-22,641</b>	<b>-25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,157</b>	<b>-20,509</b>
			income	<b>-26,018</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-26,000</b>
		<b>DIRECTORATE TOTAL</b>		<b>107,049</b>	<b>-27</b>	<b>462</b>	<b>0</b>	<b>-5,043</b>	<b>4,600</b>	<b>179</b>	<b>107,220</b>

**Draft Revenue Budget 2016/17**  
**Social & Community Services**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16 £000	Permanent Virements Agreed in 2015/16 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2016/17 £000
<b>SCS1</b>	<b>SCS1</b>	<b>ADULT SOCIAL CARE</b>									
SCS1-1E, SCS1-1A	SCS1-1E, SCS1-1A	Pooled Budget Contributions	Expenditure	71,255	-530	105	0	-1,684	-2,416	532	67,262
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				71,255	-530	105	0	-1,684	-2,416	532	67,262
SCS1-1BCD	SCS1-1BCD	Income	Expenditure	57	647	0	0	0	0	0	704
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				57	647	0	0	0	0	0	704
		<b>Subtotal Older People</b>		<b>71,312</b>	<b>117</b>	<b>105</b>	<b>0</b>	<b>-1,684</b>	<b>-2,416</b>	<b>532</b>	<b>67,966</b>
<b>SCS1-2</b>	<b>SCS1-2</b>	<b>Learning Disabilities</b>									
SCS1-2ABDE	SCS1-2ABDE	Learning Disabilities Non Pool Services	Expenditure	6,797	-2,120	36	0	-118	785	-1	5,379
			Recharge Income	-6,405	1,855	0	0	0	0	0	-4,550
			income	-5,481	5,463	0	0	0	0	-1	-19
				-5,089	5,198	36	0	-118	785	-2	810
SCS1-2C	SCS1-2C	Pooled Budget Contribution	Expenditure	73,953	-3,553	-89	0	-1,731	2,400	0	70,980
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				73,953	-3,553	-89	0	-1,731	2,400	0	70,980
		<b>Subtotal Learning Disabilities</b>		<b>68,864</b>	<b>1,645</b>	<b>-53</b>	<b>0</b>	<b>-1,849</b>	<b>3,185</b>	<b>-2</b>	<b>71,790</b>
<b>SCS1-3</b>	<b>SCS1-3</b>	<b>Mental Health</b>									
SCS1-3A	SCS1-3A	Non-Pool Services	Expenditure	850	0	10	0	10	0	1	871
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				850	0	10	0	10	0	1	871
SCS1-3B	SCS1-3B	Pooled Budget Contributions	Expenditure	8,112	0	11	0	0	0	0	8,123
			Recharge Income	0	0	0	0	0	0	0	0
			income	-53	0	0	0	0	0	-1	-54
				8,059	0	11	0	0	0	-1	8,069
		<b>Subtotal Mental Health</b>		<b>8,909</b>	<b>0</b>	<b>21</b>	<b>0</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>8,940</b>

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Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16 £000	Permanent Virements Agreed in 2015/16 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2016/17 £000
<b>SCS1-4</b>	<b>SCS1-4</b>	<b>Services For All Client Groups</b>									
SCS1-4A-M	SCS1-4A-M	Services For All Client Groups	Expenditure	6,317	-268	47	0	55	835	0	6,986
			Recharge Income	-2,082	0	0	0	0	0	0	-2,082
			Grant income	0	0	0	0	0	0	0	0
			income	-1,326	61	-2	0	0	0	0	-1,267
				2,909	-207	45	0	55	835	0	3,637
<b>SCS1-4I</b>	<b>SCS1-4I</b>	Housing Related Support	Expenditure	2,893	286	0	0	-500	0	0	2,679
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				2,893	286	0	0	-500	0	0	2,679
<b>SCS1-4N</b>		Funding for Adult Social Care to meet the increased cost of care including the cost of the National Living Wage	Expenditure	0	0	0	0	0	5,883	0	5,883
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	5,883	0	5,883
		<b>Subtotal Services for All Client Groups</b>		<b>5,802</b>	<b>79</b>	<b>45</b>	<b>0</b>	<b>-445</b>	<b>835</b>	<b>0</b>	<b>6,316</b>
<b>SCS1-5</b>	<b>SCS1-5</b>	<b>Physical Disabilities</b>									
SCS1-5A	SCS1-5A	Pooled Budget Contribution	Expenditure	12,027	-26	-15	0	-200	-50	0	11,736
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				12,027	-26	-15	0	-200	-50	0	11,736
SCS1-5B	SCS1-5B	Income	Expenditure	0	0	0	0	0	0	0	0
			Recharge Income	0	0	0	0	0	0	0	0
			income	-657	657	0	0	0	0	0	0
				-657	657	0	0	0	0	0	0
		<b>Subtotal Physical Disabilities</b>		<b>11,370</b>	<b>631</b>	<b>-15</b>	<b>0</b>	<b>-200</b>	<b>-50</b>	<b>0</b>	<b>11,736</b>
<b>SCS1-6</b>	<b>SCS1-6</b>	<b>Adult Social Care Recharges</b>									
SCS1-6	SCS1-6	Adult Social Care Recharges	Expenditure	145	0	0	0	0	0	-26	119
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				145	0	0	0	0	0	-26	119
		<b>Subtotal Adult Social Care Recharges</b>		<b>145</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-26</b>	<b>119</b>
		<b>ADULT SOCIAL CARE</b>		<b>166,402</b>	<b>2,472</b>	<b>103</b>	<b>0</b>	<b>-4,168</b>	<b>1,554</b>	<b>504</b>	<b>166,867</b>



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**Social & Community Services**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16 £000	Permanent Virements Agreed in 2015/16 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2016/17 £000
<b>SCS2</b>	<b>SCS2</b>	<b><u>JOINT COMMISSIONING</u></b>									
SCS2-1	-	Resource Management	Expenditure	0	0	0	0	0	0	200	200
			Recharge Income	0	0	0	0	0	0	-1,549	-1,549
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	-1,349	-1,349
SCS2-2	-	Leadership Team	Expenditure	0	0	0	0	0	0	518	518
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-89	-89
				0	0	0	0	0	0	429	429
SCS2-3	-	Strategy, Performance & Public Engagement	Expenditure	0	0	0	0	0	0	2,648	2,648
			Recharge Income	0	0	0	0	0	0	-35	-35
			income	0	0	0	0	0	0	-101	-101
				0	0	0	0	0	0	2,512	2,512
SCS2-4	-	Commissioning	Expenditure	0	0	0	0	0	0	3,463	3,463
			Recharge Income	0	0	0	0	0	0	-881	-881
			income	0	0	0	0	0	0	-138	-138
				0	0	0	0	0	0	2,444	2,444
SCS2-5	-	Oxfordshire Support Fund	Expenditure	0	0	0	0	0	0	63	63
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	63	63
-	SCS2-1 to SCS2-5	Joint Commissioning	Expenditure	6,719	509	61	0	90	-481	-6,898	0
			Recharge Income	-2,401	-64	0	0	0	0	2,465	0
			income	-326	0	-3	0	0	0	329	0
				3,992	445	58	0	90	-481	-4,104	0
-	SCS2-6	Oxfordshire Support Fund	Expenditure	444	-444	0	0	0	0	0	0
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				444	-444	0	0	0	0	0	0
		<b>TOTAL JOINT COMMISSIONING</b>		<b>4,436</b>	<b>1</b>	<b>58</b>	<b>0</b>	<b>90</b>	<b>-481</b>	<b>-5</b>	<b>4,099</b>

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**Social & Community Services**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16 £000	Permanent Virements Agreed in 2015/16 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2016/17 £000
<b>SCS3</b>	<b>SCS3</b>	<b>COMMUNITY SAFETY</b>									
SCS3-1	-	Fire & Rescue Service (Moved From SCS4-1)	Expenditure	0	0	0	0	0	0	22,850	22,850
			Recharge Income	0	0	0	0	0	0	-4	-4
			income	0	0	0	0	0	0	-879	-879
				0	0	0	0	0	0	21,967	21,967
SCS3-2	-	Emergency Planning (Moved From SCS4-2)	Expenditure	0	0	0	0	0	0	257	257
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	257	257
SCS3-3	-	Gypsy & Traveller Services (Moved from 2-2)	Expenditure	0	0	0	0	0	0	962	962
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-1,054	-1,054
				0	0	0	0	0	0	-92	-92
SCS3-4	-	Trading Standards (Moved from 2-3)	Expenditure	0	0	0	0	0	0	1,621	1,621
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	-290	-290
				0	0	0	0	0	0	1,331	1,331
-	SCS3-1	Gypsy & Traveller Services (Moved to SCS3-3)	Expenditure	950	351	3	0	8	0	-1,312	0
			Recharge Income	0	0	0	0	0	0	0	0
			income	-1,051	-351	-3	0	0	0	1,405	0
				-101	0	0	0	8	0	93	0
-	SCS3-2	Trading Standards (moved to SCS3-4)	Expenditure	2,243	-351	13	0	-12	-270	-1,623	0
			Recharge Income	0	0	0	0	0	0	0	0
			income	-640	351	-1	0	0	0	290	0
				1,603	0	12	0	-12	-270	-1,333	0
		<b>TOTAL COMMUNITY SAFETY</b>		<b>1,502</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>-4</b>	<b>-270</b>	<b>22,223</b>	<b>23,463</b>

**Draft Revenue Budget 2016/17**  
**Social & Community Services**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16 £000	Permanent Virements Agreed in 2015/16 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2016/17 £000
<b>SCS4</b>	<b>SCS4</b>	<b><u>FIRE AND RESCUE &amp; EMERGENCY PLANNING</u></b>									
-	SCS4-1	Fire & Rescue Service (Moved to SCS3-1)	Expenditure	22,832	0	180	0	-74	-410	-22,528	0
			Recharge Income	-4	0	0	0	0	0	4	0
			income	-521	0	-9	0	0	0	530	0
				22,307	0	171	0	-74	-410	-21,994	0
-	SCS4-2	Emergency Planning (Moved to SCS3-2)	Expenditure	272	0	2	0	-16	0	-258	0
			Recharge Income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				272	0	2	0	-16	0	-258	0
		<b>TOTAL FIRE AND RESCUE &amp; EMERGENCY PLANNING</b>		<b>22,579</b>	<b>0</b>	<b>173</b>	<b>0</b>	<b>-90</b>	<b>-410</b>	<b>-22,252</b>	<b>0</b>
		<b>TOTAL COMMUNITY SAFETY AND FIRE AND RESCUE</b>		<b>28,517</b>	<b>1</b>	<b>243</b>	<b>0</b>	<b>-4</b>	<b>-1,161</b>	<b>-34</b>	<b>27,562</b>
			Expenditure	215,866	-5,499	364	0	-4,172	6,276	469	213,304
			Recharge Income	-10,892	1,791	0	0	0	0	0	-9,101
			Grant income	0	0	0	0	0	0	0	0
			Income	-10,055	6,181	-18	0	0	0	1	-3,891
		<b>BUDGET CONTROLLABLE BY DIRECTORATE</b>		<b>194,919</b>	<b>2,473</b>	<b>346</b>	<b>0</b>	<b>-4,172</b>	<b>6,276</b>	<b>470</b>	<b>200,312</b>
		Non Negotiable Support Service Recharges	support service recharge expenditure	13,829	-13,829	0	0	0	0	0	0
			support service recharge income	0	13,829	0	0	0	0	0	13,829
			Grant income	0	0	0	0	0	0	0	0
			Income	0	0	0	0	0	0	0	0
		<b>TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES</b>		<b>13,829</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,829</b>
			Expenditure	229,695	-19,328	364	0	-4,172	6,276	469	213,304
			Recharge Income	-10,892	15,620	0	0	0	0	0	4,728
			Grant income	0	0	0	0	0	0	0	0
			Income	-10,055	6,181	-18	0	0	0	1	-3,891
		<b>DIRECTORATE TOTAL</b>		<b>208,748</b>	<b>2,473</b>	<b>346</b>	<b>0</b>	<b>-4,172</b>	<b>6,276</b>	<b>470</b>	<b>214,141</b>

The Pooled Budget Memorandum Accounts for Older People, Learning Disabilities and Physical Disabilities will be included in the budget book that will be considered by Council on 16 February 2016.

**Draft Revenue Budget 2016/15**  
**Environment & Economy**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16  £000	Permanent Virements Agreed in 2015/16  £000	Inflation  £000	Function and Funding Changes  £000	Previously Agreed Budget Changes  £000	New Pressures & Savings  £000	Proposed Virements  £000	Budget 2016/17  £000
<b>EE1</b>	<b>EE1</b>	<b><u>STRATEGY &amp; INFRASTRUCTURE</u></b>									
EE1-1 to EE1-5	EE1-1 to EE1-4	Strategy & Infrastructure	expenditure	10,979	439	62	0	-300	-425	-3	10,752
			recharge income	-869	18	0	0	0	0	0	-851
			grant income	-1,590	0	0	0	-60	0	0	-1,650
			income	-1,586	-457	-11	0	-245	-1,175	0	-3,474
				6,934	0	51	0	-605	-1,600	-3	4,777
EE1-6	EE1-6	Local Enterprise Partnership	expenditure	1,790	-1,290	0	0	0	0	250	750
			recharge income	0	0	0	0	0	0	0	0
			grant income	-1,790	1,290	0	0	0	0	-250	-750
			income	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0
EE1-7	EE1-5	Flood Defence Levy	expenditure	535	0	0	0	0	0	0	535
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				535	0	0	0	0	0	0	535
		<b>SUBTOTAL STRATEGY &amp; INFRASTRUCTURE</b>		<b>7,469</b>	<b>0</b>	<b>51</b>	<b>0</b>	<b>-605</b>	<b>-1,600</b>	<b>-3</b>	<b>5,312</b>
<b>EE2</b>	<b>EE2</b>	<b><u>COMMERCIAL SERVICES</u></b>									
EE2-1	EE2-1	Commercial Services Management	expenditure	-276	308	3	0	4	330	-96	273
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-95	0	0	0	0	0	0	-95
				-371	308	3	0	4	330	-96	178
<b>EE2-2</b>	<b>EE2-2</b>	<b>Property &amp; Procurement</b>									
EE2-21	EE2-21	Property & Procurement Management	expenditure	833	-126	2	0	-322	-50	-3	334
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				833	-126	2	0	-322	-50	-3	334
EE2-22	EE2-22	Property & Facilities Management	expenditure	26,931	93	117	0	-883	1,545	61	27,864
			recharge income	-8,439	-1	0	0	0	0	0	-8,440
			grant income	0	0	0	0	0	0	0	0
			income	-578	-100	-1	0	0	0	0	-679
				17,914	-8	116	0	-883	1,545	61	18,745

**Draft Revenue Budget 2016/15**  
**Environment & Economy**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16  £000	Permanent Virements Agreed in 2015/16  £000	Inflation  £000	Function and Funding Changes  £000	Previously Agreed Budget Changes  £000	New Pressures & Savings  £000	Proposed Virements  £000	Budget 2016/17  £000
EE2-23	EE2-23	Property Programme Office	expenditure	603	-67	0	0	0	0	0	536
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				603	-67	0	0	0	0	0	536
<b>EE2-2</b>	<b>EE2-2</b>	<b>Subtotal Property &amp; Procurement</b>		<b>19,350</b>	<b>-201</b>	<b>118</b>	<b>0</b>	<b>-1,205</b>	<b>1,495</b>	<b>58</b>	<b>19,615</b>
<b>EE2-3</b>	<b>EE2-3</b>	<b>Network &amp; Asset Management</b>									
EE2-31 to EE2-34	EE2-31 to EE2-34	Network & Asset Management	expenditure	13,145	180	173	0	809	-2,814	1	11,494
			recharge income	0	-715	0	0	0	0	0	-715
			grant income	0	0	0	0	0	0	0	0
			income	-1,200	43	-22	0	-100	-25	0	-1,304
				11,945	-492	151	0	709	-2,839	1	9,475
EE2-35	EE2-35	Countryside & Records	expenditure	2,252	7	10	0	22	0	0	2,291
			recharge income	-12	8	0	0	0	0	0	-4
			grant income	-242	0	0	0	0	0	0	-242
			income	-31	-110	-1	0	-52	0	-1	-195
				1,967	-95	9	0	-30	0	-1	1,850
EE2-36	EE2-36	On/Off Street Parking and Park & Rides	expenditure	4,850	0	30	0	6	0	0	4,886
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-5,847	0	-117	0	-100	0	0	-6,064
				-997	0	-87	0	-94	0	0	-1,178
<b>EE2-3</b>	<b>EE2-3</b>	<b>Subtotal Network &amp; Asset Management</b>		<b>12,915</b>	<b>-587</b>	<b>73</b>	<b>0</b>	<b>585</b>	<b>-2,839</b>	<b>0</b>	<b>10,147</b>
<b>EE2-4</b>	<b>EE2-4</b>	<b>Delivery</b>	expenditure	10,318	-683	5	0	96	-1,464	0	8,272
			recharge income	-778	763	0	0	0	0	0	-15
			grant income	0	0	0	0	0	0	0	0
			income	-364	150	-3	0	0	0	0	-217
				9,176	230	2	0	96	-1,464	0	8,040

**Draft Revenue Budget 2016/15**  
**Environment & Economy**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16  £000	Permanent Virements Agreed in 2015/16  £000	Inflation  £000	Function and Funding Changes  £000	Previously Agreed Budget Changes  £000	New Pressures & Savings  £000	Proposed Virements  £000	Budget 2016/17  £000
<b>EE2-5</b>	<b>EE2-5</b>	<b>Highways, Transport &amp; Waste</b>									
EE2-51A	EE2-51A	Waste Management	expenditure	25,319	0	284	0	296	800	-1	26,698
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-1,133	0	-22	0	0	0	0	-1,155
				24,186	0	262	0	296	800	-1	25,543
EE2-51B	EE2-51B	Supported Transport (including Integrated Transport Unit)	expenditure	31,704	35	155	0	-2,050	452	3	30,299
			recharge income	-17,286	-23	0	0	1,432	-1,420	0	-17,297
			grant income	-795	0	0	0	0	0	0	-795
			income	-1,421	373	-43	0	0	395	0	-696
				12,202	385	112	0	-618	-573	3	11,511
EE2-52	EE2-52	H&T Contract & Performance Mgt	expenditure	1,451	232	3	0	5	0	0	1,691
			recharge income	0	-35	0	0	0	0	0	-35
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				1,451	197	3	0	5	0	0	1,656
EE2-53	EE2-53	Area Stewards	expenditure	1,362	-45	10	0	15	0	0	1,342
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				1,362	-45	10	0	15	0	0	1,342
<b>EE2-5</b>	<b>EE2-5</b>	<b>Subtotal Highways, Transport &amp; Waste</b>		<b>39,201</b>	<b>537</b>	<b>387</b>	<b>0</b>	<b>-302</b>	<b>227</b>	<b>2</b>	<b>40,052</b>
<b>EE2-6</b>	<b>EE2-6</b>	<b>Major Infrastructure Delivery</b>	expenditure	0	300	7	0	8	0	-1	314
			recharge income	0	-170	0	0	0	0	0	-170
			grant income	0	0	0	0	0	0	0	0
			income	0	-150	0	0	0	0	0	-150
				0	-20	7	0	8	0	-1	-6
		<b>SUBTOTAL COMMERCIAL SERVICES</b>		<b>80,271</b>	<b>267</b>	<b>590</b>	<b>0</b>	<b>-814</b>	<b>-2,251</b>	<b>-37</b>	<b>78,026</b>

**Draft Revenue Budget 2016/15**  
**Environment & Economy**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16  £000	Permanent Virements Agreed in 2015/16  £000	Inflation  £000	Function and Funding Changes  £000	Previously Agreed Budget Changes  £000	New Pressures & Savings  £000	Proposed Virements  £000	Budget 2016/17  £000
<b>EE3</b>	<b>EE3</b>	<b><u>OXFORDSHIRE CUSTOMER SERVICES</u></b>									
EE3-1	EE3-1	Management Team	expenditure	450	-9	3	0	4	0	-6	442
			recharge income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-207	207	0	0	0	0	0	0
				243	198	3	0	4	0	-6	442
EE3-2	EE3-2	Education Support Services	expenditure	3,169	-628	7	0	28	0	19	2,595
			recharge income	-3,150	400	0	0	0	0	0	-2,750
			grant income	0	0	0	0	0	0	0	0
			income	-397	0	0	0	0	0	0	-397
				-378	-228	7	0	28	0	19	-552
EE3-3	EE3-3	ICT	expenditure	13,556	455	75	0	-387	0	-9	13,690
			recharge income	-974	-438	0	0	0	0	0	-1,412
			grant income	0	0	0	0	0	0	0	0
			income	-1,127	0	0	0	0	0	0	-1,127
				11,455	17	75	0	-387	0	-9	11,151
EE3-4	EE3-4	Business Development	expenditure	3,083	0	21	0	-3	0	-1	3,100
			recharge income	-348	-38	0	0	-105	0	0	-491
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				2,735	-38	21	0	-108	0	-1	2,609
EE3-5	EE3-5	Customer Service Centre	expenditure	2,961	-341	25	0	-124	0	0	2,521
			recharge income	-577	-46	0	0	0	0	0	-623
			grant income	0	0	0	0	0	0	0	0
			income	-279	14	-1	0	0	0	1	-265
				2,105	-373	24	0	-124	0	1	1,633
EE3-6	-	Cultural Services (Moved from CEO 4-5 and will be moved to EE3-6 in 2016/17)	expenditure	0	8,992	71	0	-90	-874	3	8,102
			recharge income	0	-78	0	0	0	0	0	-78
			grant income	0	0	0	0	0	0	0	0
			income	0	-1,015	-14	0	0	0	0	-1,029
				0	7,899	57	0	-90	-874	3	6,995

**Draft Revenue Budget 2016/15**  
**Environment & Economy**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16	Permanent Virements Agreed in 2015/16	Inflation	Function and Funding Changes	Previously Agreed Budget Changes	New Pressures & Savings	Proposed Virements	Budget 2016/17
				£000	£000	£000	£000	£000	£000	£000	£000
	EE3-6	Human Resources (including Adult Learning) (Moved to CEO2)	expenditure	6,469	-6,469	0	0	0	0	0	0
			recharge income	-934	934	0	0	0	0	0	0
			grant income	-3,906	3,906	0	0	0	0	0	0
			income	-455	455	0	0	0	0	0	0
				1,174	-1,174	0	0	0	0	0	0
	EE3-7	Operational Finance (Moved to CEO3)	expenditure	1,954	-1,954	0	0	0	0	0	0
			recharge income	-246	246	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-11	11	0	0	0	0	0	0
				1,697	-1,697	0	0	0	0	0	0
	EE3-8	Pensions, Procure to Pay (P2P) (Moved to CEO3)	expenditure	1,360	-1,360	0	0	0	0	0	0
			recharge income	-17	17	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	-878	878	0	0	0	0	0	0
				465	-465	0	0	0	0	0	0
		<b>SUBTOTAL OXFORDSHIRE CUSTOMER SERVICES</b>		<b>19,496</b>	<b>4,139</b>	<b>187</b>	<b>0</b>	<b>-677</b>	<b>-874</b>	<b>7</b>	<b>22,278</b>
					0	0	0	0	0	0	
			expenditure	164,798	-1,931	1,063	0	-2,866	-2,500	217	158,781
			recharge income	-33,630	842	0	0	1,327	-1,420	0	-32,881
			grant income	-8,323	5,196	0	0	-60	0	-250	-3,437
			income	-15,609	299	-235	0	-497	-805	0	-16,847
		<b>BUDGET CONTROLLABLE BY DIRECTORATE</b>		<b>107,236</b>	<b>4,406</b>	<b>828</b>	<b>0</b>	<b>-2,096</b>	<b>-4,725</b>	<b>-33</b>	<b>105,616</b>
		Non Negotiable Support Service Recharges	support service recharge								
			expenditure	7,090	2,297	0	0	0	0	0	9,387
			support service recharge								
			income	-37,745	4,710	0	0	0	0	0	-33,035
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		<b>TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES</b>		<b>-30,655</b>	<b>7,007</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-23,648</b>
		Expenditure		171,888	366	1,063	0	-2,866	-2,500	217	168,168
		Recharge Income		-71,375	5,552	0	0	1,327	-1,420	0	-65,916
		Grant income		-8,323	5,196	0	0	-60	0	-250	-3,437
		Income		-15,609	299	-235	0	-497	-805	0	-16,847
		<b>DIRECTORATE TOTAL</b>		<b>76,581</b>	<b>11,413</b>	<b>828</b>	<b>0</b>	<b>-2,096</b>	<b>-4,725</b>	<b>-33</b>	<b>81,968</b>



**Draft Revenue Budget 2016/17**  
**Corporate Services**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16 £000	Permanent Virements Agreed in 2015/16 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2016/17 £000
CEO1	CEO1	Chief Executive & Business Support	expenditure	848	102	3	0	-111	-431	-2	409
			recharge income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				848	102	3	0	-111	-431	-2	409
CEO2	CEO2	Human Resources (EE3-6 Moved into CEO2)	expenditure	2,741	2,503	32	0	261	-611	-42	4,884
			recharge income	0	-779	0	0	0	0	0	-779
			income	-3	-81	-1	0	0	0	0	-85
				2,738	1,643	31	0	261	-611	-42	4,020
CEO3	CEO3	Corporate Finance & Internal Audit (EE3-7 & EE3-8 Moved into CEO3)	expenditure	3,597	3,046	51	0	85	-100	-55	6,624
			recharge income	-287	-181	0	0	0	0	0	-468
			grant income	-50	0	0	0	0	0	50	0
			income	-368	-991	-2	0	0	0	0	-1,361
				2,892	1,874	49	0	85	-100	-5	4,795
CEO4	CEO4	Law & Culture (CEO4-5 Cultural Services moved to EE3-9)	expenditure	17,907	-9,057	42	0	114	0	-35	8,971
			recharge income	-1,938	78	0	0	0	0	0	-1,860
			grant income	-642	0	0	0	0	0	0	-642
			income	-4,621	1,014	-24	0	-70	0	0	-3,701
				10,706	-7,965	18	0	44	0	-35	2,768
CEO5	CEO5	Policy	expenditure	916	-32	8	0	-5	0	-2	885
			recharge income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
				916	-32	8	0	-5	0	-2	885
			expenditure	26,009	-3,438	136	0	344	-1,142	-136	21,773
			recharge income	-2,225	-882	0	0	0	0	0	-3,107
			grant income	-692	0	0	0	0	0	50	-642
			income	-4,992	-58	-27	0	-70	0	0	-5,147
		<b>BUDGET CONTROLLABLE BY DIRECTORATE</b>		18,100	-4,378	109	0	274	-1,142	-86	12,877
CEO6	CEO6	Corporate & Democratic Core	support service recharge								
			expenditure	2,141	0	0	0	0	0	0	2,141
			support service recharge								
			income	0	0	0	0	0	0	0	0
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		<b>CORPORATE &amp; DEMOCRATIC CORE</b>		2,141	0	0	0	0	0	0	2,141

**Draft Revenue Budget 2016/17**  
**Corporate Services**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16  £000	Permanent Virements Agreed in 2015/16  £000	Inflation  £000	Function and Funding Changes  £000	Previously Agreed Budget Changes  £000	New Pressures & Savings  £000	Proposed Virements  £000	Budget 2016/17  £000
		Non Negotiable Support Service	support service recharge expenditure	5,879	-5,232	0	0	0	0	0	647
			support service recharge income	-7,327	-1,776	0	0	0	0	0	-9,103
			grant income	0	0	0	0	0	0	0	0
			income	0	0	0	0	0	0	0	0
		<b>TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES</b>		-1,448	-7,008	0	0	0	0	0	-8,456
			expenditure	34,029	-8,670	136	0	344	-1,142	-136	24,561
			recharge income	-9,552	-2,658	0	0	0	0	0	-12,210
			grant income	-692	0	0	0	0	0	50	-642
			income	-4,992	-58	-27	0	-70	0	0	-5,147
		<b>DIRECTORATE TOTAL</b>		18,793	-11,386	109	0	274	-1,142	-86	6,562

**Draft Revenue Budget 2016/17**  
**Public Health**

Ref. 2016/17	Ref. 2015/16	Service Area		Budget 2015/16 £000	Permanent Virements Agreed in 2015/16 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2016/17 £000
PH1	PH1	LA Commissioning Responsibilities - Nationally Defined	Expenditure grant income recharge income income	14,728 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	14,728 0 0 0
		<b>SUBTOTAL LA COMMISSIONING RESPONSIBILITIES - NATIONALLY DEFINED</b>		<b>14,728</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,728</b>
PH2	PH2	LA Commissioning Responsibilities - Locally defined	expenditure grant income recharge income income	15,629 0 -427 -177	-287 0 286 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	15,342 0 -141 -177
		<b>SUBTOTAL LA COMMISSIONING RESPONSIBILITIES - LOCALLY DEFINED</b>		<b>15,025</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,024</b>
PH3	PH3	Public Health Recharges (Non Negotiable Support Service Recharges now shown separately)	expenditure grant income recharge income income	94 0 0 0	62 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	156 0 0 0
		<b>SUBTOTAL PUBLIC HEALTH RECHARGES</b>		<b>94</b>	<b>62</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>156</b>
PH4	PH4	Grant Income	expenditure recharge income grant income income	0 0 -29,847 0	0 0 -572 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 -30,419 0
		<b>SUBTOTAL GRANT INCOME</b>		<b>-29,847</b>	<b>-572</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-30,419</b>
			expenditure recharge income grant income income	30,451 -427 -29,847 -177	-225 286 -572 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	30,226 -141 -30,419 -177
		<b>BUDGET CONTROLLABLE BY DIRECTORATE</b>		<b>0</b>	<b>-511</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-511</b>
			support service recharge expenditure PH grant income	572 -572	-61 572	0 0	0 0	0 0	0 0	0 0	511 0
		<b>TOTAL NON NEGOTIABLE SUPPORT SERVICE RECHARGES</b>		<b>0</b>	<b>511</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>511</b>
			Expenditure Recharge Income Grant Income Income	31,023 -427 -30,419 -177	-286 286 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	30,737 -141 -30,419 -177
		<b>DIRECTORATE TOTAL</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Draft Revenue Budget 2016/17**  
**Strategic Measures**

		Budget 2015/16 £000	Permanent Virements Agreed in 2015/16 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2016/17 £000
<b><u>CAPITAL FINANCING</u></b>									
Principal	Expenditure	15,597				311	-374		15,534
Interest	Expenditure	18,171				303	-913		17,561
Net Interest on Balances (split income and expenditure)	Expenditure	533				335	-268		600
	Recharge Income	-2,653				-1,291	702		-3,242
	Other income	-2,079				-752	-345		-3,176
		-4,199	0	0	0	-1,708	89	0	-5,818
<b>SUBTOTAL CAPITAL FINANCING</b>		<b>29,569</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1,094</b>	<b>-1,198</b>	<b>0</b>	<b>27,277</b>
Contingency	Expenditure	4,029	530				-287	-530	3,742
Pensions Past Service Deficit Funding	Expenditure	830					-830		0
Recharge to Public Health	Recharge Income					-1,250			-1,250
<b><u>CONTRIBUTIONS TO/FROM BALANCES</u></b>									
General Balances	Expenditure	2,000							2,000
<b>SUBTOTAL CONTRIBUTIONS TO/FROM BALANCES</b>		<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000</b>
<b><u>CONTRIBUTIONS TO/FROM RESERVES</u></b>									
Reserves	Expenditure	-8,191				2,451	-3,335		-9,075
	Other income	0							0
		-8,191	0	0	0	2,451	-3,335	0	-9,075
Prudential Borrowing costs	Expenditure	950					-950		0
<b>SUBTOTAL CONTRIBUTIONS TO/FROM RESERVES</b>		<b>-7,241</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,451</b>	<b>-4,285</b>	<b>0</b>	<b>-9,075</b>

**Draft Revenue Budget 2016/17**  
**Strategic Measures**

		Budget 2015/16 £000	Permanent Virements Agreed in 2015/16 £000	Inflation £000	Function and Funding Changes £000	Previously Agreed Budget Changes £000	New Pressures & Savings £000	Proposed Virements £000	Budget 2016/17 £000
<b><u>UNRINGFENCED SPECIFIC GRANT INCOME</u></b>	Grant income	-15,777	-3,003		4,171	-600			-15,209
<b>TOTAL UNRINGFENCED SPECIFIC GRANT INCOME</b>		<b>-15,777</b>	<b>-3,003</b>	<b>0</b>	<b>4,171</b>	<b>-600</b>	<b>0</b>	<b>0</b>	<b>-15,209</b>
Strategic Measures	Expenditure	33,919	530	0	0	3,400	-6,957	-530	30,362
	Recharge Income	-2,653	0	0	0	-2,541	702	0	-4,492
	Grant Income	-15,777	-3,003	0	4,171	-600	0	0	-15,209
	Other income	-2,079	0	0	0	-752	-345	0	-3,176
<b>STRATEGIC MEASURES TOTAL</b>		<b>13,410</b>	<b>-2,473</b>	<b>0</b>	<b>4,171</b>	<b>-493</b>	<b>-6,600</b>	<b>-530</b>	<b>7,485</b>
<b><u>COUNCIL TAX COLLECTION FUND SURPLUSES/DEFICITS</u></b>	Other income	-7,472						559	-6,913
<b>TOTAL COLLECTION FUND SURPLUSES/DEFICITS</b>		<b>-7,472</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>559</b>	<b>-6,913</b>
<b><u>BUSINESS RATES FROM DISTRICT COUNCILS</u></b>	Other income	-30,334						693	-29,641
<b><u>BUSINESS RATES COLLECTION FUND SURPLUSES/DEFICITS</u></b>	Other income	868						932	1,800
<b>TOTAL BUSINESS RATES FROM DISTRICT COUNCILS</b>		<b>-29,466</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,625</b>	<b>-27,841</b>
<b><u>GENERAL GOVERNMENT GRANT INCOME</u></b>									
Revenue Support Grant	Grant income	-62,305						22,974	-39,331
Business Rates Top-Up	Grant income	-37,085						-309	-37,394
<b>TOTAL GENERAL GOVERNMENT GRANT INCOME</b>		<b>-99,390</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,665</b>	<b>-76,725</b>

**Draft Revenue Budget 2016/17**  
**Government Grant Details - 2016/17**

<b>Directorate</b>	<b>Estimate 2015/16</b>	<b>Estimate 2016/17</b>
	<b>£m</b>	<b>£m</b>
<u>Children, Education &amp; Families</u>		
Asylum (UASC & Post 18)	0.795	1.143
Dedicated Schools Grant	262.644	243.608
Education Funding Agency – Sixth Form and Bursary Funding	4.537	2.855
PE and Sport Grant 2014/15 (£1.013m payable in 2014/15 with a further instalment of £0.723m in April 2015)	0.723	0.000
PE and Sport Grant 2015/16	0.000	0.684
PE and Sport Grant 2016/17	0.000	0.800
Pupil Premium	10.149	8.481
Remand	0.064	0.064
Universal Infant Free School Meals	5.693	5.946
Unpaid Work Grant	0.000	0.000
Youth Justice Board	0.680	0.536
<b>Total Children, Education &amp; Families</b>	<b>285.285</b>	<b>264.117</b>

**Draft Revenue Budget 2016/17**  
**Government Grant Details - 2016/17**

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Directorate	Estimate 2015/16	Estimate 2016/17
	£m	£m
Skills Funding Agency - Adult Education	3.697	0.000
Education Funding Agency (Formerly the YPLA)	0.209	0.000
Regional Growth Fund - Oxford Innovation Business Support	0.896	0.000
Department for Business Innovation & Skills	0.250	0.250
C&EC (Careers & Employment Centre)	0.000	0.020
ERDF (European Regional Development Fund)	0.000	0.040
DCLG (Local Enterprise Partnership Funding)	0.500	0.500
City Deal Skills Grant	0.590	0.590
Local Sustainable Transport Fund Grant	1.000	1.000
Bus Service Operators Grant	0.795	0.795
Natural England	0.242	0.242
<b>Total Environment &amp; Economy</b>	<b>8.179</b>	<b>3.437</b>
<u>Chief Executive's Office</u>		
Counter Fraud Fund	0.050	0.000
Music (moved from Children, Education & Families in 2014/15)	0.642	0.642
<b>Total Chief Executive's Office</b>	<b>0.692</b>	<b>0.642</b>
<u>Public Health</u>		
Public Health Grant	30.419	30.419
<b>Total Public Health</b>	<b>30.419</b>	<b>30.419</b>

**Draft Revenue Budget 2016/17**  
**Government Grant Details - 2016/17**

Directorate	Estimate 2015/16	Estimate 2016/17
	£m	£m
<u>Strategic Measures</u>		
Fire Revenue Grant	0.288	0.288
Lead Local Flood Authority	0.112	0.000
Extended Rights to Free Travel	0.310	0.310
Troubled Families - Co-ordinator funding	0.200	0.200
New Homes Bonus	3.170	4.130
New Homes Bonus Adjustment Grant	0.210	0.158
Local Reform and Community Voice Grant	0.515	0.515
Care Act New Burdens Grant	3.368	0.000
Education Services Grant	5.365	4.365
Special Educational Needs Reform Grant	0.375	0.375
Section 31 Grant for Cap on Business Rates Top-up	0.541	0.541
Section 31 Grant for Cap on Business Rates and Other Reliefs	1.323	1.323
Independent Living Fund	0.000	3.003
Revenue Support Grant	62.305	39.331
Business Rates Top-Up	37.085	37.394
<b>Total Strategic Measures</b>	<b>115.167</b>	<b>91.933</b>
<b>Total Grants</b>	<b>439.742</b>	<b>390.548</b>



Division(s): N/A
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## **TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY FOR 2016/17**

**Report by the Chief Finance Officer**

### **Executive Summary**

1. The Treasury Management Strategy Statement, which incorporates the Annual Investment Strategy for 2016/17, complies with the requirements of relevant legislation, codes of practice and guidance.
2. The Council is required to approve Prudential Indicators for 2016/17, 2017/18 and 2018/19. Draft Prudential Indicators are set out at Appendix A. These are currently in draft form as they are dependent upon updates to the Capital Programme, the final indicators will be approved by Council on 16 February 2016.
3. The strategy for financing prudential borrowing during 2016/17 maintains the option to use temporary internal balances.
4. The Annual Investment Strategy for 2016/17 is based on an average base rate of 0.55% and assumes an average in-house return of 0.85%. The average cash balance for 2016/17 is forecast to be £297.6m, including externally managed funds. The list of proposed specified and non-specified investment instruments are set out in full in Appendices C and D respectively. The maximum maturity and duration limits for counterparties are currently determined by matrices based on Fitch credit ratings. The matrices proposed for 2016/17 and the full rationale for determining the credit worthiness of existing and potential counterparties is set out in paragraphs 70 to 85.
5. The Council intends to continue to place funds in pooled funds with the external fund managers. Further details are given in the section on External Funds.
6. The Council will continue to prioritise the security and liquidity of capital. The Council will aim to achieve investment returns that are commensurate with these priorities. To achieve this, the Treasury Management Strategy Team (TMST) will aim to maintain a balanced portfolio between longer term deposits with high credit quality counterparties and investments in liquid instruments and shorter term deposits with Money Market Funds (MMFs), local authorities and high credit quality financial institutions.
7. Revisions to the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management Code of Practice in 2011 following the granting of the general power of competence to local authorities in the Localism Act 2011

require the Council to state its policy on the use derivatives. This is set out in Policy on Use of Financial Derivatives.

8. The Council will continue to benchmark the performance of the Treasury Management function through membership of the CIPFA benchmarking club and the benchmarking undertaken by the Council's Treasury advisor Arlingclose. In-house performance will also continue to be benchmarked against 3-month London Interbank Bid Rate (LIBID).

## **Key Changes**

9. Paragraphs 34 and 35 set out updated base rate forecasts for 2016/17 – 2019/20 and updated target in-house returns for the same period. These rates have been incorporated into the strategic measures budget estimates.
10. Paragraph 42 sets out a reduction to the percentage of the debt portfolio which can be funded through internal borrowing. This has been reduced to 15% (from 25% in 2015/16) due to the forecast reduction in cash balances over the medium term.
11. Paragraph 68 proposes the removal of deposits with nationalised banks with government guarantee for wholesale deposits (requiring no minimum credit rating) from the list of specified investments. This reflects the government's partial sell off of shares held in nationalised banks. Deposits with nationalised banks will now be subject to the same credit rating criteria as term deposits with all other banks and building societies.
12. Section xi. in appendix A sets out a proposal to change how fixed and variable rate exposure indicators are calculated from 2016/17 – 2018/19. The proposal is to move from the existing percentage limits, based exposure as a proportion of net debt, to an upper cash limit. The proposed change is intended to provide more clarity in the way the indicator is presented, in addition to preventing the distortions experienced when using the previous percentage limit, which occurred at points when cash balances were high and net debt was subsequently very low.
13. Section xii. in appendix A sets out a proposal to reduce the upper limit on principle sums invested for longer than 364 days in 2016/17, further reducing in subsequent years. This reflects the forecast reduction in cash balances over the period, which will reduce the availability of cash for long term investment.

## Treasury Management Strategy Statement & Annual Investment Strategy for 2016/17

### Background

14. The Local Government Act 2003 and supporting regulations require the Council to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
15. The Act requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance issued subsequent to the Act). The Annual Investment Strategy sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
16. Treasury management is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
17. The proposed strategy for 2016/17 in respect of the following aspects of the treasury management function is based upon the views of the Council's Treasury Management Strategy Team (TMST)<sup>1</sup>, informed by market forecasts provided by the Council's treasury advisor, Arlingclose Limited. The strategy covers:
  - Treasury limits in force which limit the treasury risk and activities of the Council;
  - Treasury Management Prudential Indicators for 2016/17, 2017/18 and 2018/19;
  - the current treasury position;
  - prospects for interest rates;
  - the borrowing strategy;
  - the borrowing requirement and
  - the Annual Investment Strategy.
18. It is a statutory requirement for the Council to produce a balanced budget and to calculate its council tax requirement for each financial year to include the revenue costs that flow from capital financing decisions. This means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue caused by increased borrowing to finance additional capital expenditure (and any increases in running costs from new capital projects) are limited to a level which is affordable within the projected income of the Council for the foreseeable future.

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

### **Treasury Limits for 2016/17 to 2018/19**

19. It is a statutory duty, under section 3 (1) of the Local Government Act 2003, for the Council to determine and keep under review the amount it can afford to borrow. This amount is termed the 'Affordable Borrowing Limit' and is equivalent to the 'Authorised Borrowing Limit' as specified in the Prudential Code.
20. The Authorised Borrowing Limit requires the Council to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon future council tax levels is 'acceptable'.
21. Whilst termed an "Affordable Borrowing Limit" within the Act, the capital plans to be considered for inclusion incorporates financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

### **Prudential Indicators for 2016/17 to 2018/19**

22. The Prudential Code for Capital Finance in Local Authorities (2011) requires the Council to set and monitor against Prudential Indicators in the following categories:
  - Affordability
  - Prudence
  - Capital Expenditure
  - External Debt
  - Treasury Management

Further Treasury Management indicators are specified in the Code of Practice on Treasury Management (2011).

23. Prudential Indicators are set out in full at Appendix A to this strategy:
  - i. Gross debt and the Capital Financing Requirement
  - ii. Estimates of Capital Expenditure
  - iii. Ratio of Financing Costs to Net Revenue Stream
  - iv. Capital Financing Requirement
  - v. Incremental Impact of Capital Investment decisions
  - vi. Authorised Limit and Operational Boundary for External Debt
  - vii. Actual External Debt
  - viii. Adoption of the CIPFA Treasury Management in the Public Services Code of Practice
  - ix. Gross and net debt
  - x. Upper and lower limits to maturity structure of fixed rate borrowing
  - xi. Upper limits on fixed and variable rate interest exposures
  - xii. Upper limit to total of principal sums invested longer than 364 days

24. Prudential Indicators are reported to and monitored by the TMST on a regular basis and will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2015/16 and the Treasury Management Mid-Term Review 2016/17, which will be considered in July and November 2016 respectively.

### Forecast Treasury Portfolio Position

25. The Council's treasury forecast portfolio position for the 2016/17 financial year comprises:

	Principal £m	Average Rate %
<b>Opening External Debt Balance</b>		
PWLB	343.383	4.58%
Money Market Loans	50.000	3.94%
<b>TOTAL EXTERNAL DEBT</b>	<b>393.383</b>	
<b>2016/17 Average Cash Balance</b>		
Average In-House Cash	229.600	
Average Externally Managed	68.000	
<b>TOTAL INVESTMENTS</b>	<b>297.600</b>	

26. The average forecast cash balance is comprised of the following:

	Average Balance £m
Earmarked Reserves	60.5
Capital and Developer Contributions	118.5
General Balances	17.4
Cashflow and Working Capital Adjustments	86.7
Provisions and Deferred Income	14.5
<b>TOTAL</b>	<b>297.6</b>

### Prospects for Interest Rates

#### *Economic Background – Provided by Arlingclose*

27. Domestic demand has grown robustly, supported by sustained real income growth and a gradual decline in private sector savings. Low oil and commodity prices were a notable feature of 2015, and contributed to annual CPI inflation falling to 0.1% in October. Wages are growing at 3% a year, and the unemployment rate has dropped to 5.4%. Mortgage approvals have risen to over 70,000 a month and annual house price growth is around 3.5%. These factors have boosted consumer confidence, helping to underpin retail spending

and hence GDP growth, which was an encouraging 2.3% a year in the third quarter of 2015. Although speeches by the Bank of England's Monetary Policy Committee (MPC) members sent signals that some were willing to countenance higher interest rates, the MPC held policy rates at 0.5% for the 81st consecutive month at its meeting in November 2015. Quantitative easing (QE) has been maintained at £375bn since July 2012.

28. The outcome of the UK general election, which was largely fought over the parties' approach to dealing with the deficit in the public finances, saw some big shifts in the political landscape and put the key issue of the UK's relationship with the EU at the heart of future politics. Uncertainty over the outcome of the forthcoming referendum could put downward pressure on UK GDP growth and interest rates.
29. China's growth has slowed and its economy is performing below expectations, reducing global demand for commodities and contributing to emerging market weakness. US domestic growth has accelerated but the globally sensitive sectors of the US economy have slowed. Strong US labour market data and other economic indicators however suggest recent global turbulence has not knocked the American recovery off course. The Federal Reserve opted to raise policy rates at its meeting in December 2015. In contrast, the European Central Bank finally embarked on QE in 2015 to counter the perils of deflation.

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

30. The varying fortunes of different parts of the global economy are reflected in market indicators of credit risk. UK Banks operating in the Far East and parts of mainland Europe have seen their perceived risk increase, while those with a more domestic focus continue to show improvement. The sale of most of the government's stake in Lloyds and the first sale of its shares in RBS have generally been seen as credit positive.
31. Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the UK, USA and Germany. The rest of the European Union will follow suit in January 2016, while Australia, Canada and Switzerland are well advanced with their own plans. Meanwhile, changes to the UK Financial Services Compensation Scheme and similar European schemes in July 2015 mean that most private sector investors are now partially or fully exempt from contributing to a bail-in. The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Authority; returns from cash deposits however remain stubbornly low.

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

32. The Authority's treasury advisor Arlingclose projects the first 0.25% increase in UK Bank Rate in the third quarter of 2016, rising by 0.5% a year thereafter, finally settling between 2% and 3% in several years' time. Persistently low inflation, subdued global growth and potential concerns over the UK's position

in Europe mean that the risks to this forecast are weighted towards the downside (i.e. being less, rather than more likely to happen).

33. A shallow upward path for medium term gilt yields is forecast, as continuing concerns about the Eurozone, emerging markets and other geo-political events weigh on risk appetite, while inflation expectations remain subdued. Arlingclose projects the 10 year gilt yield to rise from its current 2.0% level by around 0.3% a year. The uncertainties surrounding the timing of UK and US interest rate rises are likely to prompt short-term volatility in gilt yields.

### *Treasury Management Strategy Team's View*

34. The Council's TMST, taking into account the advice from Arlingclose, market implications and the current economic outlook, have determined the rates to be included in the Strategic Measures budget for 2016/17 and over the medium term. The Bank Rate forecasts set out below represent the average rate for the financial year:

- 2016/17            0.55%
- 2017/18            0.85%
- 2018/19            1.15%
- 2019/20            1.55%

35. The TMST team has agreed that based on the current portfolio of deposits and market rates, the target in-house rate of return should be 0.85% in 2016/17, reducing to 20 basis points above the forecast average base rate for 2017/18 and 10 basis points above forecast average base rate for 2018/19 and 2019/20. The reduction in the size of the premium above base rate in later years reflects the forecast reduction in cash balances over the period. This will result in a reduction to the proportion of cash available for long term investment at higher rates, subsequently reducing the premium achievable. These rates have been incorporated into the strategic measures budget estimates:

- 2016/17            0.85%
- 2017/18            1.05%
- 2018/19            1.25%
- 2019/20            1.65%

## **Borrowing Strategy**

### *Arlingclose's View*

36. The Public Works Loan Board (PWLB) sets new borrowing rates at the gilt yield plus 1.00%. Arlingclose have forecast gilt yields as follows:
  - The 50 year gilt yield is expected to start the financial year at 2.50%, increasing gradually to 3.00% by December 2018.

- The 20 year gilt yield is expected to start the financial year at 2.50% rising to 2.95% by the end of the forecast in December 2018.
  - The 10 year gilt yield is expected to start the financial year at 2.05%, rising to 2.80% by December 2018.
  - The 5 year gilt yield is expected to start the financial year at 1.55% and to reach 2.35% by December 2018.
37. Arlingclose's forecasts have an upside variation range of between 40 and 60 basis points, and a downside variation range of between 25 and 125 basis points depending on the economic and political climate.

### *Treasury Management Strategy Team's View*

38. It is expected that the Bank Rate will remain low during 2016/17 and that there will continue to be a high "cost of carry"<sup>2</sup> associated with the long term borrowing compared to temporary investment returns. The TMST will continue to monitor the Council's debt portfolio and will consider debt repayment if it is in the Council's interest.
39. In April 2011 the Government replaced the 'credit approval' system for capital financing with direct provision of capital resources in the form of capital grant. This means that the Council only needs to borrow to finance prudential borrowing schemes. The Council's Capital Financing Strategy applies capital grants, developer contributions, capital receipts and revenue contributions to fund capital expenditure before using prudential borrowing. This means that the majority of the current capital programme is fully funded without the need to take up any new borrowing.
40. Financing the Council's borrowing requirement internally would reduce the cost of carry in the short term but there is a risk that the internal borrowing would need to be refinanced with external borrowing at a time when PWLB (or its successor) and market rates exceed those currently available. This could result in higher financing costs over the long term.
41. Internal borrowing is a short term financing solution as cash surpluses are temporary balances made up of creditors over debtors, earmarked reserves and capital reserves. As reserves are drawn down for their earmarked purpose internal borrowing will need to be replaced with external borrowing.
42. The Council's TMST have agreed that they should continue to have the option to fund new or replacement borrowing through internal borrowing. It is proposed that this be limited to 15% of the debt portfolio (reduced from 25% in 2015/16) due to the estimated reduction in cash balances over the medium term. Internal borrowing will have the effect of reducing some of the "cost of carry" of funding. Internal borrowing will also be used to finance prudential schemes.

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



43. If market conditions change during the 2016/17 financial year such that the policy to borrow internally is no longer in the short term or long term interests of the Council, the TMST will review the borrowing strategy and report any changes to Cabinet.
44. As the Accountable Body for Oxfordshire Local Enterprise Partnership (OxLEP), the Council will be required to prudentially borrow £36.5m on behalf of OxLEP for project funding. Based on current project spend forecasts, the majority of the borrowing will be required in 2017/18. The loans will be repaid through the retained business rates of OxLEP. This represents projects to be delivered by the Council. The TMST monitor interest rates and will consider forward borrowing on behalf of OxLEP in 2016/17 if it is determined to be cost-effective. This is consistent with the expectation that interest rates and Gilt yields will begin to rise over the period.
45. As part of the Local Growth Fund bids OxLEP were able to apply for the Public Works Loan Board (PWLB) project rate, at 40 basis points below the standard rate across all loan types and maturities in 2015/16. OxLEP were able to borrow up to £20m at this discounted rate in 2015/16 but this was not required. It is not yet clear if the OxLEP will have the opportunity to apply for this rate again in future Local Growth Fund rounds.
46. The Council's chief objective when borrowing money is to strike an appropriate balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.
47. The approved sources of long-term and short-term borrowing are:
- Public Works Loan Board and any successor body
  - UK local authorities
  - any institution approved for investments (see below)
  - any other bank or building society authorised by the Prudential Regulation Authority to operate in the UK
  - UK public and private sector pension funds
  - capital market bond investors
  - special purpose companies created to enable joint local authority bond issues.

### *Borrowing for the Capital Financing Requirement*

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

contribution reduces the CFR and effectively provides the resource to permanently finance the capital expenditure and reduce the Council's borrowing requirement by that amount. The Council's MRP Policy Statement sets out the methodology that the Council applies in its MRP calculation. The statement is agreed by Council each year in February alongside the budget and capital programme and is included at Appendix B. Cabinet is recommended to recommend to Council to approve the policy.

50. Under the Prudential Code, the Council must ensure that gross external borrowing does not, except in the short term, exceed the sum of the CFR in the previous year plus estimates of any increases to the CFR for the current and next two financial years. Where the gross debt is greater than the CFR the reasons for this should be clearly stated in the annual treasury management strategy. The Council's current position is set out below.
51. The Council's CFR is currently forecast to increase over the medium term financial plan. This is a result of the requirement to borrow on behalf of the Oxfordshire Local Enterprise Partnership discussed in paragraph 44.
52. The Council's external debt is also forecast to increase over the medium term financial plan as new external borrowing required for OxLEP projects is forecast to exceed the rate at which existing long term debt is repaid upon maturity.
53. The Council's external debt is forecast to exceed the CFR in 2016/17. The period for which external debt will exceed the CFR will be dependent on the timing of new borrowing for OxLEP projects, but current forecasts show that external debt and the CFR will align in 2017/18 and the medium term.

### *Borrowing Instruments*

54. The TMST's forecast for the period 2016/17 – 2019/20 for 20 and 50 year PWLB rates over the medium term are an average rate of 3.71% and 3.75% per year respectively.
55. In November 2012 the PWLB introduced the Certainty Rate which allows eligible Councils to borrow at a discounted rate of 0.20% below the advertised borrowing rate. Eligibility is established by the submission of an annual application form to the Department of Communities and Local Government. The Council has successfully applied and qualified for the rate for the period from 1 November 2015 to 31 October 2016.
56. An annual application will be made to renew eligibility for the Certainty Rate, in order to maintain the option should it be required.
57. The Council has historically set a maximum limit of 20% of the debt portfolio to be borrowed in the form of Lender's Option Borrower's Option (LOBOs). It is recommended that this remain as the limit for 2016/17. As at 30 November 2015, LOBOs represent 12.68% of the total external debt.

58. The Council has four £5m LOBO's with call options in 2016/17. Three of which have two call options in year, whilst one has a single call option. At each call date the lender may choose to exercise their option to change the interest rate payable on the loan. If the lender chooses to do so, the Council will evaluate alternative financing options before deciding whether or not to exercise the borrower's option to repay the loan or to accept the new rate offered. It is likely that if the rate is changed the debt will be repaid.

### **Annual Investment Strategy**

59. The Council has regard to the Office of the Deputy Prime Minister's Guidance on Local Government Investments ("the Guidance") issued in March 2004 and CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). It also has regard to the subsequent Communities and Local Government update to the Investment Guidance, Capital Finance Regulations and Minimum Revenue Provision Guidance issued in April 2010. The Council's investment priorities are:-

- The security of capital and
- The liquidity of its investments

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

### ***Investment Instruments***

62. Investment instruments identified for use in the 2016/17 financial year are set out at Appendices C and D under the 'Specified' and 'Non-Specified' Investment categories.
63. Guidance states that specified investments are those requiring "minimal procedural formalities". The placing of cash on deposit with banks and building societies 'awarded high credit ratings by a credit rating agency', the use of AAA rated Money Market Funds (MMFs) and investments with the UK Government and local authorities qualify as falling under this phrase as they form a normal part of day to day treasury management.
64. Money market funds (MMFs) will be utilised, but good treasury management practice prevails and whilst MMFs provide good diversification the council will also seek to diversify any exposure by using more than one MMF where practical. It should be noted that while exposure will be limited, the use of

MMFs does give the council exposure to institutions that may not be included on the approved lending list for direct deposits. This is deemed to be an acceptable risk due to the benefits of diversification. The Treasury team use an online portal to provide details of underlying holdings in MMFs. This enables more effective and regular monitoring of full counterparty risk.

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

#### **Changes to Instruments**

68. It is proposed that term deposits with nationalised banks with government guarantee for wholesale deposits, requiring no minimum credit rating, be removed from the list of specified investments. This reflects the government's partial sell off of shares held in nationalised banks. Deposits with nationalised banks will now be subject to the same credit rating criteria as term deposits with all other banks and building societies.
69. There are no other proposed changes to instruments for 2016/17.

#### ***Credit Quality***

70. The updated CIPFA Code of Practice on Treasury Management (2011) recommends that Councils have regard to the ratings issued by the three major credit rating agencies (Fitch, Moody's and Standard & Poor's) and to make decisions based on all ratings.
71. Whilst the Council will have regard to the ratings provided by all three ratings agencies, the Council uses Fitch ratings as the basis by which to set its minimum credit criteria for deposits and to derive its maximum counterparty limits. Counterparty limits and maturity limits are derived from the credit rating matrix as set out in the tables at paragraphs 82 and 83 respectively.
72. The TMST may further reduce the derived limits due to the ratings provided by Moody's and Standard & Poor's or as a result of monitoring additional indicators such as Credit Default Swap rates, share prices, Ratings Watch & Outlook notices from credit rating agencies and quality Financial Media sources.
73. Notification of any rating changes (or ratings watch and outlook notifications) by all three ratings agencies are monitored daily by a member of the Treasury

Management Team. Updates are also provided by the Council's Treasury Management advisors Arlingclose and reported to TMST.

74. Where a change in the Fitch credit rating places a counterparty on the approved lending list outside the credit matrix (as set out in tables at paragraphs 82 and 83), that counterparty will be immediately removed from the lending list.
75. Where a counterparty has been placed on Negative Watch or Outlook by any of three major credit rating agencies the counterparty's status on the approved lending list will be reviewed by the TMST and appropriate action taken.
76. The Authority defines "high credit quality" organisations as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher with the Fitch ratings agency.

### *Liquidity Management*

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

### *Lending Limits*

78. In addition to the limits determined by the credit quality of institutions, the TMST apply further limits to mitigate risk by diversification. These include:
  - Limiting the amount lent to banks in any one country (excluding the UK) to a maximum of 20% of the investment portfolio.
  - Limiting the amount lent to any bank, or banks within the same group structure to 10% of the investment portfolio.
79. Where the Council has deposits on instant access, this balance may temporarily exceed the 10% bank or group limit. However the limits as set out in paragraphs 82 and 83 will still apply.
80. Counterparty limits as set out in paragraphs 82 and 83, may be temporarily exceeded by the accrual and application of interest amounts onto accounts such as call accounts, money market funds or notice accounts. Where the application of interest causes the balance with a counterparty to exceed the

agreed limits, the balance will be reduced when appropriate, dependent upon the terms and conditions of the account and cashflow forecast.

81. Any changes to the approved lending list will be reported to Cabinet as part of the Financial Monitoring and Business Strategy Delivery Report.
82. The Council also manages its credit risk by setting counterparty limits. The matrix below sets out the maximum proposed limits for 2016/17. The TMST may further restrict lending limits dependent upon prevailing market conditions. BBB+ to BBB- ratings are included for overnight balances with the Council's bank, currently Lloyds Bank Plc. This is for practical purposes should the bank be downgraded.

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

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

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

**Other institutions included on the councils lending list**

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

**Structured Products**

85. As at 30 November 2015, the Council had no structured products within its investment portfolio. Structured products involve varying degrees of additional risk over fixed rate deposits, with the potential for higher returns. It is recommended that the authority maintain the option to use structured products up to a maximum of 10% of the investment portfolio. The Council will continue to monitor structured products and consider restructuring opportunities as appropriate.

**External Funds**

86. As at 30 November 2015, the Council had £67.7m invested in external funds (excluding MMFs). These funds have a variable net asset value which means that the value of the funds can decrease as well as increase depending on the performance of the instruments in the fund.
87. The Council uses external fund managers and pooled funds to diversify the investment portfolio through the use of different investment instruments, investment in different markets, and exposure to a range of counterparties. It is expected that these funds should outperform the Council's in-house investment performance over a rolling three year period. The Council will have no more than 50% of the total portfolio invested with external fund managers and pooled funds (excluding MMFs). This allows the Council to achieve diversification while limiting the exposure to funds with a variable net asset value.
88. In order to ensure appropriate diversification within externally managed and pooled funds these should be diversified between a minimum of two asset classes.
89. The performance of the pooled funds is monitored by the TMST throughout the year against the funds' benchmarks and the in-house investment returns.
90. The TMST will keep the external fund investments under review and consider alternative instruments and fund structures, to manage overall portfolio risk. It is recommended that authority to withdraw, or advance additional funds to/from external fund managers, continue to be delegated to the TMST.

## Investment Approach

91. Given the increased risk for short-term bank and building society deposits as a result of bail-in legislation, the Authority aims to diversify into more secure asset classes during 2016/17.
92. The weighted average maturity (WAM) of in-house deposits as at 30 November 2015 was 260 days. This was made up of £29.5m of instant access balances with a maturity of 1 day, and £271m of deposits with a WAM of 288 days.
93. The in-house WAM has increased from 177 days, reported on 30 November 2014. The longer WAM is partly a result of an increase to durations for bank and building society deposits on the Council's lending list, as well as a greater number of Local Authorities in the market for deposits in excess of a year. The longer WAM also reflects the continued extension to forecasts of the next increase in base rate, thus providing a greater degree of certainty in an ongoing environment of stagnant interest rates.
94. With continued uncertainty over the timing of a rise in base rate, the TMST will aim to maintain the balance between longer-term deposits with local authorities and short-term secured and unsecured deposits with high credit quality financial institutions. Money Market Funds will continue to be utilised for instant access cash. This approach will maintain a degree of certainty about the investment returns for a proportion of the portfolio, as well while also enabling the Treasury Management team to respond to any increases in interest rates in the short-term.
95. The Council maintain the option to invest directly in UK Government Gilts, T-bills, Certificates of Deposits and other Sovereign Bonds, use of such instruments remains dependent upon custody arrangements. If availability of acceptable credit worthy institutions is reduced, the Council may use the Debt Management Office Deposit Facility and will continue to prioritise security and liquidity of assets over investment returns.
96. It is proposed that any further changes required to the Annual Treasury Management Strategy & Annual Investment Strategy, continue to be delegated to the Chief Finance Officer in consultation with the Leader of the Council and Cabinet Member for Finance.

## Policy on Use of Financial Derivatives

97. Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment). The CIPFA Code (2011) requires authorities to clearly detail their policy on the use of derivatives in the annual strategy.



98. The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
99. Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
100. It is the view of the TMST that the use of standalone financial derivatives will not be required for Treasury Management purposes during 2016/17. The Council will only use derivatives after seeking expertise, a legal opinion and ensuring officers have the appropriate training for their use.

### **Performance Monitoring**

101. The Council will monitor its Treasury Management performance against other authorities through its membership of the CIPFA Treasury Management benchmarking club.
102. Arlingclose benchmark the performance of their clients against each other on a quarterly basis, looking at a variety of indicators including investment risk and returns.
103. The Council will benchmark its internal return against the 3 month London Interbank Bid Rate (LIBID) - the rate at which banks are willing to borrow from other banks.
104. Latest performance figures will be reported to the Audit & Governance Committee and Cabinet in the Treasury Management Outturn Report 2015/16, and the Treasury Management Mid-Term Review 2016/17, which will be considered in July and November 2016 respectively.

### **Investment Training**

105. All members of the Treasury Management Strategy Team are members of a professional accounting body. In addition, key Treasury Management officers receive in-house and externally provided training as deemed appropriate and training needs are regularly reviewed, including as part of the staff appraisal process.

### **Treasury Management Advisors**

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

procurement process in May 2013. The contract included an option to extend for up to one year, which the TMST have agreed will be exercised under existing terms. Under the contract the Council will receive specific advice on investment, debt and capital finance issues.

## **RECOMMENDATIONS**

**107. Cabinet are RECOMMENDED to RECOMMEND to Council to:**

- (a) approve the Prudential Indicators for 2016/17, 2017/18 and 2018/19 as set out in Appendix A;**
- (b) approve the Minimum Revenue Provision Policy for 2016/17 as set out in Appendix B;**
- (c) approve the Treasury Management Strategy Statement & Annual Investment Strategy 2016/17;**
- (d) continue to delegate the authority to withdraw or advance additional funds to/from external fund managers to the TMST;**
- (e) approve the continued delegation of changes required to the Annual Treasury Management Strategy Statement & Annual Investment Strategy to the Chief Finance Officer in consultation with the Leader of the Council and Cabinet Member for Finance;**
- (f) approve the Draft Treasury Management Policy Statement as set out at Appendix E.**

**LORNA BAXTER**  
Chief Finance Officer

Contact officer: Lewis Gosling – Financial Manager (Treasury Management)  
Contact number: 01865 323988

January 2016

## Appendix A

## Prudential Indicators 2016/17, 2017/18 and 2018/19

## i. Gross Debt and the Capital Financing Requirement

- i.i. This is a key indicator of prudence. In order to ensure that the medium term debt will only be for a capital purpose, the local authority should ensure that the gross debt does not, except in the short term, exceed the total of the capital financing requirement (CFR) in the preceding year plus the estimates of any additional increases to the capital financing requirement for the current and next two financial years.
- i.ii. The Chief Finance Officer reports that the Council's level of gross debt exceeded the CFR in 2014/15 and maintains a likelihood of doing so in 2015/16. The reasons for this are set out in paragraphs 50 to 53 of the Treasury Management Strategy. In 2016/17 onwards the level of gross debt and the CFR will align. This view takes into account current commitments, existing plans and the proposals in the approved budget.

Debt	31.03.16 Revised £m	31.03.17 Estimate £m	31.03.18 Estimate £m	31.03.19 Estimate £m
External Borrowing	393.383	385.383	392.383	400.383
Long Term Liabilities	24.791	23.870	22.879	21.812
Total Debt	418.354	409.253	415.262	422.195

## ii. Estimates of Capital Expenditure

- ii.i. The Council is required to make reasonable estimates of the total of capital expenditure that it plans to incur during 2016/17 and the following two financial years. The Council must also approve the actual expenditure for 2014/15 and revised expenditure for 2015/16.

	2014/15 Actual £m	2015/16 Estimate £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m
Capital Expenditure	95.409	136.291	141.696	145.910	108.720

	<b>Actual 2014/15 £m</b>	<b>Estimates</b>			
		<b>2015/16 £m</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>
Prudential Borrowing	0.373	9.492	25.273	28.057	22.929
Grants and Contributions	88.428	122.478	108.280	106.374	63.405
Capital Receipts	0.000	0.000	7.934	11.279	10.869
Revenue	6.607	4.321	0.209	0.200	0.200
Reserves	0.000	0.000	0.000	0.000	11.317
	<b>95.409</b>	<b>136.291</b>	<b>141.296</b>	<b>145.910</b>	<b>108.720</b>

ii.ii. The indicators have been based on the January 2016 capital programme which will be considered for approval by Council on 16 February 2016 with the Service & Resource Planning Report.

ii.iii. The capital expenditure figures for beyond 2016/17 will be able to be revised in twelve months' time.

### iii. The Ratio of Financing Costs to the Net Revenue Stream

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

<b>Year</b>	<b>Actual/ Estimate</b>	<b>Financing Cost £m</b>	<b>Net Revenue Stream £m</b>	<b>Ratio %</b>
2014/15	Actual	35.764	445.433	8.03%
2015/16	Estimate	31.514	440.358	7.16%
2016/17	Estimate	31.502	432.585	7.28%
2017/18	Estimate	31.406	428.021	7.34%
2018/19	Estimate	31.364	434.044	7.23%

iii.ii. Financing costs include interest payable on borrowing, interest and investment income and the amount required for the minimum revenue provision.

#### iv. The Capital Financing Requirement

- iv.i Estimates of the end of year Capital Financing Requirement for the Authority for the current and future years and the actual Capital Financing Requirement at 31 March 2015 that are recommended for approval are:

Year	Actual/Estimate	£m
2014/15	Actual	406.298
2015/16	Estimate	398.702
2016/17	Estimate	406.839
2017/18	Estimate	417.610
2018/19	Estimate	422.500

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

#### v. The Incremental Impact of Capital Investment Decisions

- v.i. This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax and Housing Rent levels. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.
- v.ii. The estimate of the incremental impact of capital investment decisions proposed in the Capital Programme, over and above capital investment decisions that have previously been taken by the Council are, for the Band D Council Tax:

Year	Actual/Estimate	£
2016/17	Estimate	-5.54
2017/18	Estimate	-9.97
2018/19	Estimate	-12.93

**vi. Authorised Limit and Operational Boundary for External Debt**

- vi.i. The Authority has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Authority and not just those arising from capital spending reflected in the CFR.
- vi.ii. The Authorised Limit sets the maximum level of external debt on a gross basis (i.e. excluding investments) for the Authority. It is measured on a daily basis against all external debt items on the Balance Sheet (i.e. long and short term borrowing, overdrawn bank balances and long term liabilities). This Prudential Indicator separately identifies borrowing from other long term liabilities such as finance leases. It is consistent with the Authority's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.
- vi.iii. The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).
- vi.iv. The Operational Boundary has been set on the estimate of the most likely, i.e. prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements.
- vi.v. The Operational Boundary links directly to the Authority's estimates of the CFR and estimates of other cashflow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

	<b>2015/16 probable outturn</b>	<b>2016/17 estimate</b>	<b>2017/18 estimate</b>	<b>2018/19 estimate</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Operational Boundary for external debt -</b>				
Borrowing	420.000	420.000	430.000	440.000
other long term liabilities	30.000	30.000	30.000	30.000
<b>TOTAL</b>	<b>450.000</b>	<b>450.000</b>	<b>460.000</b>	<b>470.000</b>
<b>Authorised Limit for external debt -</b>				
Borrowing	430.000	430.000	440.000	450.000
other long term liabilities	35.000	35.000	35.000	35.000
<b>TOTAL</b>	<b>465.000</b>	<b>465.000</b>	<b>475.000</b>	<b>485.000</b>

**vii. Actual External Debt**

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

<b>Total External Debt as at 31.03.15</b>	<b>£m</b>
External Borrowing	399.383
Financing Liability	25.678
<b>Total</b>	<b>425.061</b>

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

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

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

**ix. Gross and net debt**

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

**Upper Limit of net debt:**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Net Debt / Gross Debt	70%	70%	70%	70%

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

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

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

<b>Maturity structure of fixed rate borrowing during 2016/17</b>	<b>Lower Limit %</b>	<b>Upper Limit %</b>
Under 12 months	0	20
12 months and within 24 months	0	25
24 months and within 5 years	0	35
5 years and within 10 years	5	40
10 years and above	50	95

#### **xi. Upper limits on fixed and variable rate interest exposures**

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

##### Fixed interest rate exposure

- xi.ii The Authority previously calculated this limit as a percentage, based on net principal outstanding sums, (i.e. fixed rate debt net of fixed rate investments, divided by total debt net of total investments). This method often led to a lack of clarity and was easily distorted at times when cash balances were high and net debt was subsequently very low.
- xi.iii Following consultation with The Council's treasury advisors Arlingclose it is proposed that from 2016/17 the fixed interest rate exposure limit is calculated as an upper cash limit, as opposed to a percentage limit. Net fixed interest rate exposure will therefore be measured as total fixed rate debt, net of total fixed rate investments.
- xi.iv Limits in the table below have been set to reflect the current low interest rate environment and the view of the TMST and Arlingclose that future path in base rate will be upwards. The limits set out offer the Council protection in a rising interest rate environment by allowing the majority of the debt portfolio to be held at fixed interest rates, thus not subjecting the Council to rising debt interest.

##### **Upper limit for fixed interest rate exposure:**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
Net principal re fixed rate borrowing / investments	150%	£350m	£350m	£350m

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

##### Variable interest rate exposure



- xi.vi The upper limit for variable rate exposure has been set to ensure that the Authority is not exposed to interest rate rises which could adversely impact on the revenue budget. The Authority previously calculated this limit as a percentage, based on net principal outstanding sums, (i.e. variable rate debt net of variable rate investments, divided by total debt net of total investments).
- xi.vii It is proposed that the upper limit for variable rate exposure is also changed to an upper cash limit, as opposed to the previous percentage limit. Net variable interest rate exposure will therefore be measure as total variable rate debt, net of total variable rate investments.
- xi.viii As with the fixed rate exposure limits, the variable rate exposure limits set offer the council protection in a rising interest rate environment. This is achieved by ensuring variable rate debt is lower than variable rate investments, which would result in a net benefit if interest rates were to increase.
- xi.ix Interest rate exposure limits will be amended in future years to reflect any changes to the forecast trajectory of interest rates.

**Upper limit for variable rate exposure:**

	2015/16	2016/17	2017/18	2018/19
Net principal re variable rate borrowing / investments	25%	£0	£0	£0

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

- xii.i The purpose of this limit is to contain exposure to the risk of loss that may arise as a result of the Authority having to seek early repayment of the sums invested.
- xii.ii It is proposed that the limit reduce to £100m in 2016/17 and reduce in subsequent years thereafter. This is to reflect the forecast reduction to in-house cash balances over the period. The average in-house cash balance for 2014/15 was just under £350m.

	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m
Upper limit on principal sums invested longer than 364 days	150	100	85	75

## Appendix B

**Minimum Revenue Provision Policy Statement for 2016/17****Introduction**

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

**Options for Prudent Provision**

5. Guidance on the legislation sets out a number of options for making 'prudent provision'. Options 1 and 2 relate to Government supported borrowing. Options 3 and 4 relate to new borrowing under the Prudential system for which no Government support is being given and is therefore self-financed. Authorities are able to use any of the four options for MRP. The options are explained below.

*Option 1 - Regulatory Method*

6. This is the current method, and for debt supported by Revenue Support Grant (RSG), authorities can choose to continue to use the formula. This is calculated as 4% of the council's general fund capital financing requirement, adjusted for smoothing factors from the transition to the prudential capital financing regime in 2003.

### *Option 2 – Capital Financing Requirement (CFR) Method*

7. Option 2 differs from Option 1 only in that the smoothing factors are removed. This is a simpler calculation; however for most authorities including Oxfordshire, it would result in a higher level of provision than Option 1.

### *Option 3 – Asset Life Method*

8. For new borrowing under the Prudential system, Option 3 is to make provision in equal instalments over the estimated life of the asset for which the borrowing is undertaken or the alternative is the annuity method which has the advantage of linking MRP the flow of benefits from an asset where the benefits are expected to increase in later years. As with the existing scheme of MRP, provision for the debt will normally commence in the financial year following the one in which the expenditure is incurred. There is however one exception to this rule under Option 3. In the case of the construction of a new building or infrastructure, MRP would not have to be charged until the new asset came into service. The MRP 'holiday' would perhaps be two or three years in the case of major projects and could make them more affordable.

### *Option 4 – Depreciation Method*

9. For new borrowing under the Prudential system, Option 4 is to make MRP in accordance with the standard rules for depreciation accounting.

## **MRP Methodology Statement**

10. The policy already in place in the Council is reflected in Options 1 and 3; consequently the statement requiring approval by Council is a confirmation of existing practice and continuation of the policy approved by Council in June 2008. The Council is recommended therefore to approve the following statement:
11. For capital expenditure incurred before 1 April 2008 or which in the future will relate to Supported Capital Expenditure, the MRP policy will be based on existing regulations (Option 1 – Regulatory Method).
12. From 1 April 2008, for all unsupported borrowing, the MRP policy will be based on the estimated life of the assets for which the borrowing is undertaken (Option 3 – Asset Life Method or Annuity Method).
13. In the case of finance leases and on-balance sheet Private Finance Initiative (PFI) type contracts, the MRP requirement will be regarded as being met by a charge equal to the element of the rent/charge that goes to write-down the balance sheet liability, including the retrospective element in the first year (Option 3 in modified form).
14. The major proportion of the MRP for 2016/17 will relate to the more historic debt liability that will continue to be charged at the rate of 4%, in accordance

with Option 1 of the guidance. Certain expenditure reflected within the debt liability at 31 March 2016 will be subject to MRP under Option 3, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

## Appendix C

## Specified Investments

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

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

## Appendix D

## Non-Specified Investments

<b>Investment Instrument</b>	<b>Minimum Credit Criteria</b>	<b>Use</b>	<b>Max % of total Investments</b>	<b>Max Maturity Period</b>
Debt Management Agency Deposit Facility (maturities in excess of 1 year) <sup>4</sup>	N/A	In-house and Fund Managers	50%	3 years
Term Deposits – UK Government (maturities in excess of 1 year)	N/A	In-house	50%	3 years
Term Deposits – other Local Authorities (maturities in excess of 1 year)	N/A	In-house	50%	3 years
Term Deposits – Banks and Building Societies (maturities in excess of 1 year)	Fitch short-term F1+, Long-term AA-	In-house and Fund Managers	50% in-house;  100% External Funds	3 years
Structured Products (e.g. Callable deposits, range accruals, snowballs, escalators etc)	Fitch short-term F1+, Long-term AA-	In-house and Fund Managers	50% in-house;  100% External Funds	3 years
UK Government Gilts with maturities in excess of 1 year	AAA	In-house and Fund Managers	50% in-house;  100% External Funds	5 years in-house, 10 years fund managers
Bonds issued by Multilateral development banks	AAA	In-house and Fund Managers	50% in-house;  100% External Fund	5 years in-house, 10 years fund managers

<sup>4</sup> Debt Management Agency Deposit Facility currently limit deposits to 6 months. The ability to deposit in excess of 1 year is retained if such deposits become available.

<b>Investment Instrument</b>	<b>Minimum Credit Criteria</b>	<b>Use</b>	<b>Max % of total Investments</b>	<b>Max Maturity Period</b>
Bonds issued by a financial institution which is guaranteed by the UK Government	AAA	In-house and Fund Managers	50% in-house; 100% External Fund	5 years in-house, 10 years fund managers
Supranationals	N/A	In-house and Fund Managers	50% in-house; 100% of External Fund	5 years in-house, 30 years fund managers
Money Market Funds and Collective Investment Schemes <sup>5</sup> but which are not credit rated	N/A	In-house and Fund Managers	50% In-house; 100% External Funds	Pooled Funds do not have a defined maturity date
Sovereign Bond Issues	AAA	In-house on a buy and hold basis. Fund Managers	50% in-house; 100% External Funds	5 year in-house, 30 years fund managers
Reverse Repurchase Agreements - maturity in excess of 1 year, or/and counterparty not of high credit quality.	Determined by TMST	In-house and Fund Managers	50% in-house; 100% External Funds	3 years, 10 years fund managers
Covered Bonds	A-	In-house and Fund Managers	50% in-house; 100% External Funds	3 years, 10 years fund managers
Registered Providers	A-	In-house	50% In-house	3 years

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

<sup>5</sup> Pooled funds which meet the definition of a collective investment scheme as defined in SI 2004 No 534 and SI 2007 No 573.



## TREASURY MANAGEMENT POLICY STATEMENT

1. Oxfordshire County Council defines its treasury management activities as:  
 "The management of the organisation's cash flows; its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
2. Oxfordshire County Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.
3. Oxfordshire County Council acknowledges that effective treasury management will provide support towards achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management and to employing suitable performance measurement techniques, within the context of effective risk management.
4. The Council's borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt.
5. The Council's primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Authority's investments followed by the yield earned on investments remain important but are secondary considerations.
6. The manner in which Oxfordshire County Council will seek to achieve these objectives and the arrangements for managing and controlling treasury management activities is prescribed in the treasury management practices which support this policy statement.
7. Responsibility for the implementation and monitoring of the Council's treasury management policies and practices are vested in the Council. The officer responsible for the execution and administration of treasury management decisions is the Chief Finance Officer, who will act in accordance with this Policy Statement, Treasury Management Practices and CIPFA's Standard of Professional Practice on Treasury Management.



8. The Council nominates the Audit & Governance Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.
9. Council will receive reports on treasury management policies, practices and activities including as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close.

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**2016/17 risk assessment for determining appropriate level of balances**

Area of risk	£m	Explanation of risk/justification of balances
Emergencies	0.9	Expenditure below Bellwin Scheme threshold
Directorate overspends and non-achievement of planned savings	8.3	Risk that directorates will overspend due to unforeseen pressures, demography, demand or non-achievement of planned savings (based on a 2% adverse variance)
Business rates	1.5	5% adverse variation to District Councils' estimates, due to inaccuracy or under estimation of successful appeals
Contingent liabilities & insurance risk	2.1	Possible liabilities for which no provision has been made or funding set aside in an earmarked reserve (0.25% of gross expenditure or minimum to meet quantified contingent liabilities)
Major contracts	4.8	Risk of contractors failing, mis-specification, or non-delivery plus contract costs increase by more than allowed for in the budget (1.5% of annual value of contracts)
<b>Total 2016/17</b>	<b>17.6</b>	
<b>Total 2015/16</b>	<b>17.4</b>	

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### Estimated Balances and Reserves 2015/16 to 2019/20

The table below provides an analysis of estimated general balances and earmarked reserves for 2015/16 to 2019/20. The estimate for 2015/16 has been updated from the position set out in the Financial Monitoring report to Cabinet in December 2015

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
<b>General Balances</b>				
Estimated Balances at start of year	22,247	17,517	17,517	17,517
Planned Contributions to Balances (per MTFP)	2,000	2,000	2,000	2,000
<b>Total Balances at Start of Year</b>	<b>24,247</b>	<b>19,517</b>	<b>19,517</b>	<b>19,517</b>
Estimated Use of Balances in Year	-7,921	-2,000	-2,000	-2,000
Estimated Contribution to Balances in Year	1,191			
<b>Net Use of Balances in Year</b>	<b>-6,730</b>	<b>-2,000</b>	<b>-2,000</b>	<b>-2,000</b>
<b>Estimated Balances at end of year</b>	<b>17,517</b>	<b>17,517</b>	<b>17,517</b>	<b>17,517</b>
<b>Earmarked Reserves</b>				
Estimated School Reserves at start of year	21,919	20,943	18,329	15,756
Estimated Reserves at start of year	89,747	70,847	46,079	48,816
<b>Estimated Total Reserves at start of year</b>	<b>111,666</b>	<b>91,790</b>	<b>64,408</b>	<b>64,572</b>
Estimated Use of (-) / Additions to (+) School Reserves in Year	-976	-2,614	-2,573	-3,191
Estimated Use of (-) / Additions to (+) Reserves in Year	-18,900	-24,768	2,737	-12,585
Estimated School Reserves at end of year	20,943	18,329	15,756	12,565
Estimated Reserves at end of year	70,847	46,079	48,816	36,231
<b>Estimated Total Reserves at end of year</b>	<b>91,790</b>	<b>64,408</b>	<b>64,572</b>	<b>48,796</b>

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### Provisional 2016/17 Dedicated Schools Grant allocation

	Early Years Block £000	Schools Block £000	High Needs Block £000	Total DSG £000
2016/17 Initial Baseline	32,927	352,068	50,936	435,930
Funding for Newly Qualified Teacher (NQT) Induction / Quality Assurance		116	2	118
<b>Total Provisional DSG 2016/17 per Department for Education (DfE)</b>	<b>32,927</b>	<b>352,184</b>	<b>50,938</b>	<b>436,048</b>
Deductions for high needs places funded directly by EFA			-6,412	-6,412
<b>Provisional Funding Block Totals 2016/17 as at 17 December 2015</b>	<b>32,927</b>	<b>352,184</b>	<b>44,526</b>	<b>429,636</b>
less estimated recoupment from Schools Block		-186,028		-186,028
Transfer from Schools to High Needs block re secondary schools top up		-1,590	1,590	0
Transfer from Schools to Early Years block re premises (agreed by Schools Forum)	432	-432		0
<b>Provisional Funding Block Totals and DSG Receipts 2016/17</b>	<b>33,359</b>	<b>164,134</b>	<b>46,116</b>	<b>243,608</b>

#### Notes:

1. Funding for disadvantaged two year olds of £3.537m is included in the provisional DfE baseline and will be confirmed in June 2016 following the January 2016 census, and will be based on participation. The hourly rate is £5.15 for 2016/17.

2. Provisional Early Years Pupil Premium of £0.404m is included in the Early Years Block of DSG. This will be updated to reflect the Early Years and Schools Census in January 2016.

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## Virement Rules 2016/17

### Introduction

1. The Council's budget is the financial expression of its plans and policies. The virement process allows budgets to be adjusted to reflect changes in those plans and policies throughout the financial year. The use of virements is intended to enable directorates to manage budgets with a degree of flexibility while at the same time ensuring that these remain consistent with the overall policy framework determined by Council.
2. Under the Constitution the Council is required to specify the extent of virement within the approved budget which may be undertaken by the Cabinet or delegated to officers. Any other changes to the budget are reserved to the Council, other than any changes necessary to ensure compliance with the law, ministerial direction or government guidance.
3. Virement for these purposes is taken to include:
  - the transfer of budget provision between budget heads as set out in the budget approved by Council in February 2016;
  - changes to gross income and gross expenditure<sup>1</sup>;
  - transfer of funds from corporate reserves;
  - the transfer of funds from balances by way of a supplementary estimate.
4. Temporary virements only affect the current financial year. Permanent virements affect the current financial year and all future financial years.

### Exceptions to the virement rules

#### Decisions resulting in Virements

5. Where a decision by Council or Cabinet has already specified that temporary or permanent virements will result, no further approval is required. The virements should be first agreed and then actioned by the relevant budget holders and managers affected. If there are disagreements, an arbitration process will be led by the Chief Finance Officer.
6. Similarly, organisational restructuring virements that do not change the service provision, only the location of the budget, do not require formal approval.

#### Changes to Grant Funding

7. Ringfenced grant funding has to be used for the specified purpose. Virements to update income and expenditure budgets to match the grant notification provided by the relevant body can be actioned without further approval. The change and the overall updated grant allocation will be noted

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

in the Ringfenced Government Grants annex of the following Financial Monitoring Report to Cabinet.

8. This exception does not include non – ringfenced grant funding which is held corporately as part of Strategic Measures. Where additional non – ringfenced grant funding is notified during the year, approval to allocate additional expenditure budgets is required as set out below.

### **Virements requiring Council approval**

9. Council agree the budget for the forthcoming financial year in February each year. The approval of Council is required for any subsequent virement which:
- a) Is a permanent virement and involves a major change in policy<sup>2</sup>; or
  - b) Involves the one-off transfer of funds of £1.000m or more between revenue and capital budgets; or
  - c) Is a temporary virement, involves a major change in policy and is for £1.000m or more; or
  - d) Is a request to allocate expenditure budget of £1.000m or more funded by additional non-ringfenced grant funding notified during the year; or
  - e) Where in the opinion of the Chief Finance Officer a Council decision is required.

The Chief Finance Officer must consider if virements involve a major change in policy.

10. These provisions are reviewed annually as part of the budget setting process.

### **Virements for which the Cabinet is responsible**

11. Virements that are not the responsibility of the Council become the Cabinet's responsibility. Cabinet must consider:
- a) Any permanent virement worth £0.500m or more that does not involve a major change in policy;
  - b) Any temporary virement that involves:
    - i. A major change of policy and is worth £0.500m or more but less than £1.000m; or
    - ii. No major change of policy and is worth £0.500m or more; or
    - iii. A one-off transfer of funds between revenue and capital budgets and is worth £0.500m or more but less than £1.000m.

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

- c) Any requests to allocate expenditure budget of less than £1.000m funded by additional non - ringfenced grant funding notified during the year;
- d) Any delegated virements that the relevant Cabinet member has concerns about that have been referred to the Cabinet for approval or where in the opinion of the Chief Finance Officer a Cabinet decision is required.

### **Virements delegated by the Cabinet**

12. Cabinet delegates responsibility for the remaining permanent and temporary virements as follows:

#### **Permanent virements**

- a) Responsibility for agreeing permanent virements that do not involve a major change in policy and are worth less than £0.500m is delegated to the relevant Director and Chief Finance Officer (or their nominated officer) subject to the approval of the relevant Cabinet member.

#### **Temporary virements**

- b) Responsibility for agreeing temporary virements worth less than £0.500m but greater than or equal to £0.250m, including transfer of funds between revenue and capital budgets, is delegated to the relevant Director and Chief Finance Officer (or their nominated officer) subject to the approval of the relevant Cabinet member.
  - c) The relevant Director may delegate the approval of temporary virements worth less than £0.250m to other officers within their directorate.
13. Any delegated virements that the relevant Cabinet member or Chief Finance Officer have concerns about must be referred to the Cabinet for approval.

### **Financial monitoring**

14. As part of financial monitoring procedures directorates should be forecasting the full year outturn position. Where action to address potential overspends does not reduce the forecast overspend, temporary virements should be made from underspendings elsewhere.
15. When virements are reported they will be assumed to be temporary virements unless it is specifically stated that they are permanent virements.

### **Cumulative virements**

16. Successive virements to or from the same budget will produce a cumulative effect. If the cumulative effect to or from a budget head approved by Council would require approval at a higher level – for example by Council instead of the Cabinet, the cumulative virement should be reported and approval obtained for the virement that triggers the requirement for cumulative approval, in accordance with the requirements set out above. The overall effect on the relevant budget head must be noted as part of the request.

17. Once the higher level of approval has been obtained for a cumulative virement the cumulative total is reset to zero. This means that any subsequent virement is a separate request that should be treated as set out above. Cumulative virements are reset to zero at the end of each financial year.

### **Chief Finance Officer Powers**

18. If Directors do not make virements in accordance with these Virement Rules the Chief Finance Officer has the power to make other virements to remedy the position.

## CAPITAL PROGRAMME 2015/16 TO 2019/20 CABINET 26 JANUARY 2016

Programme		Current Year	Firm Programme		Provisional Programme		CAPITAL INVESTMENT TOTAL
		2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s	£'000s
Children, Education & Families 1 - OCC		52,646	55,185	51,757	34,817	17,068	211,473
Children, Education & Families 2 - Schools Local Capital		2,031	1,148	1,148	948	848	6,123
Social & Community Services		5,806	11,062	4,625	15,278	2,108	38,879
Environment & Economy 1 - Transport		52,934	47,473	58,032	22,634	16,297	197,370
Environment & Economy 2 - Other Property Development Programmes		10,308	11,189	7,679	9,050	1,045	39,271
Corporate Services		12,232	10,299	2,180	1,476	1,089	27,276
<b>TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE</b>		<b>135,957</b>	<b>136,356</b>	<b>125,421</b>	<b>84,203</b>	<b>38,455</b>	<b>520,392</b>
Earmarked Reserves		334	5,340	20,489	24,517	31,328	82,008
<b>TOTAL ESTIMATED CAPITAL PROGRAMME</b>		<b>136,291</b>	<b>141,696</b>	<b>145,910</b>	<b>108,720</b>	<b>69,783</b>	<b>602,400</b>
<b>TOTAL ESTIMATED PROGRAMME IN-YEAR RESOURCES</b>		<b>123,083</b>	<b>129,537</b>	<b>142,627</b>	<b>87,844</b>	<b>60,617</b>	<b>543,708</b>
In-Year Shortfall (-) / Surplus (+)		-13,208	-12,159	-3,283	-20,876	-9,166	-58,692
Cumulative Shortfall (-) / Surplus (+)	61,544	48,336	36,177	32,894	12,018	2,852	2,852

CABINET 26 JANUARY 2016

CAPITAL PROGRAMME 2015/16 TO 2019/20 - CHILDREN EDUCATION AND FAMILIES

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<u>Primary Capital Programme</u>									
Bayards (New Scheme) - replacement of existing buildings (ED750)	5,834	850	122	0	0	0	6,806	972	122
Oxford, SS Mary & John - Single Site (ED873)	0	325	25	0	0	0	350	350	25
Primary Capital Programme Total	5,834	1,175	147	0	0	0	7,156	1,322	147
<u>Secondary Capital Programme</u>									
Wantage, King Alfred's (ED872)	457	75	0	0	0	0	532	75	0
Wantage, King Alfred's - 2 Site Strategy (Loan)	0	0	2,750	2,750	0	0	5,500	5,500	5,500
Secondary Capital Programme Total	457	75	2,750	2,750	0	0	6,032	5,575	5,500
<u>Provision of School Places (Basic Need)</u>									
Existing Demographic Pupil Provision (Basic Needs Programme)	448	400	13,570	21,949	18,259	13,300	67,926	67,478	67,078
11/12 - 14/15 Basic Need Programme Completions	28,691	625	72	0	0	0	29,388	697	72

Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years)  £'000s
		2015 / 16  £'000s	2016 / 17  £'000s	2017 / 18  £'000s	2018 / 19  £'000s	2019 / 20  £'000s			
Bletchington - Relocate School & Expansion to 0.5FE (ED841)	319	655	44	0	0	0	1,018	699	44
Botley - Expansion to 2FE (ED830)	1,014	26	0	0	0	0	1,040	26	0
Wallingford, Fir Tree Junior - Expansion to 2FE (ED821)	141	210	15	0	0	0	366	225	15
Oxford, Larkrise - Expansion to 2FE (ED845)	326	300	23	0	0	0	649	323	23
Henley, Badgemore - (Phase 2) Expansion to 1FE (ED803)	1,410	730	60	0	0	0	2,200	790	60
Cheney - Expansion by 1FE (ED864)	0	1,750	50	0	0	0	1,800	1,800	50
Wantage, Charlton - (Phase 3) Expansion to 2FE (ED842)	688	900	72	0	0	0	1,660	972	72
Banbury, Frank Wise - Post 16 Provision (ED843)	423	1,600	85	0	0	0	2,108	1,685	85
Oxford, Wolvercote - Expansion to 1.5FE (ED829)	865	1,950	84	0	0	0	2,899	2,034	84
Banbury, Harriers Ground - Expansion to 2FE (ED878)	13	223	0	0	0	0	236	223	0
Oxford, Windmill - Expansion to 3FE (ED832)	485	1,600	81	0	0	0	2,166	1,681	81

Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years)  £'000s
		2015 / 16  £'000s	2016 / 17  £'000s	2017 / 18  £'000s	2018 / 19  £'000s	2019 / 20  £'000s			
Eynsham, Bartholomew - 1FE Expansion (ED856)	149	2,000	60	0	0	0	2,209	2,060	60
Bicester, Bardwell - Post 16 Provision (ED855)	171	1,100	50	67	0	0	1,388	1,217	117
Banbury, Hanwell Fields - Expansion to 2FE (ED840)	59	1,100	142	0	0	0	1,301	1,242	142
Thame, John Hampden - Expansion to 2FE (ED854)	61	700	48	0	0	0	809	748	48
Wyckfield - Expansion to 2FE (ED834)	93	1,550	83	0	0	0	1,726	1,633	83
Banbury, Hill View - Expansion to 3FE (ED825)	348	1,800	620	107	0	0	2,875	2,527	727
Faringdon Junior - Expansion to 3FE (ED838)	79	1,756	75	0	0	0	1,910	1,831	75
St. Swithun's - Expansion to 2FE (ED888)	0	280	25	0	0	0	305	305	25
Hook Norton - Expansion to 1.5FE (ED827)	89	450	825	66	0	0	1,430	1,341	891
Bicester, Longfields - Expansion to 2FE (ED871)	36	600	1,616	138	0	0	2,390	2,354	1,754
Banbury, Queensway - Expansion to 2FE (ED831)	37	300	500	44	0	0	881	844	544
<b>Provision of School Places Total</b>	<b>35,945</b>	<b>22,605</b>	<b>18,200</b>	<b>22,371</b>	<b>18,259</b>	<b>13,300</b>	<b>130,680</b>	<b>94,735</b>	<b>72,130</b>



Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
	2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20				
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s			
<b>Growth Portfolio - New Schools</b>	Note: This section of the programme shows available funding and not the full scheme cost, unless specified Project Approval number								
Didcot, University Technical College - Secondary (Contribution) (ED867)	502	1,500	0	0	0	0	2,002	1,500	0
Bicester, South West - 14 classroom (ED822)	3,279	4,000	56	0	0	0	7,335	4,056	56
Didcot, Great Western Park (Primary 1) - 14 classroom (ED816)	397	4,000	4,188	365	0	0	8,950	8,553	4,553
Bodicote, Longford Park - 10 classroom (ED866)	4	3,500	4,750	720	0	0	8,974	8,970	5,470
Bicester Exemplar Eco-development - Primary 1 Phase 1 (7 classroom) (ED865)	273	2,750	4,164	373	0	0	7,560	7,287	4,537
Didcot, Great Western Park - Secondary (Phase 1) (ED836)	14	2,250	13,500	5,000	907	0	21,671	21,657	19,407
Oxford - Barton (West)	3	250	250	3,500	2,812	385	7,200	7,197	6,947
Didcot, Great Western Park - Primary 2 (14 classroom)	1	150	250	3,500	2,699	0	6,600	6,599	6,449
Bicester - Secondary P1 (incl existing schools)	0	100	400	8,500	7,000	0	16,000	16,000	15,900
Project Development Budget · North East Wantage (Crab Hill) · Banbury, Southam Rd · Bicester, Graven Hill	0	50	100	150	150	150	600	600	550
<b>Growth Portfolio Total</b>	<b>4,473</b>	<b>18,550</b>	<b>27,658</b>	<b>22,108</b>	<b>13,568</b>	<b>535</b>	<b>86,892</b>	<b>82,419</b>	<b>63,869</b>

Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years)  £'000s
		2015 / 16  £'000s	2016 / 17  £'000s	2017 / 18  £'000s	2018 / 19  £'000s	2019 / 20  £'000s			
<b><u>Children's Home</u></b>									
Children's Home Programme	0	0	0	665	0	0	665	665	665
Thame - Assessment Centre (ED847/1)	152	2,105	100	0	0	0	2,357	2,205	100
Didcot - Move on Home (ED847/2)	120	1,152	60	0	0	0	1,332	1,212	60
Eynsham - Assessment Centre (ED847/3)	117	871	750	114	0	0	1,852	1,735	864
Witney - Move on Home (ED847/4)	31	602	675	81	0	0	1,389	1,358	756
<b>Children's Home Total</b>	<b>420</b>	<b>4,730</b>	<b>1,585</b>	<b>860</b>	<b>0</b>	<b>0</b>	<b>7,595</b>	<b>7,175</b>	<b>2,445</b>
<b><u>Annual Programmes</u></b>									
Schools Access Initiative	0	350	400	400	400	400	1,950	1,950	1,600
Health & Safety - Schools	0	250	300	300	300	300	1,450	1,450	1,200
Temporary Classrooms - Replacement & Removal	0	175	325	325	350	350	1,525	1,525	1,350
Schools Accommodation Intervention & Support Programme	0	50	75	100	100	100	425	425	375
School Structural Maintenance (inc Health & Safety)	0	2,050	2,000	1,750	1,750	1,750	9,300	9,300	7,250
Schools Energy Reduction Programme	0	0	0	0	0	0	0	0	0

Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years)  £'000s
		2015 / 16  £'000s	2016 / 17  £'000s	2017 / 18  £'000s	2018 / 19  £'000s	2019 / 20  £'000s			
Annual Programme Total	0	2,875	3,100	2,875	2,900	2,900	14,650	14,650	11,775

Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years)  £'000s
		2015 / 16  £'000s	2016 / 17  £'000s	2017 / 18  £'000s	2018 / 19  £'000s	2019 / 20  £'000s			
<b><u>Other Schemes &amp; Programmes</u></b>									
Early Years Entitlement for Disadvantage 2 year olds	261	700	750	626	0	0	2,337	2,076	1,376
Free School Meals (ED862)	1,835	1,500	634	77	0	0	4,046	2,211	711
Loans to Foster/Adoptive Parents (Prudentially Funded)	247	50	90	90	90	333	900	653	603
Small Projects	114	40	3	0	0	0	157	43	3
<b>Other Schemes &amp; Programmes Total</b>	<b>2,457</b>	<b>2,290</b>	<b>1,477</b>	<b>793</b>	<b>90</b>	<b>333</b>	<b>7,440</b>	<b>4,983</b>	<b>2,693</b>
<b><u>Retentions &amp; Oxford City Schools Reorganisation</u></b>	<b>800</b>	<b>346</b>	<b>268</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,414</b>	<b>614</b>	<b>268</b>
<b>Retentions &amp; OSCR Total</b>	<b>800</b>	<b>346</b>	<b>268</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,414</b>	<b>614</b>	<b>268</b>
<b><u>Schools Capital</u></b>									
Devolved Formula Capital	0	2,031	1,148	1,148	948	848	6,123	6,123	4,092
<b>School Local Capital Programme Total</b>	<b>0</b>	<b>2,031</b>	<b>1,148</b>	<b>1,148</b>	<b>948</b>	<b>848</b>	<b>6,123</b>	<b>6,123</b>	<b>4,092</b>
<b>CE&amp;F CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>50,386</b>	<b>54,677</b>	<b>56,333</b>	<b>52,905</b>	<b>35,765</b>	<b>17,916</b>	<b>267,982</b>	<b>217,596</b>	<b>162,919</b>
<b>CE&amp;F OCC ADJUSTED CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>50,386</b>	<b>52,646</b>	<b>55,185</b>	<b>51,757</b>	<b>34,817</b>	<b>17,068</b>	<b>261,859</b>	<b>211,473</b>	<b>158,827</b>

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CAPITAL PROGRAMME 2015/16 TO 2019/20 - SOCIAL AND COMMUNITY SERVICES

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Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
COMMUNITY SAFETY PROGRAMME									
Redbridge Hollow Travellers Site - Fencing & Associated Works (SC115)	0	60	6	0	0	0	66	66	6
<u>Fire &amp; Rescue Service</u>									
Fire Equipment (SC112)	447	203	0	0	0	0	650	203	0
Relocation of Rewley Training Facility	0	50	50	500	0	0	600	600	550
Fire Review Development Budget	5	100	200	1,500	1,400	295	3,500	3,495	3,395
COMMUNITY SAFETY PROGRAMME TOTAL	452	413	256	2,000	1,400	295	4,816	4,364	3,951
SOCIAL CARE FOR ADULTS PROGRAMME									
<u>Adult Social Care</u>									
Adult Social Care Programme	0	500	500	1,000	1,750	500	4,250	4,250	3,750
<u>Residential</u>									
HOPs Phase 1- New Builds	0	0	0	0	10,503	0	10,503	10,503	10,503
Oxfordshire Care Partnership	0	10	8,990	0	0	0	9,000	9,000	8,990

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s			
Specialist Housing Programme (inc ECH - New Schemes & Adaptations to Existing Properties)									
ECH - New Schemes & Adaptations to Existing Properties	1,071	683	1,191	1,500	1,500	1,188	7,133	6,062	5,379
Deferred Interest Loans (CSDP)	260	125	125	125	125	125	885	625	500
SOCIAL CARE FOR ADULTS PROGRAMME TOTAL	1,331	1,318	10,806	2,625	13,878	1,813	31,771	30,440	29,122
Disabled Facilities Grant									
Disabled Facilities Grant	0	2,401	0	0	0	0	2,401	2,401	0
DISABLED FACILITIES GRANT PROGRAMME TOTAL	0	2,401	0	0	0	0	2,401	2,401	0
STRATEGY AND TRANSFORMATION PROGRAMME									
New Adult Social Care Management System (SC107)	887	1,576	0	0	0	0	2,463	1,576	0
STRATEGY& TRANSFORMATION PROGRAMME TOTAL	887	1,576	0	0	0	0	2,463	1,576	0
Retentions & Minor Works	1,980	98	0	0	0	0	2,078	98	0
S&CS CAPITAL PROGRAMME EXPENDITURE TOTAL	4,650	5,806	11,062	4,625	15,278	2,108	43,529	38,879	33,073

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CAPITAL PROGRAMME 2015/16 TO 2019/20 - HIGHWAYS AND TRANSPORT

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<u>CITY DEAL PROGRAMME</u>									
<u>Science Transit</u>									
Kennington & Hinksey Roundabouts	7,284	86	103	0	0	0	7,473	189	103
Hinskey Hill Northbound Slip Road	102	297	537	3,735	2,439	1,590	8,700	8,598	8,301
<u>Access to Enterprise Zone</u>									
Harwell Link Rd Section 1 B4493 to A417	920	469	2,419	6,725	122	645	11,300	10,380	9,911
Harwell Link Rd Section 2 Hagbourne Hill	1,515	2,767	1,366	367	0	0	6,015	4,500	1,733
Featherbed Lane and Steventon Lights	1,468	752	2,183	2,817	504	0	7,724	6,256	5,504
Harwell, Oxford Entrance	109	75	1,466	350	0	0	2,000	1,891	1,816
<u>Northern Gateway</u>									
Cuttleslowe Roundabout	401	2,666	1,812	298	0	0	5,177	4,776	2,110
Wolvercote Roundabout	437	3,029	1,670	226	0	0	5,362	4,925	1,896
Loop Farm Link Road	115	207	951	4,235	1,792	0	7,300	7,185	6,978
Other City Deal Programme spend	142	-48	0	0	0	0	94	-48	0
CITY DEAL PROGRAMME TOTAL	12,493	10,300	12,507	18,753	4,857	2,235	61,145	48,652	38,352

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
LOCAL GROWTH DEAL PROGRAMME									
Eastern Arc Phase 1 Access to Headington	49	556	5,345	5,894	656	0	12,500	12,451	11,895
Bicester London Road - Cycle/Pedestrian Bridge	0	0	360	2,880	360	0	3,600	3,600	3,600
Science Vale Cycle Network Improvements	0	0	1,450	2,620	450	0	4,520	4,520	4,520
Oxford Science Transit Phase 2 - A40 Public Transport improvements (project development)	0	150	350	0	0	0	500	500	350
LOCAL GROWTH DEAL PROGRAMME TOTAL									
	49	706	7,505	11,394	1,466	0	21,120	21,071	20,365
LOCAL PINCH POINT FUND PROGRAMME									
Milton Interchange	3,405	6,720	368	132	0	0	10,625	7,220	500
A34 Chilton Junction Improvements	1,057	4,658	3,382	507	1,279	0	10,883	9,826	5,168
LOCAL PINCH POINT FUND PROGRAMME TOTAL									
	4,462	11,378	3,750	639	1,279	0	21,508	17,046	5,668



Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years)  £'000s
		2015 / 16  £'000s	2016 / 17  £'000s	2017 / 18  £'000s	2018 / 19  £'000s	2019 / 20  £'000s			
<b><u>SCIENCE VALE UK</u></b>									
Cycleway improvements - Harwell Oxford to Didcot via Winnaway (GPF)	62	426	0	0	0	0	488	426	0
Didcot Northern Perimeter Road 3 (project development)	5	495	0	0	0	0	500	495	0
Wantage, Crab Hill (contribution)	0	0	0	2,450	0	0	2,450	2,450	2,450
<b>SCIENCE VALE UK LOCALITY PROGRAMME TOTAL</b>	<b>67</b>	<b>921</b>	<b>0</b>	<b>2,450</b>	<b>0</b>	<b>0</b>	<b>3,438</b>	<b>3,371</b>	<b>2,450</b>
<b><u>OXFORD</u></b>									
Elmbridge Square	2,526	4,090	0	110	0	0	6,726	4,200	110
The Plain Cycle Improvements	1,016	564	0	33	0	0	1,613	597	33
Woodstock Rd, ROQ	51	10	469	50	0	0	580	529	519
Riverside routes to Oxford city centre	0	309	1,218	1,285	855	0	3,667	3,667	3,358
<b>OXFORD LOCALITY PROGRAMME TOTAL</b>	<b>3,593</b>	<b>4,973</b>	<b>1,687</b>	<b>1,478</b>	<b>855</b>	<b>0</b>	<b>12,586</b>	<b>8,993</b>	<b>4,020</b>
<b><u>BICESTER</u></b>									
Bicester Park and Ride	279	3,036	0	150	0	0	3,465	3,186	150
Bicester Perimeter Road (Project Development)	0	0	300	700	0	0	1,000	1,000	1,000
<b>BICESTER LOCALITY PROGRAMME TOTAL</b>	<b>279</b>	<b>3,036</b>	<b>300</b>	<b>850</b>	<b>0</b>	<b>0</b>	<b>4,465</b>	<b>4,186</b>	<b>1,150</b>

Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Current Year  2015 / 16  £'000s	Firm Programme		Provisional Programme		Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years)  £'000s
			2016 / 17  £'000s	2017 / 18  £'000s	2018 / 19  £'000s	2019 / 20  £'000s			
<b><u>WITNEY AND CARTERTON</u></b>									
Witney, A40 Downs Road junction (contribution)	0	0	0	1,250	0	0	1,250	1,250	1,250
<b>WITNEY AND CARTERTON LOCALITY PROGRAMME TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,250</b>	<b>0</b>	<b>0</b>	<b>1,250</b>	<b>1,250</b>	<b>1,250</b>
<b><u>COUNTYWIDE AND OTHER</u></b>									
Exeter Town Station (EWR)	5	115	0	0	0	0	120	115	0
Oxford Parkway Station (EWR)	8	146	0	39	0	0	193	185	39
East-West Rail (contribution)	0	737	737	737	737	737	4,272	4,272	3,535
Small developer funded schemes	923	583	144	153	0	0	1,803	880	297
Completed schemes	16,154	200	0	355	0	0	16,709	555	355
<b>COUNTYWIDE AND OTHER INTEGRATED TRANSPORT TOTAL</b>	<b>17,090</b>	<b>1,781</b>	<b>881</b>	<b>1,284</b>	<b>737</b>	<b>737</b>	<b>23,097</b>	<b>6,007</b>	<b>4,226</b>
<b>INTEGRATED TRANSPORT STRATEGY TOTAL</b>	<b>38,033</b>	<b>33,095</b>	<b>26,630</b>	<b>38,098</b>	<b>9,194</b>	<b>2,972</b>	<b>148,609</b>	<b>110,576</b>	<b>77,481</b>

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
	2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20				
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
HIGHWAYS MAINTENANCE PROGRAMME (see appendix D for detailed firm programme)									
Carriageway Structural Maintenance	0	3,278	2,013	1,197	2,000	2,000	10,488	10,488	7,210
Surface Treatments	0	6,340	6,128	6,872	6,500	6,500	32,340	32,340	26,000
Footways	0	1,025	891	1,110	800	800	4,626	4,626	3,601
Drainage	0	1,120	900	900	900	900	4,720	4,720	3,600
Bridges	0	1,862	1,682	1,666	2,000	2,000	9,210	9,210	7,348
Public Rights of Way Foot Bridges	0	89	100	100	100	100	489	489	400
Street Lighting	0	490	990	990	890	775	4,135	4,135	3,645
Traffic Signals	0	0	250	250	250	250	1,000	1,000	1,000
HIGHWAYS MAINTENANCE ANNUAL PROGRAMMES TOTAL	0	14,204	12,954	13,085	13,440	13,325	67,008	67,008	52,804
CHALLENGE FUND PROGRAMME									
Street Lighting	0	1,110	1,360	1,620	0	0	4,090	4,090	2,980
Drainage	0	1,000	1,250	1,500	0	0	3,750	3,750	2,750
Edge Strengthening	0	1,100	2,200	2,230	0	0	5,530	5,530	4,430
Resurfacing	0	390	390	390	0	0	1,170	1,170	780
CHALLENGE FUND PROGRAMME TOTAL	0	3,600	5,200	5,740	0	0	14,540	14,540	10,940

Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years)  £'000s
		2015 / 16  £'000s	2016 / 17  £'000s	2017 / 18  £'000s	2018 / 19  £'000s	2019 / 20  £'000s			
<b>Major schemes and other programmes</b>									
A4158 Oxford Iffley Road Additional Works	0	158	0	0	0	0	158	158	0
Park End Street and Pacey's Bridges Maintenance	10	705	0	69	0	0	784	774	69
Embankment Stabilisation Programme	61	668	0	69	0	0	798	737	69
A420/A34 Botley Junction & Cumnor Bypass	0	239	767	0	0	0	1,006	1,006	767
Oxford, Cowley Road	0	0	0	790	0	0	790	790	790
A478 Playhatch Road (project development)	0	120	0	0	0	0	120	120	0
Drayton Depot Hardstanding	0	35	0	0	0	0	35	35	0
Network Rail Electrification Bridge Betterment Programme	128	60	1,922	156	0	0	2,266	2,138	2,078
Completed Major Schemes	13,692	50	0	25	0	0	13,767	75	25
<b>STRUCTURAL MAINTENANCE MAJOR SCHEMES TOTAL</b>	<b>13,891</b>	<b>2,035</b>	<b>2,689</b>	<b>1,109</b>	<b>0</b>	<b>0</b>	<b>19,724</b>	<b>5,833</b>	<b>3,798</b>
<b>STRUCTURAL MAINTENANCE PROGRAMME TOTAL</b>	<b>13,891</b>	<b>19,839</b>	<b>20,843</b>	<b>19,934</b>	<b>13,440</b>	<b>13,325</b>	<b>101,272</b>	<b>87,381</b>	<b>67,542</b>
<b>HIGHWAYS &amp; TRANSPORT CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>51,924</b>	<b>52,934</b>	<b>47,473</b>	<b>58,032</b>	<b>22,634</b>	<b>16,297</b>	<b>249,881</b>	<b>197,957</b>	<b>145,023</b>

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s

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CAPITAL PROGRAMME 2015/16 TO 2019/20 - ENVIRONMENT AND ECONOMY (EXCLUDING HIGHWAYS & TRANSPORT)

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b><u>ASSET UTILISATION PROGRAMMES</u></b>									
Asset Utilisation Programme	153	1,344	1,500	1,500	1,500	206	6,203	6,050	4,706
Relocation of Customer Service Centre to County Hall	1,031	70	0	0	0	0	1,101	70	0
Robey House	1,532	173	0	0	0	0	1,705	173	0
Cambridge Terrace moves to Ron	35	516	0	0	0	0	551	516	0
<b>ASSET UTILISATION PROGRAMME TOTAL</b>									
	2,751	2,103	1,500	1,500	1,500	206	9,560	6,809	4,706
<b><u>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME</u></b>									
Rooftop Solar PV Programme	0	420	30	0	0	0	450	450	30
SALIX Energy Programme	1,315	226	200	200	200	200	2,341	1,026	800
<b>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME TOTAL</b>									
	1,315	646	230	200	200	200	2,791	1,476	830
<b><u>ANNUAL PROPERTY PROGRAMMES</u></b>									
Minor Works Programme	775	329	200	200	200	200	1,904	1,129	800
Health & Safety (Non-Schools)	73	24	24	24	50	50	245	172	148
<b>ANNUAL PROPERY PROGRAMMES TOTAL</b>									
	848	353	224	224	250	250	2,149	1,301	948

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
	£'000s	2015 / 16 £'000s	2016 / 17 £'000s	2017 / 18 £'000s	2018 / 19 £'000s	2019 / 20 £'000s			
<b>WASTE MANAGEMENT PROGRAMME</b>									
Waste Recycling Centre Infrastructure Development	0	150	250	1,000	1,000	389	2,789	2,789	2,639
Alkerton WRC	0	150	250	700	650	0	1,750	1,750	1,600
<b>WASTE MANAGEMENT PROGRAMME TOTAL</b>	<b>0</b>	<b>300</b>	<b>500</b>	<b>1,700</b>	<b>1,650</b>	<b>389</b>	<b>4,539</b>	<b>4,539</b>	<b>4,239</b>
<b>CORPORATE PROPERTY &amp; PARTNERSHIP PROGRAMMES</b>									
Broadband (OxOnline) Project	6,535	6,585	6,577	3,055	0	0	22,752	16,217	9,632
Spendlove Centre, Charlbury	8	182	158	0	0	0	348	340	158
God Way, Wallingford	134	55	0	0	0	0	189	55	0
Oxford Flood Relief Scheme	0	0	0	0	5,000	0	5,000	5,000	5,000
New Salt Stores & Accommodation	0	50	2,000	1,000	450	0	3,500	3,500	3,450
<b>CORPORATE PROPERTY &amp; PARTNERSHIP PROGRAMMES TOTAL</b>	<b>6,677</b>	<b>6,872</b>	<b>8,735</b>	<b>4,055</b>	<b>5,450</b>	<b>0</b>	<b>31,789</b>	<b>25,112</b>	<b>18,240</b>
Retentions (completed schemes)	255	34	0	0	0	0	289	34	0
<b>ENVIRONMENT &amp; ECONOMY (EXCLUDING TRANSPORT) CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>11,846</b>	<b>10,308</b>	<b>11,189</b>	<b>7,679</b>	<b>9,050</b>	<b>1,045</b>	<b>51,117</b>	<b>39,271</b>	<b>28,963</b>

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CAPITAL PROGRAMME 2015/16 TO 2019/20 - CORPORATE SERVICES

Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b><u>COMMUNITY SERVICES PROGRAMME</u></b>									
Bicester Library (CS13)	14	651	70	300	346	119	1,500	1,486	835
Westgate Library	0	0	250	1,000	250	0	1,500	1,500	1,500
Oxfordshire Museum	0	275	25	0	0	0	300	300	25
<b><u>COMMUNITY SERVICES PROGRAMME TOTAL</u></b>	<b>14</b>	<b>926</b>	<b>345</b>	<b>1,300</b>	<b>596</b>	<b>119</b>	<b>3,300</b>	<b>3,286</b>	<b>2,360</b>
<b><u>OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP</u></b>									
<b><u>City Deal</u></b>									
Culham Advanced Manufacturing Hub	0	2,000	0	0	0	0	2,000	2,000	0
<b><u>Local Growth Fund</u></b>									
Didcot Station Car Park Expansion (contribution)	0	1,426	8,074	0	0	0	9,500	9,500	8,074
Centre for Technology, Innovation & Skills (Activite Learning)	0	3,500	1,000	0	0	0	4,500	4,500	1,000
Centre for Applied Superconductivity	0	880	880	880	880	970	4,490	4,490	3,610
Oxford City Council - Oxpens Site Development	0	3,500	0	0	0	0	3,500	3,500	0
<b><u>OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP TOTAL</u></b>	<b>0</b>	<b>11,306</b>	<b>9,954</b>	<b>880</b>	<b>880</b>	<b>970</b>	<b>23,990</b>	<b>23,990</b>	<b>12,684</b>
<b>CORPORATE SERVICES CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>14</b>	<b>12,232</b>	<b>10,299</b>	<b>2,180</b>	<b>1,476</b>	<b>1,089</b>	<b>27,290</b>	<b>27,276</b>	<b>15,044</b>



Project/ Programme Name	Previous Years Actual Expenditure	Current Year	Firm Programme		Provisional Programme		Total Scheme Cost	Capital Investment Total (excluding previous years)	Future Capital Investment Total (excluding previous and current years)
		2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20			
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s

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**CAPITAL PROGRAMME 2015/16 TO 2019/20**

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

Ref.	Scheme/ Programme Area/ Grant Name	Status	Description	Amount £000	Year
(1)	Local Transport Board	2	Funding allocation to the following schemes: - Wantage Eastern Link Road	4,500	2015/16 & 2016/17
(2)	Local Growth Fund 1	2	Funding allocation towards: - Advanced Engineering and Technology Skills - Oxfordshire Flood Risk Management Scheme and Upstream Flood Storage at Northway - Oxford Science Transit Phase 2 (A40)	4,000 26,450 35,000	2015/16 to 2020/21 Provisional
(3)	Local Growth Fund 2	2	Funding allocation towards - A package to improve transport in North Oxford and enable the Northern Gateway Development - Establishing the Activate Care Suite to improve adult social care and healthcare in Oxfordshire.	5,940 400	2016/17 to 2020/21
(4)	Local Growth Fund 3	1		tbc	
<b>Total</b>				<b>76,290</b>	

**Key:**

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

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**CAPITAL PROGRAMME 2015/16 TO 2019/20**  
**Appendix B Schemes Remaining On Hold**

These schemes have been placed on hold under the Capital Budget Setting Process for 2012/13.  
 However, they will be considered for entry into the programme as part of the future Service and Resource Planning

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

**Priority Categories:**

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

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**CAPITAL PROGRAMME 2015/16 TO 2019/20**  
**Appendix C Highways & Transport Forward Plan**

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

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
<b>SCIENCE VALE</b>				
Access to Enterprise Zone - A417 Corridor Improvements (Wantage to Blewbury) & relief to Rowstock	To improve east-west travel and ensure safe access to/from the villages.	2016/17 - 2019/20	4,000	LGF, CIL/Developer Contributions, plus other funding opportunities if available
Wantage Eastern Link Road	A new road linking the A338 and A417, providing a strategic route across the town & access to Crab Hill strategic housing development site.	2017/18 - 2022/23	15,000	LGF, CIL/Developer Contributions, on-site strategic housing development
Science Bridge & A4130 widening	New bridge over the railway line along the A4130 to provide highway capacity and routing improvements to the main route through Didcot.	2016/17 - 2019/20	39,000	LGF, CIL/Developer Contributions, on-site strategic housing & commercial developments, plus other funding opportunities if available
Cycle Network Enhancements	Improving cycle accessibility and connectivity across the Science Vale area	2015/16 - 2019/20	9,000	LGF, CIL/Developer Contributions, on-site strategic housing & commercial developments, plus other funding opportunities if available
Jubilee Way roundabout (Didcot) Improvements	Enhancements to the junction to provide improved access to Didcot town centre	2018/19 - 2020/21	6,500	LGF, CIL/Developer Contributions, plus other funding opportunities if available
Didcot Station Enhancements - Gateway to Science Vale	Enhanced Station accessibility and improved facilities creating a transport hub and Gateway to Science Vale. Enhancements to the station building, new platforms and northern entrance.	2018/19 - 2023/24	53,000	LGF, CIL/Developer Contributions, private sector, plus other funding opportunities if available
Didcot town centre improved accessibility	To update signage to reflect the new and improved network changes, helping to ensure appropriate routing of vehicles across the area.	Unknown at present	Unknown at present	LGF, CIL/Developer Contributions, plus other funding opportunities if available
A338 Corridor Improvements (including Frilford Lights)	Highway and junction improvements to accommodate additional traffic heading to/from the Science Vale area and Oxford.	2026 - 2031	5,000	LGF, CIL/Developer Contributions, plus other funding opportunities if available

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
Didcot Northern Perimeter Road Phase 3 (NPR3)	A new road to allow extension of the perimeter road around Didcot and access for the Ladygrove East site.	2016/17 - 2020/21	12,500	LGF, CIL/Developer Contributions, on-site strategic housing development, plus other funding opportunities if available
A34 improvements - Lodge Hill slips and Park & Ride	New south facing slips and Park & Ride site (1500 space P&R & new signalised junction)	2016/17 - 2020/21	26,000	LGF, CIL/Developer Contributions, plus other funding opportunities if available
Access to Culham - New strategic road linking Didcot, Culham Science Centre and Oxford	New strategic road linking Didcot with Culham Science Centre, and Oxford (incl. river crossing). Phase 1: A415/B4015 Culham Science Centre Link Road; Phase 2: new road across the Thames between Didcot & Culham Science Centre.	2016/17 - 2026	45,000	LGF, CIL/Developer Contributions, on-site commercial development, private sector, plus other funding opportunities if available
Implementation of Bus Strategy	Bus links and accesses to connect strategic development sites to employment and other key destinations	Unknown at present	Unknown at present	, plus other funding opportunities if available
Culham Station improvements	Improving accessibility and level of rail service	Unknown at present	Unknown at present	LGF, CIL/developer contributions, private sector and other opportunities if available
Grove/Wantage Station	A new railway station / interchange at Grove	2020 +	Unknown at present	LGF, CIL/developer contributions, private sector and other opportunities if available
<b>OXFORD</b>				
Oxford Station master plan	Non-rail elements of station redevelopment	2018/19 +	75,000	Commercial development on site, LGF/SEP, CIL and other funding opportunities if available
Bus Rapid Transit Lines 1, 2 and 3	Infrastructure for Oxford BRT network	2015 - 25	104,000	LGF, CIL, private sector and other opportunities if available
Super, premium and connector cycle routes	Completing gaps in network/strategic links	2015 - 35	16,000	Cycle City Ambition Grant, LGF, CIL, and other opportunities if available
Ring Road improvements including A34	Capacity improvements, BRT/bus infrastructure, pedestrian and cycle crossings	2015 - 25	111,000	City Deal, Highways Agency, LGF, CIL, private sector and other opportunities if available
City Centre schemes	Transport and public realm improvements, including new transport interchanges	2015 - 35	49,000	LGF, CIL, private sector and other opportunities if available
City centre transit tunnels	Transit tunnels for use by BRT and buses, serving the city centre	2035 +	600,000	To be identified
Park & Ride expansion	Construction of five new P&R sites and expansion of Thornhill P&R. Lodge Hill P&R included in Science Vale section (a new P&R in Eynsham may be delivered as part of the A40 Public Transport Enhancements item)	2018 - 2030	52,000	LGF, CIL, private sector and other opportunities if available
Cowley Branch line	Improvements to allow use by passenger trains. Includes two new stations.	2020 - 2025	40,000	LGF, CIL, private sector and other opportunities if available

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
Smart mobility infrastructure	Infrastructure to support transport technologies, including infrastructure for driverless vehicles	2015 - 2025	13,000	LGF, CIL, private sector and other opportunities if available
Freight	Freight infrastructure, including consolidation centre	2015 - 2025	5,000	LGF, CIL, private sector and other opportunities if available
District centre improvements	Transport and public realm improvements	2016 - 2030	10,000	LGF, CIL, private sector and other opportunities if available
<b>BICESTER</b>				
London Road level crossing solution	A replacement scheme so that the level crossing can be closed when rail services increase.	2024 +	27,000	LGF, CIL / developer contributions, Garden Town bid
Charbridge Lane level crossing replacement	A road bridge over the railway so that level crossing is closed for East West Rail	2019	13,000+	EWR fund for single carriageway bridge. LGF3 EoI for dualling gap
Eastern peripheral corridor improvements (minus the Charbridge Lane scheme)	Phase (i) - upgrading the junctions and links from Launton Road to Gavray Drive (minus Charbridge Lane)	2019	12,000	LGF3 EoI, CIL/developer funding, Garden Town bid
	Phase (ii) upgrading Skimmingdish Lane and A4095 / A4221 junction	2024+	7,000	LGF, CIL / developer contributions, Garden Town bid
Southern peripheral corridor - a new south-east perimeter road	A new link road from the A41 north of Junction 9 across to join the link road to the south of Graven Hill	2021?	21,000	LGF, CIL / developer contributions, Garden Town bid
Motorway junction south of Arncott	Scheme predicated on announcement of Bicester/Arncott being designated as a Garden Town with additional 3,000 houses.	2023	30,000	Garden Town bid
A41 bus measures	A bus lane on the A41 between the ESSO roundabout to Junction 9	pre-2021	10,000	LGF, CIL / developer contributions, Garden Town bid
Bicester - Pedestrian/Cyclist Connectivity	Cycle access between new employment developments and housing developments	2017/18+	4,400	LGF, CIL / developer contributions, Garden Town bid
<b>BANBURY</b>				
<b>North-south corridor'</b> *Traffic calming along A361 the South Bar Street/ Horsefair corridor *Promotion of Bankside *Bridge Street/ Cherwell Street improvements *Bloxxham Road (A361)/ South Bar Street improvements *Renew highway signage to reflect change in routes (above)	Utilise Cherwell Street 'eastern corridor' as the preferred north-south route through the town, with Bankside improvements offering a secondary route. The Oxford Road corridor is also integral. Reduce traffic in the Air Quality Management area at South Bar. Reviewing and replace highway signage on routes into the town centre to sign north-south through-traffic away from sensitive areas of the town centre and promote appropriate route choices at key decision making junctions, especially on Oxford Road A4260.	2018 +	15,000	Some held S106 monies available to progress this project. Additional funding will be required for the major works likely to be needed.

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
<b>Hennef Way (A422) to M40 Corridor Improvements</b> *Hennef Way/ Southam Road junction *Hennef Way/ Concord Avenue junction *Hennef Way/ Ermont Way junction	Route capacity improvements to deal with existing demands and those to be created by future development	2017 ....	Unknown at present	Some held S106 monies may be available to start on feasibility
Warwick Road B4100 Corridor	Increasing the capacity of junctions along Warwick Road (B4100), including the roundabout junctions with A422 Ruscote Avenue and Orchard Way.	2017 ....	Unknown at present	Developer Contributions, plus other funding opportunities will be required
East of M40 J11 link road - A422 to Overthorpe Road.	Provision of a link road east of M40 Junction 11 linking A422 to Overthorpe Road.	Post 2024	13,000	To be identified
Higham Way to Chalker Way link road.	Provision of a link road from Higham Way to Chalkter Way through the former Grundons site to the Central M40 site.	Unknown at present	Unknown at present	To be identified
Road bridge crossing from Tramway Road to Higham Way.	Provision of a road bridge crossing the railway line linking Tramway Road to Higham Way.	Post 2024	Unknown at present	To be identified
Ermont Way/ Middleton Road improvements.	Improve traffic flow at the junction.	Unknown at present	Unknown at present	To be identified
Banbury Rail Station Improvements	Re-designing the station forecourt to create an interchange	Unknown at present	Unknown at present	To be identified
A361 Bloxham Road to A4260 Oxford Road spine road - south of Saltway	Spine Road through the South of Saltway development site linking A361 to A4260	Unknown at present	Unknown at present	To be identified
Car park guidance matrix sign system	Integrated, real-time car park guidance system.	Unknown at present	Unknown at present	To be identified
Bus Strategy (long term)	Reviewing and developing the town's bus network and enhancing existing bus services/ providing additional services,	Unknown at present	Unknown at present	To be identified
Bus Strategy (Short term) *East-West cross town bus routing including bus gates.	Enable east-West cross town bus routing including opening bus gates.	2016	Unknown at present	Developer funding/To be identified
Banbury Bus Station - review function	Review function and location of Banbury bus station.	Unknown at present	Unknown at present	To be identified
Improve walking, cycling and public transport access to the rail station.	Improve walking, cycling and public transport links to the station in order to meet future demand and to better connect the station to the town	Unknown at present	Unknown at present	To be identified
<b>WITNEY &amp; CARTERTON</b>				
West-facing slip roads at A40 Shores Green junction	Possible direct delivery by developer	Unknown at present	Unknown at present	To be identified

Scheme Name	Description	Estimated Year of Construction	Estimated Total Project Cost £000	Funding Status and Source if Known
Improvements to the B4022 Oxford Hill junction with Jubilee Way and Cogges Hill Road	Possible direct delivery by developer	Unknown at present	Unknown at present	To be identified
Re-designating the A4095 through Witney	Re-designating the A4095 via Jubilee Way, Oxford Hill, A40, Ducklington Lane and Thorney Leys	Unknown at present	Unknown at present	To be identified
Witney town centre package	Reducing congestion to improve the environment; using directional signs to discourage undesirable routeing.	Unknown at present	Unknown at present	To be identified
Improve the B4477 between Carterton and A40 at Minster Lovell including a cycle route between Witney and Carterton.	Improvements to the transport network to support residential growth, attract economic investment and enable growth of RAF Brize Norton	2017-2020	3,900	Developer Contributions, plus other funding opportunities
West facing slip roads at A40/B4477 Minster Lovell junction,	Improvements to the transport network to enable growth of RAF Brize Norton	Unknown at present	7,400	To be identified
Improve bus routing through Witney	Improve bus routing through Witney particularly along Corn Street, Market Place, Bridge Street and Newland	Unknown at present	Unknown at present	To be identified
Bus Priority eastbound at A40 Shores Green	Bus Priority for buses joining the A40 eastbound at B4044 Shores Green	Unknown at present	Unknown at present	To be identified
Witney Cycle Strategy	Improving pedestrian and cyclist routes in Bridge Street, the town centre and Station Lane areas of Witney	Unknown at present	Unknown at present	To be identified
Ducklington Lane / Station Lane junction - footway improvements	Following CPO for land to complete footway improvements.	Unknown at present	Unknown at present	To be identified
Install bus stops close to the RAF Brize Norton Main Gate, Carterton.	Install bus stops close to the RAF Brize Norton Main Gate to increase access to the site.	Unknown at present	Unknown at present	To be identified
Carterton town centre crossroads enhancement	Reduce queuing traffic and improve the environment in Carterton town centre.	Unknown at present	Unknown at present	To be identified
Hanborough Rail Station	Highway improvements and car park expansion predicated on planned housing development.	Unknown at present	Unknown at present	Highways work may be funded by OCC but car park expansion works are likely to be funded by 3rd party.
A40 public transport priority scheme	Public transport enhancements to facilitate trips along the A40 corridor (may include delivery of a new P&R in Eynsham)	2017/18	40,000	Local Growth Fund £35m plus OCC match funding
<b>COUNTYWIDE</b>				
Cycle Network Enhancements	Schemes include: Culham - Oxford, Eynsham - Oxford, Adderbury - Banbury	Unknown at present	Unknown at present	To be identified



CABINET 26 JANUARY 2016

CAPITAL PROGRAMME 2015/16 TO 2019/20

Appendix D Highways Maintenance Programme 2016/17 to 2017/18

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	NOTES
<b>CARRIAGEWAY STRUCTURAL MAINTENANCE PROGRAMME</b>					
	Wantage	Market Place	136,632		
	Wantage	Mill Street	80,392		
	Benson	A4074 Near Elmbridge Roundabout	221,680		
	Wantage	Newbury Street	128,498		
	Great Milton	A329 Rycote Lane	156,122		
	Goring	High Street	139,033		
	Milton	Sutton Courteney Lane	379,586		
	Little Wittenham	Un-named Road (Long Wittenham Road junction to Church)	51,458		
	Henley on Thames	Vicarage Road	56,604		
	Didcot	King Alfred Drive	90,061		
	Oxford	Harcourt Hill		204,395	
	North Moreton	Long Wittenham Road / High Street		97,850	
	Kennington	The Avenue (Section 3)		196,754	
	Abingdon	The Vineyard		141,080	
	Witney	Thorney Leys		33,178	
	Whitchurch	Eastfield Lane		38,859	
	Wantage	B4507 Ickleton Road	107,987		
Advance Design & Surveying			235,000	54,000	
Advance Site Investigation			110,000	44,000	
Contingency				266,487	
s42			120,000	120,000	6% of £2m p.a.
<b>TOTAL CARRIAGEWAY STRUCTURAL MAINTENANCE PROGRAMME</b>			<b>2,013,053</b>	<b>1,196,603</b>	
<b>Major schemes</b>					
	Oxford	Cowley Road - Jeune Street to Rectory Road		790,344	
<b>TOTAL CARRIAGEWAY STRUCTURAL MAINTENANCE PROGRAMME</b>			<b>2,013,053</b>	<b>1,986,947</b>	

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	NOTES
<b>SURFACE TREATMENTS PROGRAMME</b>					
<b>Skid Resistance Schemes</b>					
	Charlbury	B4437 - Charlbury - Hill Barn Farm	44,992		
	Wardington	A361 - Wardington - Williamscoth Hill	19,726		
	Banbury	A361 - Banbury - Bend 100m NE of M40 J10	24,156		
	Launton	Blackthorn - Launton - Bend 1.6km NW of A41	21,082		
	Wigginton	Wigginton - Wigginton Heath crossroads	157,685		
	Oddington	Oddington - Islip - Merton - bend 1km NE Islip	77,802		
	Chalgrove	B4027 Beckley Bend at Lodge Farm	120,426		To be monitored following retexturing work in 15/16
	Benson	B4009 Benson - Woodyard Bend	80,756		
	Chalgrove	B4015 Baldons - Bend 750 m East Golden Balls	96,583		
	Drayton	B4017 Drayton Rd j/o Sutton Wick Lane	126,669		
	Abingdon	A415 Marcham Rd j/o Gozzards Ford	105,014		
	Britwell Salome	B4009 Britwell Salome, nr jct with St Nicolas Church		105,699	Reserve Scheme - may be brought forward if further works at B4027 Beckley not required
17/18 programme to be confirmed				894,000	
Design			180,000	180,000	
<b>TOTAL Skid Resistance Schemes</b>			<b>1,054,891</b>	<b>1,179,699</b>	
<b>Surface Dressing</b>					
<b>SODC</b>					
	Stoke Row / H'moor	Stoke Row to Highmoor	32,433		
	Sonning Common	Kennylands Road	27,722		
	North Moreton	Long Wittenham Rd N Moreton	19,346		
	Park Corner	B481 North Huntercombe End lane	13,142		
	Nettlebed	B481 South Huntercombe End Lane	16,729		
	Great Milton	Church Road Gt Milton	8,703		

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	NOTES
	Goring Heath	Crays Pond to Whitchurch Hill	48,251		
	Nuffield	Checkendon to Nuffield	45,520		
	Nuffield	Timbers Lane Nuffield	18,208		
	Benson	Clacks Lane	12,381		
WODC					
	Witney	A415 - Ducklington Lane	32,774		
	Carterton	B4477 - Carterton - Monaham Way	45,065		
	Witney	B4047 - Burford Rd	67,370		
	Charlbury	B4437 - Charlbury - Woodstock Rd	60,086		
	Carterton	A4095 - Bampton - Station Road	56,217		
CDC					
	Bicester	A4421 - Skimmingdish Lane	44,860		
	Bicester	A4421 - Launton Road	6,646		
	Bicester	A41 - Aylesbury Road	105,338		
	Banbury	A4269 - Duns Tew duals	100,713		
OWHDC					
	Longworth	Appleton Rd/Hinton Rd	45,948		
	Tubney	A420	101,054		
Oxford City					
	Oxford City	Barnes Road	43,513		
	Oxford City	Blackbird Leys Road	32,551		
	Oxford City	Cuddesdon Way 1	18,750		
	Oxford City	Cuddesdon Way 2	18,026		
Lines /studs and markings			266,623		
Design			45,520		
17/18 programme to be confirmed				1,375,000	
<b>TOTAL Surface Dressing</b>			<b>1,333,489</b>	<b>1,375,000</b>	
<b>Other Surface Treatments</b>					
Surface Dressing Pre-Patching Schemes			850,000	800,000	
Structural Patching			1,750,000	2,100,000	
Edge Strengthening	Scheme list to be provided		400,000	250,000	
Micro asphalt programme	Scheme list to be provided		200,000	300,000	
Retexturing programme	Scheme list to be provided		150,000		
Contingency	Surface Treatments			477,000	
Section 42			390,000	390,000	6% of £6.5m p.a.
<b>TOTAL SURFACE TREATMENTS PROGRAMME</b>			<b>6,128,380</b>	<b>6,871,699</b>	

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	NOTES
FOOTWAYS PROGRAMME					
Footway Reconstruction					
	Ardley with Fewcott	Castlefields	29,405		
	Marston	Marston Road (West side)	78,933		
	Oxford	A40 Northern Bypass	13,031		
	Crowmarsh Gifford	The Street	64,483		
	Chinnor	Station Road	44,423		
	Thame	High Street	22,648		
	Witney	Langdale Gate	14,039		
	Saxons Heath	Long Wittenham	76,085		
	Didcot	Abingdon Road		76,599	
	North Leigh	Common Road		35,781	
	Garsington	Birch Road		87,722	
	2017/18 schemes to be identified			150,000	
TOTAL Footway Reconstruction			343,047	350,102	
Footway Surface Dressing					
	Wallingford	Bridge Street	4,408		
	Wantage	Upthorpe Drive	18,058		
	Wheatley	Old London Road	5,962		
	Wheatley	London Road Holloway	21,093		
	North Leigh	Common Road and Close	7,810		
	Wheatley	Wheatley Road to Waterperry	4,057		
	Garsington	Elm Drive	36,888		
	Kidlington	Elms Grove Area	77,532		
	Kidlington	Cromwell Way area	71,588		
	Chipping Norton	Tilsley Road	21,261		
	Henley	Western Avenue	25,481		
	North Leigh	Windwill Road	53,627		
	Wantage	Stockham Park	49,894		
	2016/17/18 schemes to be identified			400,000	
TOTAL Footway Surface Dressing			397,660	400,000	
Advance Design			90,000	90,000	
Contingency				210,000	
s42			60,000	60,000	6% of £1m p.a.
TOTAL FOOTWAYS PROGRAMME			890,707	1,110,102	

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	NOTES
<b>DRAINAGE PROGRAMME</b>					
<b>Improvement Schemes</b>					
	Witney	A40	50,000		
	Adderbury	Aynho Road	20,000		
	Bampton	New Road	25,000		
	Benson	Fifield Manor	20,000		
	Bicester	Buckingham Road	35,000		
	Henley on Thames	Blandy Road	15,000		
	Mollington	Various	20,000		
	Oxford	Abingdon Road	40,000		
	Swalcliffe	Park Road	25,000		
	Tackley	Rousham Road	40,000		
	Wendlebury	A41 Wendlebury Stream to Bicester	30,000		
	Tiddington	Sandy Lane	30,000		
	Wantage	West Challow	15,000		
	Asthall	Village Pond		40,000	
	Barford St. Michael	Horn Hill		20,000	
	Bodicote	Weeping Cross		15,000	
	Burford	A424 Stow Road		20,000	
	Chilson	B4437 Charlbury to Chilson		12,000	
	Chinnor to Thame	B4445		20,000	
	Claydon	Clattercote Cottages, Cropredy Rd		20,000	
	Gallowstree	Common Road		10,000	
	Henley- on -Thames	Mill Lane		10,000	
	Hethe	Main Street		30,000	
	Somerton	Water Lane		10,000	
	Horley	Horley Church Lane		20,000	
	Mollington	Mollington		15,000	
	Somerton	Somerton Water Lane		20,000	
	Fulbrook	Fulbrook		15,000	
<b>TOTAL Improvement Schemes</b>			<b>365,000</b>	<b>277,000</b>	

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	NOTES
<b>Partner Schemes (Contributions)</b>					
	Oxford	Florence Park, Cowley (Campbell Road - Oxford)	40,000		
	Oxford	Earl Street	15,000		
	South Moreton		50,000		
	Cumnor	Bypass	50,000	50,000	
	Blackthorn	A41 near Fox Covert Farm		30,000	
	Didcot	Basil Hill Road		30,000	
	Wheatley	Bypass, A40		50,000	
	Witney	Bypass, A40		50,000	
	East Challow			30,000	
	General		50,000	50,000	
<b>TOTAL Partner Schemes (Contributions)</b>			<b>205,000</b>	<b>290,000</b>	
<b>Regular Maintenance</b>					
Investigations			50,000	50,000	
Planning			30,000	30,000	
Design			80,000	80,000	
<b>Reactive Maintenance</b>					
Reactive Fund			170,000	173,000	
<b>TOTAL DRAINAGE PROGRAMME</b>			<b>900,000</b>	<b>900,000</b>	
<b>BRIDGES PROGRAMME</b>					
<b>Programmed Maintenance - Construction</b>					
Stert Street Culvert	Abingdon	Stert Street	75,000		
Scour works programme			250,000		
Shabbington East & Shabbington Centre Reconstruction	Tiddington with Albury	Mill Road	275,000		
Merton Bridge Reconstruction			150,000		
Bloxham Old Bridge Road Retaining Wall			75,000		
West Mill Bridge	Watchfield	B4508		450,000	
Dyers Hill Bridge				400,000	
Contingency				219,000	

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	NOTES
Programmed Maintenance - Inspection & Investigation					
Kennington Rail Substructure	Kennington	A423 Southern Bypass	190,000	30,000	Major scheme will be subject to funding bid
Programmed Maintenance - Feasibility & Advanced Design					
Advange design and investigation	Advanced Design in 2015/16: • 0410 Merton Bridge Reconstruction - Design		125,000	100,000	
Regular Maintenance					
Principal Inspection and Assessment			310,000	310,000	
Upgrade of low bridge signage			50,000	50,000	
Packaged Structural Maintenance	Programme 2016/17 • 1115 Ladygrove Railway - Didcot • 1123 Spiceball - Banbury • 1129 Hopkins - Didcot		75,000		Programme to be developed for 2018/19 onwards - Concrete Repairs, Masonry Repairs, Scour Repairs, Structural Painting Joints/Waterproofing, Fencing/Parapets upgrades,
Brickfield Subway Reconstruction Fund	Didcot	Hitchcock Way	7,000	7,000	
Reactive Maintenance					
Reactive works fund			100,000	100,000	
TOTAL BRIDGES PROGRAMME			1,682,000	1,666,000	
PUBLIC RIGHTS OF WAY FOOTBRIDGES PROGRAMME					
Small Kit Bridges	Various		50,000	50,000	
		Bridge 7096 Glenys & Wheeler	20,000		
		Bridge 8072 Ham Lane	30,000		
		Bridge 8106 Abel		50,000	
TOTAL PUBLIC RIGHTS OF WAY FOOTBRIDGES PROGRAMME			100,000	100,000	

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	NOTES
STREET LIGHTING PROGRAMME					
Column Replacement					
	2016/17 programme to be listed				
	Banbury	Various Roads	105,000		
	Abingdon	Various Roads	80,000		
	Oxford	Various Roads	260,000		
	Wallingford	Various Roads	45,000		
	2017/18 programme to be determined			490,000	
TOTAL Column Replacement			490,000	490,000	
Street Lighting Maintenance					
	2016/17/18 programme to be determined		500,000	500,000	
TOTAL Street Lighting Maintenance			500,000	500,000	
TOTAL STREET LIGHTING PROGRAMME			990,000	990,000	
TRAFFIC SIGNALS PROGRAMME					
	OXFORD	BOTLEY RD SEACOURT PARK & RIDE	103,000		
	OXFORD	BOTLEY ROAD - ALEXANDER ROAD	13,000		
	BOTLEY	WEST WAY - DUAL PELICAN	40,000		
	OXFORD	SPEEDWELL STREET	20,000		
	HENLEY	HART ST	25,000		
	OXFORD	COWLEY RD/SHELLEY RD	30,000		
	BICESTER	LAUNTON ROAD/GARTH	20,000		
	KIDLINGTON	A44 LANGFORD LANE		110,000	
	OXFORD	DONNINGTON BRIDGE ROAD/MEADOW LANE		25,000	
	ABINGDON	OCK ST/MEADOWSIDE		22,000	
	CULHAM	TOLLGATE RD		60,000	
	OXFORD	WOODSTOCK RD/FIRST TURN		35,000	
TOTAL TRAFFIC SIGNALS PROGRAMME			251,000	252,000	
TOTAL HIGHWAYS MAINTENANCE ANNUAL PROGRAMMES			12,955,140	13,876,748	



## CAPITAL INVESTMENT PLANNING 2016/17 - 2019/20

## SUMMARY

Description	£'000	£'000	Notes
<b><u>Estimated Flexible Capital Resources Available</u></b>			
Additional Estimated Funding for 2019/20 & adjustments for earlier years		51,060	Appendix 1
Removal of reported basic need funding gap 2015-2018		-5,814	Appendix 2
<b>Total Estimated New Flexible Capital Resources Available to 2019/20</b>		<b>45,246</b>	
<b><u>Statutory Requirements</u></b>			
Basic Need		19,577	Appendix 3
Highways Maintenance, Schools and Other Annual Programmes		16,387	Appendix 4
<b>Total Remaining Resources</b>		<b>9,282</b>	
<b><u>Other Bids</u></b>	cost	balance left	
Transport Capitalisation Proposals	15,230	-5,948	Appendix 3
Programme reductions to be identified in Highways Structural Maintenance to meet capitalisation proposals	-8,800	2,852	Appendix 2
<b>Total Surplus (+)/Shortfall (-)</b>		<b>2,852</b>	

## CAPITAL INVESTMENT PLANNING 2016/17 - 2019/20

## APPENDIX 1

## ESTIMATED ADDITIONAL YEAR OF FUNDING (2019/20)

CURRENT PROGRAMME	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	TOTAL £'000
<a href="#">Education</a>						
Basic Need	1,520	1,596	<i>1,500</i>	<i>1,500</i>		6,116
Capital Maintenance	5,160	<i>4,250</i>	<i>3,250</i>	<i>2,000</i>		14,660
<a href="#">Transport</a>						
Integrated Transport Block	3,688	<i>3,688</i>	<i>3,688</i>	<i>3,688</i>		14,752
Structural Maintenance	16,694	<i>15,305</i>	<i>14,842</i>	<i>13,434</i>		60,275
Incentive Funding						0
<b>TOTAL</b>	<b>27,062</b>	<b>24,839</b>	<b>23,280</b>	<b>20,622</b>	<b>0</b>	<b>95,803</b>

PROPOSED PROGRAMME	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	TOTAL £'000	Change £'000
<a href="#">Education</a>							
Basic Need	1,520	1,596	<i>19,406</i>	<i>4,500</i>	<i>4,500</i>	31,522	25,406
Capital Maintenance	5,160	<i>4,250</i>	<i>3,250</i>	<i>2,500</i>	<i>2,500</i>	17,660	3,000
<a href="#">Transport</a>							
Integrated Transport Block	3,688	3,688	3,688	<i>3,688</i>	<i>3,688</i>	18,440	3,688
Structural Maintenance	16,694	15,305	14,841	<i>13,433</i>	<i>13,433</i>	73,706	13,431
Incentive Funding	0	<i>926</i>	<i>1,251</i>	<i>1,959</i>	<i>1,399</i>	5,535	5,535
<b>TOTAL</b>	<b>27,062</b>	<b>25,765</b>	<b>42,436</b>	<b>26,080</b>	<b>25,520</b>	<b>146,863</b>	<b>51,060</b>
<b>Difference</b>	<b>0</b>	<b>926</b>	<b>19,156</b>	<b>5,458</b>	<b>25,520</b>	<b>51,060</b>	<b>51,060</b>

Figures shown in Bold Italics are estimated or indicative allocations.

## CAPITAL INVESTMENT PLANNING 2016/17 - 2019/20

## APPENDIX 2

## FUNDING

Ref.	Directorate	Project		Funding Available £000	Description/Notes	Recommendation
1)	CEF	Basic Need Funding Gap 2015-2018		-5,814	Removal of existing Basic Need funding gap reported in capital programme.	<b>Reduce available Basic Need Funding from 2017/18</b>
2)	E&E	Highways Structural Maintenance reduction to meet capitalisation proposals		-8,800	Programme reductions to be identified in Highways Structural Maintenance to meet capitalisation proposals	<b>Release to allocate</b>
		<b>TOTAL FUNDING</b>		<b>-14,614</b>		

## CAPITAL INVESTMENT PLANNING 2016/17 - 2019/20

## APPENDIX 3

## NEW PRESSURES

Ref.	Programme	Project	Total Project Cost £000	Project Specific Funding Available £000	Flexible Funding Required £000	Priority Category	Description/Notes
1)	CE&F	Basic Needs Additional Pressure 2016/17 to 2019/20	28,237	8,660	19,577	1	New projects identified within 4 year plan.
2)	CE&F	King Alfreds - Two Site Strategy (Loan)	5,500	5,500	0	2	Indicative cost, subject to tender/contract sum. Construction period Jan 16 to Aug 17, relocate Sept 17, repayment from disposal of East site 17/18.
3)	Various	Additional year of Annual Programme allocations for 2019/20	16,387	0	16,387	1	See Appendix 4
4)	Highways & Transport	Capitalisation of Highways Structural Maintenance	15,230	0	15,230	2	
5)	Highways & Transport	Highways Depot Strategy/Salt Barns	3,500	3,500	0	1 & 2	Prudential borrowing
<b>TOTAL PRESSURES</b>			<b>68,854</b>	<b>17,660</b>	<b>51,194</b>		

**Priority Categories:**

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

## CAPITAL INVESTMENT PLANNING 2016/17 - 2019/20

## APPENDIX 4

## ANNUAL PROGRAMME ALLOCATIONS - Revised and 2019/20 added

Annual Programmes	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	TOTAL £'000
Highways maintenance annual programmes*	14,171	10,870	11,856	11,891	12,500	61,288
East-West Rail (contribution)	737	737	737	737	737	3,685
Schools Access Initiative	400	400	400	400	400	2,000
Health & Safety - Schools	300	300	300	300	300	1,500
Temporary Classrooms - Replacement & Removal	250	310	300	350	350	1,560
Schools Accommodation Intervention & Support Programme	75	75	100	100	100	450
School Structural Maintenance (inc Health & Safety)	2,000	2,000	1,750	1,750	1,750	9,250
Schools Energy Reduction Programme	250	250	250	250	0	1,000
Non-Schools Property Structural Maintenance Programme	0	0	0	0	0	0
Minor Works Programme	329	200	200	200	200	1,129
Health & Safety (Non-Schools)	24	24	24	50	50	172
<b>TOTAL</b>	<b>18,536</b>	<b>15,166</b>	<b>15,917</b>	<b>16,028</b>	<b>16,387</b>	<b>82,034</b>

\* Amount allocated in each year, profiles in capital programme may be different

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## HIGHWAYS MAINTENANCE PROGRAMME 2016/17 to 2017/18

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	NOTES
<b>CARRIAGEWAY STRUCTURAL MAINTENANCE PROGRAMME</b>					
	Wantage	Market Place	136,632		
	Wantage	Mill Street	80,392		
	Benson	A4074 Near Elmbridge Roundabout	221,680		
	Wantage	Newbury Street	128,498		
	Great Milton	A329 Rycote Lane	156,122		
	Goring	High Street	139,033		
	Milton	Sutton Courteney Lane	379,586		
	Little Wittenham	Un-named Road (Long Wittenham Road junction to Church)	51,458		
	Henley on Thames	Vicarage Road	56,604		
	Didcot	King Alfred Drive	90,061		
	Oxford	Harcourt Hill		204,395	
	North Moreton	Long Wittenham Road / High Street		97,850	
	Kennington	The Avenue (Section 3)		196,754	
	Abingdon	The Vineyard		141,080	
	Witney	Thorney Leys		33,178	
	Whitchurch	Eastfield Lane		38,859	
	Wantage	B4507 Ickleton Road	107,987		
Advance Design & Surveying			235,000	54,000	
Advance Site Investigation			110,000	44,000	
Contingency				266,487	
s42			120,000	120,000	6% of £2m p.a.
<b>TOTAL CARRIAGEWAY STRUCTURAL MAINTENANCE PROGRAMME</b>			<b>2,013,053</b>	<b>1,196,603</b>	
<b>Major schemes</b>					
	Oxford	Cowley Road - Jeune Street to Rectory Road		790,344	
<b>TOTAL CARRIAGEWAY STRUCTURAL MAINTENANCE PROGRAMME</b>			<b>2,013,053</b>	<b>1,986,947</b>	
<b>SURFACE TREATMENTS PROGRAMME</b>					
<b>Skid Resistance Schemes</b>					
	Charlbury	B4437 - Charlbury - Hill Barn Farm	44,992		
	Wardington	A361 - Wardington - Williamscoth Hill	19,726		
	Banbury	A361 - Banbury - Bend 100m NE of M40 J10	24,156		
	Launton	Blackthorn - Launton - Bend 1.6km NW of A41	21,082		
	Wigginton	Wigginton - Wigginton Heath crossroads	157,685		
	Oddington	Oddington - Islip - Merton - bend 1km NE Islip	77,802		
	Chalgrove	B4027 Beckley Bend at Lodge Farm	120,426		To be monitored following retexturing work in 15/16
	Benson	B4009 Benson - Woodyard Bend	80,756		
	Chalgrove	B4015 Baldons - Bend 750 m East Golden Balls	96,583		
	Drayton	B4017 Drayton Rd j/o Sutton Wick Lane	126,669		
	Abingdon	A415 Marcham Rd j/o Gozzards Ford	105,014		
	Britwell Salome	B4009 Britwell Salome, nr jct with St Nicolas Church		105,699	Reserve Scheme - may be brought forward if further works at B4027 Beckley not required
17/18 programme to be confirmed				894,000	
Design			180,000	180,000	
<b>TOTAL Skid Resistance Schemes</b>			<b>1,054,891</b>	<b>1,179,699</b>	
<b>Surface Dressing</b>					
<b>SODC</b>					
	Stoke Row / H'moor	Stoke Row to Highmoor	32,433		
	Sonning Common	Kennylands Road	27,722		
	North Moreton	Long Wittenham Rd N Moreton	19,346		
	Park Corner	B481 North Huntercombe End lane	13,142		
	Nettlebed	B481 South Huntercombe End Lane	16,729		
	Great Milton	Church Road Gt Milton	8,703		
	Goring Heath	Crays Pond to Whitchurch Hill	48,251		
	Nuffield	Checkendon to Nuffield	45,520		
	Nuffield	Timbers Lane Nuffield	18,208		
	Benson	Clacks Lane	12,381		
<b>WODC</b>					
	Witney	A415 - Ducklington Lane	32,774		
	Carterton	B4477 - Carterton - Monaham Way	45,065		
	Witney	B4047 - Burford Rd	67,370		
	Charlbury	B4437 - Charlbury - Woodstock Rd	60,086		
	Carterton	A4095 - Bampton - Station Road	56,217		

## HIGHWAYS MAINTENANCE PROGRAMME 2016/17 to 2017/18

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	NOTES
<b>CDC</b>					
	Bicester	A4421 - Skimmingdish Lane	44,860		
	Bicester	A4421 - Launton Road	6,646		
	Bicester	A41 - Aylesbury Road	105,338		
	Banbury	A4269 - Duns Tew duals	100,713		
<b>VOWHDC</b>					
	Longworth	Appleton Rd/Hinton Rd	45,948		
	Tubney	A420	101,054		
<b>CITY</b>					
	Oxford City	Barnes Road	43,513		
	Oxford City	Blackbird Leys Road	32,551		
	Oxford City	Cuddesdon Way 1	18,750		
	Oxford City	Cuddesdon Way 2	18,026		
Lines /studs and markings			266,623		
Design			45,520		
17/18 programme to be confirmed				1,375,000	
<b>TOTAL Surface Dressing</b>			<b>1,333,489</b>	<b>1,375,000</b>	
<b>Other Surface Treatments</b>					
Surface Dressing Pre-Patching Schemes			850,000	800,000	
Structural Patching			1,750,000	2,100,000	
Edge Strengthening	Scheme list to be provided		400,000	250,000	
Micro asphalt program	Scheme list to be provided		200,000	300,000	
Retexturing programme	Scheme list to be provided		150,000		
Contingency	Surface Treatments			477,000	
Section 42			390,000	390,000	6% of £6.5m p.a.
<b>TOTAL SURFACE TREATMENTS PROGRAMME</b>			<b>6,128,380</b>	<b>6,871,699</b>	
<b>FOOTWAYS PROGRAMME</b>					
<b>Footway Reconstruction</b>					
	Ardley with Fewcott	Castlefields	29,405		
	Marston	Marston Road (West side)	78,933		
	Oxford	A40 Northern Bypass	13,031		
	Crowmarsh Gifford	The Street	64,483		
	Chinnor	Station Road	44,423		
	Thame	High Street	22,648		
	Witney	Langdale Gate	14,039		
	Saxons Heath	Long Wittenham	76,085		
	Didcot	Abingdon Road		76,599	
	North Leigh	Common Road		35,781	
	Garsington	Birch Road		87,722	
	2017/18 schemes to be identified			150,000	
<b>TOTAL Footway Reconstruction</b>			<b>343,047</b>	<b>350,102</b>	
<b>Footway Surface Dressing</b>					
	Wallingford	Bridge Street	4,408		
	Wantage	Upthorpe Drive	18,058		
	Wheatley	Old London Road	5,962		
	Wheatley	London Road Holloway	21,093		
	North Leigh	Common Road and Close	7,810		
	Wheatley	Wheatley Road to Waterperry	4,057		
	Garsington	Elm Drive	36,888		
	Kidlington	Elms Grove Area	77,532		
	Kidlington	Cromwell Way area	71,588		
	Chipping Norton	Tilsley Road	21,261		
	Henley	Western Avenue	25,481		
	North Leigh	Windwill Road	53,627		
	Wantage	Stockham Park	49,894		
	2016/17/18 schemes to be identified			400,000	
<b>TOTAL Footway Surface Dressing</b>			<b>397,660</b>	<b>400,000</b>	
Advance Design			90,000	90,000	
Contingency				210,000	
s42			60,000	60,000	6% of £1m p.a.
<b>TOTAL FOOTWAYS PROGRAMME</b>			<b>890,707</b>	<b>1,110,102</b>	
<b>DRAINAGE PROGRAMME</b>					
<b>Improvement Schemes</b>					
	Witney	A40	50,000		
	Adderbury	Aynho Road	20,000		
	Bampton	New Road	25,000		
	Benson	Fifield Manor	20,000		
	Bicester	Buckingham Road	35,000		
	Henley on Thames	Blandy Road	15,000		
	Mollington	Various	20,000		



## HIGHWAYS MAINTENANCE PROGRAMME 2016/17 to 2017/18

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	NOTES
	Oxford	Abingdon Road	40,000		
	Swalcliffe	Park Road	25,000		
	Tackley	Rousham Road	40,000		
	Wendlebury	A41 Wendlebury Stream to Bicester	30,000		
	Tiddington	Sandy Lane	30,000		
	Wantage	West Challow	15,000		
	Asthall	Village Pond		40,000	
	Barford St. Michael	Horn Hill		20,000	
	Bodicote	Weeping Cross		15,000	
	Burford	A424 Stow Road		20,000	
	Chilson	B4437 Charlbury to Chilson		12,000	
	Chinnor to Thame	B4445		20,000	
	Claydon	Clattercote Cottages, Cropredy Rd		20,000	
	Gallowstree	Common Road		10,000	
	Henley- on -Thames	Mill Lane		10,000	
	Hethe	Main Street		30,000	
	Somerton	Water Lane		10,000	
	Horley	Horley Church Lane		20,000	
	Mollington	Mollington		15,000	
	Somerton	Somerton Water Lane		20,000	
	Fulbrook	Fulbrook		15,000	
TOTAL Improvement Schemes			365,000	277,000	
Partner Schemes (Contributions)					
	Oxford	Florence Park, Cowley (Campbell Road - Oxford)	40,000		
	Oxford	Earl Street	15,000		
	South Moreton		50,000		
	Cumnor	Bypass	50,000	50,000	
	Blackthorn	A41 near Fox Covert Farm		30,000	
	Didcot	Basil Hill Road		30,000	
	Wheatley	Bypass, A40		50,000	
	Witney	Bypass, A40		50,000	
	East Challow			30,000	
	General		50,000	50,000	
TOTAL Partner Schemes (Contributions)			205,000	290,000	
Regular Maintenance					
Investigations			50,000	50,000	
Lining			30,000	30,000	
Design			80,000	80,000	
Reactive Maintenance					
Reactive Fund			170,000	173,000	
TOTAL DRAINAGE PROGRAMME			900,000	900,000	
BRIDGES PROGRAMME					
Programmed Maintenance - Construction					
Stert Street Culvert	Abingdon	Stert Street	75,000		
Scour works programme			250,000		
Shabbington East & Shabbington Centre Reconstruction	Tiddington with Albury	Mill Road	275,000		
Merton Bridge Reconstruction			150,000		
Bloxham Old Bridge Road Retaining Wall			75,000		
West Mill Bridge	Watchfield	B4508		450,000	
Dyers Hill Bridge				400,000	
Contingency				219,000	
Programmed Maintenance - Inspection & Investigation					
Kennington Rail Substructure	Kennington	A423 Southern Bypass	190,000	30,000	Major scheme will be subject to funding bid
Programmed Maintenance - Feasibility & Advanced Design					
Advance design and investigation	Advanced Design in 2016/17: • 0410 Merton Bridge Reconstruction - Design Advanced Design in 2016/17:		125,000	100,000	
Regular Maintenance					
Principal Inspection and Assessment			310,000	310,000	
Upgrade of low bridge signage			50,000	50,000	
Packaged Structural Maintenance	Programme 2016/17 • 1115 Ladygrove Railway - Didcot • 1123 Spiceball - Banbury • 1129 Hopkins - Didcot		75,000		Programme to be developed for 2018/19 onwards - Concrete Repairs, Masonry Repairs, Scour Repairs, Structural Painting Joints/Waterproofing, Fencing/Parapets upgrades,

## HIGHWAYS MAINTENANCE PROGRAMME 2016/17 to 2017/18

Name	Parish	Road Name	2016/17 (£)	2017/18 (£)	NOTES
Brickfield Subway Reconstruction Fund	Didcot	Hitchcock Way	7,000	7,000	
<b>Reactive Maintenance</b>					
Reactive works fund			100,000	100,000	
<b>TOTAL BRIDGES PROGRAMME</b>			<b>1,682,000</b>	<b>1,666,000</b>	
<b>PUBLIC RIGHTS OF WAY FOOTBRIDGES PROGRAMME</b>					
Small Kit Bridges	Various		50,000	50,000	
		Bridge 7096 Glenys & Wheeler	20,000		
		Bridge 8072 Ham Lane	30,000		
		Bridge 8106 Abel		50,000	
<b>TOTAL PUBLIC RIGHTS OF WAY FOOTBRIDGES PROGRAMME</b>			<b>100,000</b>	<b>100,000</b>	
<b>STREET LIGHTING PROGRAMME</b>					
<b>Column Replacement</b>					
	2016/17 programme to be listed				
	Banbury	Various Roads	105,000		
	Abingdon	Various Roads	80,000		
	Oxford	Various Roads	260,000		
	Wallingford	Various Roads	45,000		
	2017/18 programme to be determined			490,000	
<b>TOTAL Column Replacement</b>			<b>490,000</b>	<b>490,000</b>	
<b>Street Lighting Maintenance</b>					
	2016/17/18 programme to be determined		500,000	500,000	
<b>TOTAL Street Lighting Maintenance</b>			<b>500,000</b>	<b>500,000</b>	
<b>TOTAL STREET LIGHTING PROGRAMME</b>			<b>990,000</b>	<b>990,000</b>	
<b>TRAFFIC SIGNALS PROGRAMME</b>					
	OXFORD	BOTLEY RD SEACOURT PARK & RIDE	103,000		
	OXFORD	BOTLEY ROAD - ALEXANDER ROAD	13,000		
	BOTLEY	WEST WAY - DUAL PELICAN	40,000		
	OXFORD	SPEEDWELL STREET	20,000		
	HENLEY	HART ST	25,000		
	OXFORD	COWLEY RD/SHELLEY RD	30,000		
	BICESTER	LAUNTON ROAD/GARTH	20,000		
	KIDLINGTON	A44 LANGFORD LANE		110,000	
	OXFORD	DONNINGTON BRIDGE ROAD/MEADOW LANE		25,000	
	ABINGDON	OCK ST/MEADOWSIDE		22,000	
	CULHAM	TOLLGATE RD		60,000	
	OXFORD	WOODSTOCK RD/FIRST TURN		35,000	
<b>TOTAL TRAFFIC SIGNALS PROGRAMME</b>			<b>251,000</b>	<b>252,000</b>	
<b>TOTAL HIGHWAYS MAINTENANCE ANNUAL PROGRAMMES</b>			<b>12,955,140</b>	<b>13,876,748</b>	
<b>DfT CHALLENGE FUND PROGRAMME</b>					
Drainage			1,100,000	1,300,000	
Edge Strengthening			2,000,000	2,000,000	
Street Lighting			1,200,000	1,400,000	
Carriageway schemes			350,000	350,000	
<b>TOTAL DfT CHALLENGE FUND PROGRAMME</b>			<b>4,650,000</b>	<b>5,050,000</b>	
<b>MAJOR &amp; OTHER SCHEMES</b>					
Network Rail Electrification Bridge Betterment Programme			1,682,000	156,000	
A420/A34 Botley Junction & Cumnor Bypass			767,000	0	
<b>TOTAL MAJOR &amp; OTHER SCHEMES</b>			<b>2,449,000</b>	<b>156,000</b>	
<b>TOTAL HIGHWAYS MAINTENANCE PROGRAMME</b>			<b>20,054,140</b>	<b>19,082,748</b>	

## COMMENTS FROM THE PERFORMANCE SCRUTINY COMMITTEE

### Background

At its meeting on 17 December 2015 the Performance Scrutiny Committee considered a report that formed part of a series relating to the Service and Resource Planning process for 2016/17 to 2019/20.

The Committee considered in turn the savings proposed by each directorate for their service areas. The Committee were invited to consider and comment on: the savings options and in light of the feedback from the public consultation to identify those savings that are the least acceptable; and the LGA report and the Council response.

The Performance Scrutiny Committee held a further meeting on 7 January 2016 where they considered a further report relating to the Service and Resource Planning process for 2016/17 to 2019/20. The Committee considered the capital programme, the Treasury Management Strategy, the revised Corporate Plan and the Provisional local Government Finance Settlement.

The comments below are presented to Cabinet in order that they can take the comments into consideration in proposing their budget and Medium Term Financial Plan (MTFP).

On 17 December the Committee identified the following saving proposals as those that are least acceptable:

Ref No	Name	Proposal	TOTAL £000
<b>Children, Education &amp; Families</b>			
CEF13	Services for disabled children and families	Contracts for a range of day and overnight short-break care services commissioned for disabled children with parents, young people and other partners are due to finish in March 2017. The council would review these services during 2016, in consultation with families and other key partners. The council wishes to make sure the funding available is used to achieve the best possible outcomes. The review would include the residential short break services, which are jointly funded by the Council and the Clinical Commissioning Group with a contribution from Barnardos.	-250

Ref No	Name	Proposal	TOTAL 000s
<b>Adult Social Care</b>			
SCS7	Emergency response - redesign emergency response services	Reduce duplication and overheads by redesigning emergency response and crisis services by combining the Crisis Response Service, the Emergency Carers Support Service and Telecare monitoring and response services. This will lead to more cost effective and responsive services.	-200
SCS8	Carers - Carers Oxfordshire	A reduction in the contract with Carers Oxfordshire could be made by reducing expenditure on marketing, information, advice and support, training, and the carers partnership board. This would focus resources on continuing to meet statutory responsibilities. The remaining funds would be focused on areas of greatest need such as face to face support and volunteer befriending.	-160
SCS9	Information and advice	Consolidating existing contracts information and advice services whilst maintaining statutory requirements under the Care Act, focusing on specialist advice e.g. accessing benefits, managing debt and finding your own care and support.	-120
SCS10	Carers – respite	Review the way respite is provided to focus more on alternatives to bed based respite i.e. increased care at home could provide more effective ways of ensuring carers get the breaks they need.	-100
SCS21a	Tier 2 Day Services (Voluntary Sector provided day services)	Stopping funding day services provided by voluntary and community sector organisations. The majority of users (95%) of these services are not eligible for care and support from the council. Ending the funding could also mean transport savings. The council would assist current services to become financially independent where it is possible to do so; commission a new older peoples' community prevention service; ensure people using these services are aware of the information and advice options, which can inform and advise about what else is available in Oxfordshire, and work with the voluntary sector to look at options for increasing their role in delivering day opportunities.	-750
SCS21b	Tier 3 Day Services (Health and Wellbeing Centres)	A saving of £2,050,000 could be achieved by stopping funding the seven Health and Wellbeing centres provided by the Council, and one provided by the Leonard Cheshire Trust. Stopping the funding would release capital and revenue savings and possibly savings in transport costs. The council would assist current services to become financially independent where it is possible to do so; commission a new older peoples' community prevention service; ensure people using these services are aware of the information and advice options, which can inform and advise about what else is available in Oxfordshire, and work with the voluntary sector to look at options for increasing their	-2,050

		role in delivering day opportunities.	
SCS21c	Transport to day services	Savings of £200,000 may result from stopping funding of Tier 2 and Tier 3 day services as outlined above. This is because the council provides transport to and from these services for a number of people.	-200
SCS25	Intervention and preventative services - Dementia	Savings could be achieved by a reduction in funding for the Dementia Support Service once the current contracts expire in 2019/20.	-400
SCS27	Intermediate care - Reablement	A review and redesign of the reablement service to deliver more effective, lower cost community-based support to help people regain and maintain independence.	-300
SCS28	Carers – Carers charging	Introducing charging for carers' services. This would put carers onto the same basis as the people they support, whereby an assessment and support plan would be developed and the cost of meeting their support needs calculated, as well as an assessment of their ability to contribute to the cost of the support they need. This proposal could lead to a rise in income for the council and there could be an opportunity to target available resources more effectively towards more vulnerable carers who need additional help by reviewing what types of support are most supportive and effective for carers.	-200
SCS29	Carers – Carers grants	Reducing funding to carers with eligible needs for support could save £200,000. This would create a stronger link between need and funding in line with the Care Act and create an opportunity to improve the targeting of available resources towards more vulnerable carers.	-200
Fire & Rescue Service			
FRS2	Trading Standards management and enforcement review	<p>Greater integration with Oxfordshire Fire and Rescue and other local authorities and the development of a volunteer co-ordinator post could lead to some functions being supported by volunteers.</p> <p>In the medium term, the council could remove four further enforcement posts, reduce consumer advice and education posts. Greater integration with Oxfordshire Fire and Rescue and other local authorities and the development of a volunteer co-ordinator post could lead to some functions being supported by volunteers. The service could also seek to work closer with Thames Valley Police (including joint funding) especially around cyber-crime and human exploitation.</p>	-270
Environment & Economy			

E&E25	Area Stewardship	Reduce service down to statutory only, i.e. maintain a safe highway, incl. through safety inspections. Area Stewards would no longer be available to discuss and resolve issues on day to day basis – would mean increased use of Fix My Street and empowering parish councils to identify and/or undertake potential work.	-620
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The Committee made the following **RECOMMENDATIONS** on specific proposals:

**SCS20** Review of contracts – Healthwatch (Reducing funding for Healthwatch Oxfordshire by 30%.)

The Committee recommended that in view of the importance of the role played by Healthwatch the saving be phased over 2 years at £50k per year.

**E&E23** Subsidised Buses Consultation Proposals (This remaining funding would result in the routes being totally removed, unless they are linked to home to school transport.) Saving (£000s): **-1,220**

The Committee reiterated the following recommendation from their consideration in November of this matter following the public consultation:

“Cabinet be **RECOMMENDED** to support proceeding with reducing bus subsidies by £2.3m rather than £3.7m and to support updating the methodology to include additional criteria for the rurally isolated and deprived areas.”

The Committee added that if the saving was to go ahead then the Cabinet should ensure that a robust plan was in place on how they will work with communities to reduce the impact.

In addition to the comments on specific proposals the Committee made the following general points:

1. The Committee noted that other bodies including District Councils needed to be engaged around a number of the proposals. It was vital that overarching cuts and budget proposals be aligned with the work of other partners in terms of other models of provision or alternative funding.
2. The Committee discussed the need to ensure that funding to charitable/voluntary organisations was properly accounted for. In recognising that this funding was often in the form of payment for contracted services they asked that Cabinet recognise the need for accountability.

On 7 January 2016, the Committee commented in detail on the Corporate Plan and their comments have been included in draft Corporate Plan before Cabinet.

Referring to the Provisional Local Government Finance Settlement Committee noted that that their meeting in December was ahead of the settlement, which had changed the financial position considerably. There was discussion of the change in the formula and the timing of it and Committee supported the Cabinet making the strongest possible response.



**Talking Oxfordshire  
Report of the public consultation  
December 2015**





# 1. Background and approach

## Introduction

1. This is the report on the consultation exercise called Talking Oxfordshire run by the council before taking difficult decisions about making further budget savings. The public were able to comment on savings options via the council's website, at public meetings and in writing. Several stakeholder groups and partner organisations also took part.
2. All the submissions were read and analysed. This report summarises the responses to show strength of feeling on different saving options, and the concerns raised. The analysis is grouped by council directorate – children's services, adult care etc.
3. The report is provided to members of the council for consideration at the key points in the decision making process: scrutiny of the budget options by Performance and Scrutiny Committee; Cabinet when it agrees its budget saving proposals, and Council when it sets the budget.
4. It is notable that virtually all the comments received expressed concerns about the impact of savings options. This is in line with most consultation on service changes, where people generally only respond if they have strong views about a proposal.

## About Talking Oxfordshire

5. The council has to set a budget every year. As part of this process, residents, services users and stakeholders are consulted, with their views formally reported upon and taken into account by all councillors as part of the budget setting process.
6. The 2015 Talking Oxfordshire budget consultation was designed to inform people about the council's financial situation and to seek public and stakeholder opinion at an early stage in the 2016/17 service and resource planning cycle and to inform the service changes that might flow from that. The consultation was set against the following backdrop:
7. As government reduces funding to local government, the county council has to continue to make budget savings. At the same time demand for our services is increasing, partly due to our ageing and growing population, and increasing demand for social care

8. The council has already saved – or has plans to save – a total of £292 million between 2010/11 and 2017/18. We now think we will need to save up to £50 million more in the four years between 2016/17 and 2019/20. As a result, county council services will be reduced and some may stop altogether. The services left will be targeted at those who really depend on them – particularly children at risk of abuse and neglect and adults who cannot look after themselves.

### **Consultation approach**

9. The Talking Oxfordshire consultation ran between Tuesday 20 October and Monday 30 November 2015, and comprised of:
- Explaining the council's financial situation and budget pressures using a consultation document, budget savings options document and feedback form that was made available in all public libraries and from council offices on request . A summary leaflet was also produced and handed out at all the public meetings.
  - An online consultation comprising written background information, video content, a presentation, and a structured feedback form.
  - Three public meetings held in south, central and north of the county, including live tweeting from the meeting to give people who could not attend a taste of the proceedings.
  - One stakeholder meeting for parish and town council delivered by Community First Oxfordshire (formally Oxfordshire Rural Community Council) focussing on rural issues.
  - Giving people other opportunities to engage in writing via email, letter, petition or social media.
  - Raising the profile of the consultation through a range of direct and indirect communications to ensure as many people of possible were aware of the exercise and how to have their say
10. People were asked to give their views on one or more of the 95 savings options identified across all areas of the council (excluding public health, which has a ring-fenced grant from government). They were also invited to comment on the future priorities and council tax levels.

### **Analysis and reporting**

11. All the responses to this consultation have been read and the online data has been cleaned to remove duplicate responses and incomplete responses. The table below summarises the response pattern across all channels. It should be noted however, that as the council sought to make Talking Oxfordshire an open and inclusive process, and as such we did not place any limitations on how people could respond. With this in mind, it is likely that many people will be double counted in this table.

<b>Activity</b>	<b>Number</b>
<ul style="list-style-type: none"> <li>• Online responses including data entered forms</li> </ul>	3,631 (across all three online forms, including those data entered by the council)
<ul style="list-style-type: none"> <li>• Letters/emails/hard-copy forms, including those received after 30 November from service users/members of the public <ul style="list-style-type: none"> <li>○ Including formal responses from stakeholder organisations</li> </ul> </li> </ul>	480
	86
<b>Petitions</b>	
<ul style="list-style-type: none"> <li>• Proposed closing of the health and well-being Centres in the County (16 November 2015)</li> </ul>	204 signatures
<ul style="list-style-type: none"> <li>• Everyone Deserves a Chance (Proposed closure of health and wellbeing centres)</li> </ul>	964 signatures
<ul style="list-style-type: none"> <li>• Don't cut care (Age UK Love later life, part of a national campaign)</li> </ul>	1,100 signatures
<ul style="list-style-type: none"> <li>• The Elms health and wellbeing centre Witney</li> </ul>	64 signatures
<b>Public meetings</b>	
<ul style="list-style-type: none"> <li>• Booked a place at Oxford public meeting event</li> </ul>	126 people
<ul style="list-style-type: none"> <li>• Booked a place at Banbury public meeting event</li> </ul>	102 people
<ul style="list-style-type: none"> <li>• Booked a place at Wallingford public meeting event</li> </ul>	120 people
<b>Attended parish and town council event</b>	106 people attended representing 75 councils

12. As this consultation was predominantly qualitative in nature, undertaking a detailed analysis of what people have said is a lengthy process. In the time allowed, a high level analysis has been undertaken, which aims to give a summary of the potential impacts of the savings options for those which were felt to be most important to people and the general strength of opinion on specific issues. In parallel to this process, an indexed deposit of consultation responses is being collated for all councillors to review. This will ensure that all councillors can read at first hand all the comments and representations being made.

13. Following the publication of this report, officers will continue to analyse the data to inform the development of the overarching service and community assessment.

## **Supporting communications**

14. Talking Oxfordshire was publicised throughout the county via posters in council buildings, digital communications (website and social media), paid for advertising in local newspapers (paper and online), free listing services, and PR (media releases etc.).
15. In addition the council also directly informed representatives from the following stakeholder groups about the consultation:
  - All county councillors
  - All district council Chief Executives and Leaders for them to cascade
  - All parish and town councils
  - All Oxfordshire's MPs
  - All public sector partners within Oxfordshire
  - Department for Communities and Local Government
  - Key voluntary sector partners
  - Service delivery partners
  - Infrastructure organisations in the voluntary and charity sector
  - Lord Lieutenant for Oxfordshire
  - All members of the council's Oxfordshire Voice Citizens' panel
16. Below is a broad summary of the communications activity and reach it achieved:

### **Website**

- The main budget consultation landing page had 4,667 page views
- The Talking Oxfordshire news page had 908 page views

### **Twitter**

- 121 tweets, including replies to conversations
- 418 clicks to the consultation pages
- 157 retweets from residents and organisations
- @OxfordshireCC received an average of 6.3k impressions per day during the consultation period, and is followed by 18.2k twitter users.

### **Facebook**

- 4 Facebook posts, including 3 which received advertising
- Total reach (including paid promotion) – 21,114 accounts
- 22 likes, 20 comments and 29 shares

### **Media**

- Briefing on the budget attended by three media outlets, and covered by six media outlets

## 2. Main Findings: Written consultation responses

1. This section of the report provides a summary of the comments expressed via the consultation forms, letters, emails and petitions at a directorate level. It makes reference to responses from stakeholders, which are summarised in more detail in part 5 of this report.
2. The two key questions were asked:
  - How do you think these savings options might impact on people using the service and communities?
  - What level of Council Tax rise you would accept if it helped to protect front line services?
3. A third question was asked about the purpose and priorities of the council, which will be considered outside of this report.
4. In total 95 savings options presented by the council. 25 of these were identified by council officers as having no direct or immediate impact on the public and one was identified as having a positive benefit.
5. The council received over 3,000 representations from residents and services users in response to the 95 savings options presented. The table below summarises the number of savings options put forward by each directorate and a count of responses received in response to each. The clear majority of responses were negative in tone, objected to savings being made or expressing concern about the impact.

Service area	Savings option	Count
Adult social care	31	1,892
Children, Education & Families	13	373
Environment & Economy	27	609
Fire & Rescue Service	8	79
Libraries and Culture	2	599
Corporate Services	8	89
Corporate Measures	6	46

6. The most frequently commented on savings options (> 50 submissions) are presented in the table below. Many people chose to submit comments on a single savings option rather than several. This table is followed by a summary of the main themes arising for each council directorate. These have been written as standalone summaries that can be used by councillors at Scrutiny meetings in December.

Reference	Savings option	Count
LCS2	Cease funding of arts centres	385
SCS 21b (was SCS22)	Health and Wellbeing Centres	303
SCS22 (was SCS24)	Housing related support	278
SCS 21a (was SCS21)	Tier 2 Day Services	254
LCS1	Library Savings	214
SCS18	Planned support (known as warden control schemes)	198
CEF12	Early Intervention and Hubs/Children's Centres	96
EE23	Subsidised bus consultation proposals	89
SCS1	Prediction of demand for service	63
EE27	New household waste recycling centre strategy	62
SCS13	Intervention and prevention service - HIV	60
EE22	Rights of way	59
EE1	Patching work	55
SCS2	Land and Property	58
CEF13	Services for disabled children and families	53
SCS27	Intervention and preventative services	52
SCS15	Intervention and preventative services - Aphasia	51

## Adult Social Care

### Introduction

1. Oxfordshire County Council currently spends 32% of its budget on adult social care and this is the biggest individual area of spend excluding schools.
2. The council has a good track record over the last decade of investing in adult social care to cover increased demand.
3. Our future strategy will focus on our safeguarding responsibilities and on targeting services on adults who cannot look after themselves and those who cannot afford to pay for their own care. We will always support adults with an eligible care need and their carers and meet our legal obligations.
4. The strategy is to work ever more closely with the NHS and other partners to mitigate any savings that are adopted during the budget process. The council aims to build on a good track record of working closely with the NHS and others.

### Consultation

5. As part of the consultation feedback was sought on 31 saving options from the adult social care budget. The key question people were asked was: *How do you think these savings options might impact on people using the service and communities?*
6. The table below presents the title of the 31 savings options and the total number of comments received in response to these. Three options (SCS1, SCS3 and SCS23) were identified by the council as having 'no direct impact on the public' and one option SCS25, was described as having a 'likely positive' impact.

Savings Option	No. commenting
Prediction of demand for service	63
Land and Property	58
Care Homes	39
Prescription/retail model for equipment	29
Intervention and preventative services - Falls Service	35
Adult social care support for prisoners	13
Emergency response - redesign emergency response services	15
Carers - Carers Oxfordshire	27
Information and advice	22



Carers - respite	37
Extra care housing staffing and strategy - revised model of care	18
Extra care housing staffing and strategy – change in admission criteria	11
Intervention and preventative services –HIV	60
Land and property – print unit buildings	12
Intervention and preventative services – aphasia	51
Review of funding allocations to meet eligible care needs	47
New models of delivering care – social impact bond	26
Planned support (known as warden schemes)	198
Oxfordshire Support Fund	29
Review of contracts – Healthwatch	17
Tier 2 Day Services (Voluntary Sector provided day services)	254
Tier 3 Day Services (Health and Wellbeing Centres)	303
Transport to day services	27
Housing related support	278
Intermediate care beds	44
Intermediate care - Discharge Pathway	23
Intervention and preventative services	52
Adult Social Care Money management	18
Intermediate care	11
Carers – Carers charging	47
Carers – Carers grants	28
<b>Total comments</b>	<b>1,892</b>

7. Overall, 1,432 comments were received via the online form or on a hard copy form by the closing date and of these around 80% (1,147) were objecting or in opposition to the proposed saving option. In addition to this 460 emails/letters/hard copy forms were received an near majority of which were objecting to one or more savings options. The council also received four petitions.



8. Nearly all the comments were from service users and their relatives. A small number of stakeholder organisations responded specifically to the adult social care savings options.
9. The council's public sector partners (district councils, health and police) expressed concerns/raised points about the following options:
- **Cherwell District Council:** Tier 2 Day Services , Tier 3 Day Services and Transport to Day Services, Transport to day services, and Housing related support
  - **Oxford City Council:** Tier 2 Day Services , Tier 3 Day Services and Housing related support
  - **South Oxfordshire District Council:** Housing related support  
Emergency response - redesign emergency response services, Intervention and preventative services, Extra Care Housing
  - **Vale of White Horse District Council:** Housing related support
  - **West Oxfordshire District Council:** Tier 2 Day Services , Tier 3 Day Services, Transport to Day Services and Housing related support, Prescription/retail model for equipment, Intermediate care
  - **Oxfordshire Clinical Commissioning Group:** Tier 2 Day Services , Tier 3 Day Services, Falls Prevention Service, Intervention and preventative services, Equipment Review, Care Homes, Extra Care Housing Support and Land &Property and Intermediate Care
  - **Thames Valley Police:** Housing related support and Adult Social Care for Prisoners
10. The four most commented on savings options for adult social care with over 150 representations respectively were:
- SCS 21: Tier 3 Day Services (Health and Wellbeing Centres)
  - SCS 24: Housing related support
  - SCS 22: Tier 2 Day Services (Voluntary Sector provided day services)
  - SCS 18: Planned support (known as warden control)

#### **SCS 22: Tier 3 Day Services (Health and Wellbeing Centres), and**

#### **SCS 21: Tier 2 Day Services (Voluntary Sector provided day services)**

11. Taking into account signatures on petitions, the savings option relating to Tier 3 Day Services (Health and Wellbeing Centres) this was the most frequently commented on savings option across the entire budget consultation and was galvanised by active campaigning around individual centres. This includes three petitions with 1,368 signatures.

12. The Tier 2 Day Services Savings option (Voluntary Sector provided day services) also received a high volume of representations (254 in total) again as a result of active campaigning around some of the day services provided.
13. Comments on these savings options focussed on the potential negative impact of the day services being withdrawn, many giving a very personal view, including words on the value of the centres to themselves or their relatives. This included the role of day services in enabling people to stay independent for longer.
14. It was felt that this savings option would impact negatively on the general health well-being of vulnerable people including older people, people with physical and/or learning disabilities, people with long-term health conditions such as dementia, and carers. Many people agreed with the impacts identified by the council, especially the risk of increased social isolation (loneliness), increased hospital admissions, with falls being frequently cited and increased care home placements.

#### ***Illustrative quotes relating to Tier 3 Day Services***

*'...I had a stroke last year since then I have unable to leave my home without assistance. My weekly visit to the health and wellbeing centre is usually the only time I leave my four walls...'*

*..... 'If you shut this centre, most of the clients will see no-one, will not be able to go out, have nobody to talk to: Their health will deteriorate, they will be distressed and unhappy without seeing their friends. It's my opinion that it will cost a damn sight more money for extra hospital beds and carers etc. to cope with these people than it would to keep the centres open, plus the redundancy money for the staff!....'*

*"....Day Centres are a lifeline to those who attend. This is also two sided as it also offers respite/support to the Carer who care 24/7. If Centres were to close, the impact on Health and Social Services would triple. The money is well spent on a generation we owe much to....."*

### ***Illustrative quotes relating to Tier 2 Day Services***

*'...Without the support of the October Club for the few hours my life and my father's would fall apart. It provides rest and care for the both of use. He would have to go into care permanently and my own health would deteriorate, the stress would be too much if it wasn't for the October Club....'*

*'...The Limes Club is very important to us. Because of our age many of us usually lead very isolated lives..... It is somewhere people can come who find things increasingly difficult, and who will for the rest of their life, who aren't going to get better; it is unique in that respect. It is very supportive'...*

*....'This service is an essential lifeline for my mother and we're sure that's true for others who attend.....'*

15. With many of these potential negative impacts in mind, around a quarter of respondents questioned the cost effectiveness of either savings option in the long-term to the council.

*'... increased number of hospital admissions and care home placements would, in the long run, cost more! (Moving costs from budget to budget!)...'*

16. With regard to Tier 3 Day Services, for the most part people did not focus on the council assisting the current services to become financially independent, ensuring people are aware of information and advice options or working with the voluntary sector to look at options. Where they did, this was with scepticism.

*'....This proposal rests on some heroic assumptions, that OCC can find other organisations able to run the services to the same standard. Or to lose the facilities, imperilling the mental and physical wellbeing of users and their carers. A good day centre offers re-ablement plus physical and emotional care; it encourages sociability and assuages loneliness. With Oxfordshire's growing population, and the particular increase in the numbers of the very old, I doubt the rationale. Loss of the splendid modern purpose-built Bicester Day Centre and its imaginative ethos would be a particular tragedy.....'*

### **SCS 24: Housing related support**

17. Housing related support was the third most commented on option for adult social care. The council received 278 representations about the housing related support savings option.
18. The comments received focussed on the potential negative impact of the funding being withdrawn. It was felt that this savings option would impact on the health and well-being of vulnerable people from a wide range of demographics. Comments were wide ranging and included cascading

pressures elsewhere to other statutory services such as to health and housing (as identified by the council) and in particular A&E admissions and mental health services. It was also felt that another negative impact may be a general increase homelessness and the visibility of homelessness in the county, in particular in Oxford. Prevalent mention was also given to the likely increase in the rates of antisocial behaviour and crime rates.

### **Illustrative quotes**

*... 'these are vital services for people that need support. Without them people are much less likely to have and access better health and also enjoy and achieve in their lives. Without this support people are less likely to be successful in finding work and less able to deal with addiction issues. These services support the statutory sector especially where our clients have Mental Health issues. As a professional, it saddens me to see the struggles for people escalating and fearing that we will not be there to help...'*

*... 'These cuts will have a huge impact on people in Oxford; more vulnerable people will be on the streets, and less able to access support, meaning they will live more chaotic lives leading to more deaths, particularly in the winter months. There will be a big impact on the crime rate within the city and a vast increase in the visibility of homelessness within the city which will also impact the day to day lives of everyone.' ....*

*.... 'Removal of support from hostels and floating support services is in danger of turning the clock back 20 years or more with more people on the streets and fewer workers available to provide support, referrals and signposting. This, in turn, is likely to increase anti-social behaviour as well as pose a real threat to the health and wellbeing of very vulnerable adults. It seems counter-productive to be removing support from homeless people at exactly the point when housing is so difficult to access and homelessness is likely to increase.....'*

### **SCS18: Planned support (known as warden control schemes)**

19. The council received 198 representations about planned support savings option (known as warden control schemes). The significant majority of comments were received from service users or their carers on the back of direct communications from Housing organisations such as Sovereign Housing who actively informed customers of the consultation and encouraged them to respond using the online survey of a hard copy form that they provided.
20. It was felt that this saving option would impact negatively on the general health well-being of users of the service including older people and people

with physical and/or learning disabilities. People responded giving their personal experiences of the benefits they receive from their service.

### ***Illustrative quotes***

*'...The support officer calls on me weekly. I live on my own I look forward to the visits. The visitor is always cheerful and helpful with forms and advice. I would miss the visits very much....'*

*'...I find my support officer helps me no end and I think this is a very good service and do not want to see it end. No matter who visits me they are helpful and friendly and always give me help and advice. With my mental illness, I find it gives me peace of mind that someone is coming once a week and I can talk things over if I need to....'*

21. The impacts identified included the risk of increased social isolation (loneliness) and general sense of loss of something they have come to rely upon. A small number people questioned the cost effectiveness of this saving option, feeling that it could cascade pressures elsewhere on other health and social care services.

### ***Illustrative quotes***

*'The support officer is the only other human being I see on a weekly basis and is very helpful'*

*...'I am an elderly widow and welcome visits from the wardens. I feel that this would leave many of us, like myself, very vulnerable and lacking support if this did not continue'*

*'...cost should not be the only issue here, the impact on individuals and knock-on effect for care has to be considered....'*

22. Other savings options that received at least 55 representations were:

- SCS 1: Prediction of demand for service
- SCS13: Intervention and prevention services – HIV
- SCS 2: Land and property

## **SCS 1: Prediction in demand for services**

23. Sixty-three representations were captured in response to this savings option and despite it having been identified by the council as having *‘no direct impact on the council, and that eligible care needs would continue to met in all cases’* a clear majority of the comments were negative. People were sceptical about the increase in demand not being as high as currently predicted or felt that demand it too difficult to predict, whilst others felt it unrealistic that a savings could be made.

### ***Illustrative quote***

*‘...The stringent eligibility criteria now in place do not allow for accurate prediction of real and significant need or the fluctuation in an individual’s condition and therefore I suspect that the prediction of need is probably unrealistic. ...’*

## **SCS13: Intervention and prevention services – HIV**

24. Sixty representations were captured on the online consultation form in response to this savings option, with 14 of these being from service users or their carers and a further 13 being from elected representatives or stakeholder organisations, most notably the Terrance Higgins Trust who are contracted by the council to provide HIV day services.
25. A large number of the comments received were negative with concern expressed about impact on people with HIV who may feel stigmatised and marginalised if services were integrated into adult social care services.

### ***Illustrative quote***

*...’This is a retrograde step. Stigma of HIV people is a massive problem...’*

## **SCS 2: Land and property**

1. Fifty-eight representations were captured on the online consultation form in response to this savings option, of which the significant majority of people positively supported it or supported it with caution. This savings option was identified by the council having a positive benefit by increasing choice and the range of how to meet care and support needs.



## Children, Education and Families

### Introduction

1. The Children Education and Families (CEF) budget options involve redesigning services so that they are focused on those who are most in need. The suggested strategy is to save money from other services within CEF and other parts of the council to fund the most vital services for vulnerable young people. The particular focus would be on children at risk of abuse and neglect. As such the strategy would focus resource on children's social care.
2. The educational landscape in Oxfordshire has changed dramatically in recent years. By the end of 2015 more than 80 per cent of secondary schools will be academies. The council's suggested strategy is to focus on the legal responsibilities it retains in school organisation, admissions and special educational needs and to present options for new ways of providing other support services to schools.

### Consultation

3. As part of the consultation feedback was sought on 13 saving options from the children, education and families directorate budget. The key question people were asked was: *How do you think these savings options might impact on people using the service and communities?*
4. The table below presents the title of the 13 savings options and the total number of comments received in response to these.

Ref	Savings Option	No. commenting
CEF1	Management and Central costs	25
CEF2	Non-delegated schools costs	10
CEF3	Schools, education and learning	33
CEF4	Youth offending service	9
CEF5	School organisation and planning team	22
CEF6	Early years SEN inclusion teachers	37
CEF7	Special educational needs (SEN)	31
CEF8	SEN support services (SENSS)	14
CEF9	School organisation and planning – early years sufficiency and access	13
CEF10	School organisation and planning team	9
CEF11	School organisation and planning – admissions and transport	21
CEF12	Early Intervention Hubs/Childrens Centres	96
CEF13	Services for disabled children and families	53
	<b>Total comments</b>	<b>373</b>

5. Four of these options were identified by the council as having 'no direct impact on the public', totalling £574,000 in savings:

- CEF1: Management and central costs
- CEF 2: Non-delegated school costs
- CEF8: SEN support services (SENS)
- CEF10: School organisation and planning team

### **Feedback**

6. Overall, 373 comments were received.

7. Two thirds all the comments were from residents, or service users and their relatives. The remainder were professionals, a small number staff and stakeholder organisations.

8. Across all 13 options there roughly a ratio of 3 to 1 in terms of those who commented in opposition to the proposals and those who commented in support of the options proposed. The remainder offered comments that were not directly relevant to the savings options being considered or required more information.

9. The council's public sector partners (district councils, health and police) expressed concerns/raised points about the following options:

- **Cherwell District Council:** Early Intervention Hubs and Children's Centres
- **Oxford City Council:** Early Intervention Hubs and Children's Centres
- **South Oxfordshire District Council:** Early Intervention Hubs and Children's Centres
- **West Oxfordshire District Council:** Early Intervention Hubs and Children's Centres
- **Oxfordshire Clinical Commissioning Group:** Early Intervention Hubs and Children's Centres, Services for disabled children and families and Special Educational Needs
- **Thames Valley Police:** Early Intervention Hubs and Children's Centres

10. The two most commented on savings options for children, education and families with over 50 representations respectively in descending order were:

- CEF 12: Early Intervention Hubs/ Childrens Centres
- CEF 13: Services for disabled children and families



## CEF 12: Early Intervention Hubs/ Childrens Centres

11. The council is currently undertaking a major consultation which sets out a proposed new model for children's services in Oxfordshire by combining the current early intervention hubs with current network of children's centres to create a new 0-19 service based around eight Children's and Family Resource Centres. This consultation started prior to Talking Oxfordshire on the 14 October 2015 and closes on the 10 January 2016. The savings option proposed in Talking Oxfordshire was to save £2 million in addition to the proposal that is currently out to consultation.
12. In total, 96 people made representations about this proposal and everyone who responded was against this making the saving. It was felt to impact adversely on families and in particular vulnerable families. Many extolled the value of the service, including some who shared the personal benefit of the existing service to them.

### ***Illustrative quotes***

*'....The drop-in services at children's centres are vital for new parents to get support and advice, both from the centres themselves and from other parents. As a new Mum in 2010 a visit to my local centre would often be the only adult conversation I would have all day. To lose them would mean that many women would BECOME vulnerable to isolation, and at worst post-natal depression. To access these services only if identify yourself as vulnerable would lead to a stigma being associated with using them and mean that you don't benefit from meeting and getting support from other mums who are 'coping' - albeit while being able to confess to the occasional emotional meltdowns that sleep deprivation provides. If cuts must be made then surely it's better to better/fully utilise a proportion of the current centres so that women still have an option, and are not left literally out in the cold. As my 2nd baby is due next week I will miss these services if they are lost completely....'*

13. Concern was expressed that this saving would cascade pressure onto other public services, including from other who felt they would be expected to fill the gap. Other cited the potential cost of re-opening the centres either for council or community use.

### ***Illustrative quotes***

*....'It is so short sighted to close children's centres. It is well known that the early years are most important for building a foundation to life. Parents and children are able to get help without having been identified as in need of*

*intervention, so before they need intervention. Taking money away from these early years services will just heap cost onto other areas of social care...'*

*'...The removal of this support will lead to more children ending up in care and more families needing statutory services and may indeed result in more spending by the County. Once closed these centres will be expensive to re-open when as a result of increasing council tax base and devolution of business rates the county is better off in years to come. They should therefore be funded out of reserves for the next 5 years as at present reserves are higher than necessary. The situation could then be re-assessed in the light of the funding situation at the time.....'*

### **CEF 13: Services for disabled children and families**

14. Overall, 53 people made representations about this proposal, including 20 service users. Everyone who responded was against this making the saving. It was felt that this savings option would impact negatively on the health and well-being of families and as the council identified in the consultation document, increase pressure upon them. People responded giving concerns if it was to be withdrawn. A number of people felt that this would cascade pressure elsewhere and not result in an overall saving to the council.

#### ***Illustrative quotes***

*'...The feedback we've been given by users of this service is that if short break services for disabled people are reduced it will have a profoundly detrimental effect on both children and young people and their families. It is highly probable that reducing services will not save money but increase costs. Carers have told us they would need to decrease their hours working or give up working altogether and start to claim more benefits. Some parents have said that without respite support from the County Council they would be unable to cope with their caring responsibilities. ....'*

*'...We would be concerned about the potential reduction in any residential respite for those children with the highest levels of need. The population of children with learning disabilities with profound and multiple learning disabilities is increasing year on year or with highly complex medical needs.*

*Removing or reducing respite care simply increases the pressure on very stressed families still further and could lead to family breakdown, or children being placed in public care or expensive residential schooling.....'*

15. Of the options that were identified as having 'no direct impact on the public', the small number of people who gave comments endorsed savings on '**non-delegated schools costs**' (CEF2) and agreed to save on **Management and**

**central costs (CEF 1)**, although for some this was with a caveat about how this should be taken forward, whereas other put forward suggestions for smarter working to reduce unnecessary expenditure.

*'I would be greatly concerned if the reductions in managerial posts were not balanced; for example we have a Director for Children's Services, along with Deputy Directors for both Social Care and for Education. If Education was removed and adjusted in the underlying hierarchy it would give those of us working in schools a very damaging message and would put the educational development of vulnerable learners at risk if the focus fell heavily onto their social needs alone.'*

16. **Partial support was shown to saving on SEN support services (SENSS) (CEF8)**, as some felt this would cascade pressure onto schools budgets or has the potential to create a two-tier system. People appear to have misunderstood the saving relating to the **School Organisation and Planning Team (CEF10)** and object on grounds not directly related to the savings option tabled.

## Environment & Economy

### Introduction

1. Oxfordshire County Council currently spends 28% of its budget on a wide array of Environment & Economy services including highways and transport planning, waste disposal, strategic planning and countryside access.
2. The council's focus in this area would be on providing a safe highway despite having to make savings and on delivering a viable waste disposal service despite the pressures of financial savings and projected population increases.
3. The council would seek to emulate other local authorities in using capital budgets in some areas previously financed through day to day revenue budgets. There would be a focus on working with stakeholders to facilitate the economic growth that will protect the future of the county
4. There would also be an intention to work more closely with district councils and town and parish councils in delivering key services.

### Consultation

5. As part of the consultation, feedback was sought on 27 saving options from the Environment & Economy budget. The key question people were asked was: *How do you think these savings options might impact on people using the service and communities?*
6. The table below presents the title of the 27 savings options and the total number of comments received in response to these.

Ref	Savings Option	No. Commenting
EE1	Patching works	55
EE2	Highway drainage	34
EE3	Increased income from legal agreements	7
EE4	Increase fee income from Oxford strategic transport model	7
EE5	Incident response	4
EE6	New innovation and research partnership	5
EE7	Streetworks events management	12
EE8	Maintenance of street lighting	19
EE9	More effective working with supply chain and external partners	12
EE10	Grass cutting and tree maintenance	27
EE11	Traffic signals maintenance	6

EE12	Property contract	6
EE13	Sharing expertise and joint county-level planning services	7
EE14	Closer partnership working between Economy and Skills and the OxLEP	9
EE15	Winter maintenance	40
EE16	Locality team co-location	6
EE17	Utilisation of assets and income generation	11
EE18	Real time information	43
EE19	Safety fence repair and maintenance	9
EE20	Reduce policy and strategy capacity	9
EE21	Joint working and minor operational budget reductions	9
EE22	Public rights of way	59
EE23	Subsidised Buses Consultation Proposals	89
EE24	Survey and Other Works	21
EE25	Area Stewardship	17
EE26	Gully Emptying	24
EE27	New Household Waste Recycling Centre (HWRC) Strategy	62
	<b>Total Count</b>	<b>609</b>

7. Eight of these options were identified by the council as having ‘no direct impact on the public’, totalling £1,205,000 in savings:

- EE3: increased income from legal agreements
- EE4: Increase fee income from Oxford strategic transport model
- EE6: New innovation and research partnership
- EE9: More effective working with supply chain and external partners
- EE16: Locality team co-location
- EE17: Utilisation of assets and income generation
- EE20: Reduce policy and strategy capacity
- EE21: Joint Working and minor operational budget reductions

### Feedback

8. Overall, 609 comments were received via the online form or in hard copy.
9. A majority of the comments were from residents, services users and their relatives and professionals, staff and stakeholder organisations.

10. The council's public sector partners (district councils, health and police) expressed concerns/raised points about the following options:
- **Cherwell District Council:** Subsidised buses consultation, Grass cutting and tree maintenance, and new household waste recycling centre strategy
  - **Oxford City Council:** Highways drainage and gully emptying, Subsidised bus services consultation (cites separate response)
  - **South Oxfordshire District Council:** Subsidised bus services consultation (cites separate response), Maintenance of street lighting, Highways drainage and gully emptying, Household waste recycling centre strategy, Subsidised buses consultation, Streetworks and events management, and Public rights of way
  - **Vale of White Horse District Council:** Highways drainage and gully emptying, Household waste recycling centre strategy, Winter Maintenance proposals, and Subsidised buses consultation
  - **West Oxfordshire District Council:** Grass cutting and tree maintenance, Household waste recycling centres
11. Across all 27 options there was roughly a ratio of 3 to 1 in terms of those who commented in opposition to the proposals and those who commented in support of the options proposed.
12. Of all the savings options which were identified as having 'no direct impact on the public' only 'EE20: Reduce Policy and Strategy Capacity' did not have a majority of comments supporting the option.

Of the savings options not identified as having 'no direct impact on the public' five had a majority of comments supporting the option. These were:

- EE8: Maintenance of Street Lighting
  - EE13: Sharing expertise and joint county-level planning services
  - EE14: Closer partnership working between Economy and Skills and the Oxfordshire Local Enterprise Partnership (OxLEP)
  - EE19: Safety Fence Repair and Maintenance
  - EE25: Area Stewardship
  - Those who commented in support of saving options largely explained their support as due to one of three reasons; Believed savings should be made in mentioned area to protect funding for social services, believed the option would have minimal direct impact on the public, or believed efficiencies could be made in this area.
13. The four most commented on savings options for Environment & Economy were (in descending order):
- EE23: Subsidised Buses Consultation Proposals



- EE27: New Household Waste Recycling Centres (HWRC) Strategy
- EE22: Public Rights of Way
- EE1: Patching Works

### **EE23 – Subsidised Buses Consultation proposals**

14. This saving option was the most frequently commented on saving option within Environment & Economy saving options proposed. The option received a total of 89 comments, of which the very significant majority were in opposition.
15. Comments in opposition to this option frequently mentioned the potential disproportionate impact this option would have on rural communities. Many respondents believed the option would leave rural communities isolated and unable to reach key services.
16. Respondents on this option also often mentioned the potential impact the option would have on the elderly, with many stating this saving option would lead to elderly residents, who can no longer drive, becoming isolated which may then have an adverse impact on their mental and physical wellbeing. Several respondents mentioned this option would in particular affect the elderly living in rural communities.

### **Illustrative quotes**

*“...Although this would make a substantial saving, the impact on remote parishes would be extreme. Many residents living in villages would become isolated, especially elderly people often without access to a car who rely on a local bus service to enrich their lives with visits to towns, markets and places of interest. I am totally against removing this subsidy.”*

*“...Further reductions in bus services will lead to further isolation of bus users including older people. It is important that older people continue to have access to health services, shops, and opportunities to be involved in social activities - they cannot do this if they cannot reach the local town.”*

*“...The impact on rural services is obvious and should not need explaining. The subsidised Bus service to a rural community is not a luxury but a necessary lifeline. It means Doctor's and Hospital appointments can be travelled to by people without cars or other means of transport.”*

## **EE27 – New Household Waste Recycling Centres (HWRC) Strategy**

17. This saving option was the second most frequently commented on option within Environment & Economy saving options proposed. The option received a total of 62 comments, of which nearly all were in opposition.
18. Those who commented in opposition to the option stated a potential impact of the option would be increased levels of fly-tipping, as was identified in Oxfordshire County Council's consultation public briefing report. However, those who mentioned fly-tipping as a potential impact believed the increased occurrence of this would be far greater than suggested in the council's report. This echoes the response given in the recent public consultation about the proposed new strategy.
19. Respondents who commented in opposition to the option also stated another potential impact of the option would be increased overall costs to the council because of clearing up having to take place as a result of the increased levels of fly-tipping.

### ***Illustrative comments relating to New Household Waste Recycling Centres (HWRC) Strategy proposal***

*"I disagree with closure of waste disposal sites especially within the context of the many new homes being built in Oxfordshire. I fear this measure will only lead to an increase in fly-tipping which will be costly to clear up..."*

*"For the relatively small saving (£200,000) the knock on impacts are likely to have a more significant effect and the councils end up spending more money collecting fly-tipping"*

*"I think that this just has to be one of the stupidest things that you have ever thought of. People will not travel to the sites I know I will not so it will go into the bin and other people will just dump it on the roadside causing unsightly mess and more money for you to clear it up..."*

## **EE22 - Public Rights of Way proposals**

20. This saving option was the third most frequently commented on option among the Environment & Economy saving options proposed. The option received a total of 59 comments, of which 55 were in opposition to the proposal, none in support and 4 were of no clear opinion.
21. Many of those who commented in opposition to the option believed the option could potentially have a negative impact upon public health. It was often cited



that this would occur as the option would lead to a decline in the accessibility and attractiveness of Public Rights of Way, which would then discourage their use by members of the public.

22. A further potential impact of the option which was frequently identified by respondents was that the option may lead to current volunteers becoming discouraged from further supporting the maintenance of the Public Rights of Way, as identified in Oxfordshire County Council's consultation public briefing report. This potential discouragement was largely attributed to that if there was a reduction in council-employed staff servicing Public Rights of Way then some tasks which volunteers are unable to conduct would be left undone.

### **Illustrative quotes**

*"I feel very strongly about this one. There are things that volunteers cannot do e.g formal liaison with landowners. Cutting the relevant staff would make volunteer effort impossible which is a waste of free resource. Walking is important for health and reduces air pollution if it avoids car journeys. An overgrown path can become impassable if left too long."*

*"...The loss of access to the countryside for many people by implementing this proposal will be detrimental to their health and general well-being."*

*"...The volunteer network around ROW is substantial and relies on the service to provide the legal and operational support. If this is reduced it is likely that this volunteer network will become dispirited and fall apart. The service would then end up with very little support..."*

### **EE1 – Road Patching Works**

23. This saving option was the fourth most frequently commented on option within Environment & Economy saving options proposed. The option received a total of 55 comments, of which 29 were in opposition, 11 in support and 15 were or no clear opinion.
24. Those who commented in opposition to this saving option frequently based their opposition upon what they believed to be the already poor condition of roads in Oxfordshire. For this reason, they felt there should not be any further savings in this area, as this could potentially lead to a decline in the condition of roads in Oxfordshire.
25. Some respondents also commented this potential decline in the quality of the roads could lead to further accidents. This was one reason why respondents felt this option would not be cost effective in the long run, another reason was that it

would lead to more expensive repairs in the future if repairs took longer to take place.

### ***Illustrative quotes***

*“If holes were patched properly in the first instance then longer term savings would be made”*

*“Changes will lead to greater problems in the future by lack of investment/maintenance. Will lead to greater demand for emergency services/admissions/more insurance claims or injury...”*

*“...If the assumption is that pot holes and poor roads will take longer to fix or not be fixed. Then the facts are road will Fail and car wheels will be damaged thus meaning compensation claims increasing to the council or worse still accidents to car users or even bikes. If you look at the facts that Oxfordshire alone need £165 million to bring roads up to standard. I can't envisage how any more saving can be made to highways maintenance.”*

## **Libraries/Cultural Services**

### **Introduction**

1. Oxfordshire County Council currently spends 2% of its budget on Libraries/Cultural Services.
2. The council's focus in setting a suggested future strategy for the library service is on the retention of all 43 Oxfordshire libraries while still making financial savings in this area.
3. It is hoped that there can be an increased focus on the role of libraries in helping local people access council services more generally. This would be integral to the delivery of the council's wider digital agenda.
4. The council is considering an option to close the mobile library service and the home library service to be expanded to mitigate this.

### **Consultation**

5. As part of the consultation we sought feedback on 2 detailed saving options for Libraries and Cultural Services, with both of these being split into multiple parts:

#### **Libraries**

- Reduction of book fund
- Closure of all mobile libraries; 4 general services library vehicles and 2 children's service vehicles
- Library management and staffing organisation in conjunction with the Council's Customers Services Centre and ICT function over two years
- Retendering of the Library Management System

#### **Cease funding of arts grants**

- Pegasus Theatre
  - Oxfordshire Youth Arts Project (OYAP)
  - Oxfordshire Visual Arts Design Agency (OVADA)
6. Multiple impacts were identified across both areas. It was noted in the document that Arts Funding was non-statutory. The table below presents the title two savings options and the total number of comments received in response to these via the online form (or written correspondence entered into this by the closing date).

Ref	Savings Option	No. commenting
LCS1	Library Savings	214
LCS2	Cease funding of arts grants	385
	<b>Total</b>	<b>599</b>

### **LCS1: Library Savings**

7. 214 representations were made about the library savings options, of which on the online form 117 mentioned the mobile library service and 14 cited the reduction in the book fund, which was described by many as ‘*regrettable*’.
8. The consultation responses echoed the consultation document in terms of the potential negative impact of the closure of the mobile libraries on rural communities, old people, young people and people with disabilities.
9. Many responses gave a very personal view about the value of the service, including for some, its role in mitigating against social isolation.

### **Illustrative quotes**

*... ‘Discontinuing Mobile Library Service - In villages where there is no bus service people who have no transport of their own (primarily the elderly retired who have time to read) rely on the mobile library, as they cannot get to town libraries. To withdraw this service would take away their right to use the county's library....’*

*‘.....mobile library provides a safe space where they can interact with their peers and meet new people. After the recent review all the mobile library customers who lost their stop were offered the Home Library Service. This offer does not apply to the current proposal - this is neither fair nor equitable. In mitigation the library service is pinning its hopes, on the doubtful premise, that volunteers will be able to provide this service to 'some' of these customers. With some 200+ stops being lost & assuming 5 customers at each stop this will have a major NOT minimal impact on the service these customers have previously enjoyed....’*

### **LCS2: Reduce Funding of Arts Grants**

10. In total, 385 representations were made in response to the savings option for the council to cease funding cultural activities from 2018/19 relating to Pegasus Theatre, Oxfordshire Youth Arts Project and Oxford Visual Arts Design Agency, none of which were supportive of the council making this savings. Overall, this savings option received the largest volume of responses via the online form, of which 265 specifically galvanised in support

of Pegasus Theatre and 30 specifically cited Oxfordshire Visual Arts Design Agency (OVADA) in their response.

11. With regard to impact, this saving option was considered to impact adversely on young people. As with other savings options, people took the opportunity to share the value of these services both to them personally, their families or to the local community.

### **Illustrative quotes**

*‘....OYAP is a vital service and has a hugely positive impact on some of the county's most vulnerable young people.....’*

*‘.....It is hard to quantify the benefits that theatre brings to children and adults locally, in particular in areas like East Oxford, which are deprived in other ways. Pegasus is a wonderful institution locally which gives a lot of good experiences to people who might not otherwise have them.....’*

*‘....These organisations are key to nurturing art at the grass roots, growing our artist community, generating opportunities for artists within and beyond the organisation and for educational purposes. ....My own career as an artist has been established through working with OVADA. Through starting off with opportunities at a local level I have gone on to establish a career making work that is rooted in community engagement. It is so important that Oxford has a cultural community who can contribute to the life of the city.....’*

12. The council identified a key impact could be to jeopardise the long-term sustainability of the organisation and this was referenced by many in their response.

## Fire & Rescue and Trading Standards

### Introduction

1. Oxfordshire County Council currently spends 5% of its budget on Fire & Rescue and Trading Standards. The Fire and Rescue Service has already delivered savings through greater collaboration with other blue lights services and increased integration with Oxfordshire County Council.
2. The suggested strategy looking forward is to maintain the current network of Fire and Rescue stations to serve Oxfordshire. The council is proposing to reduce the number of operational management positions as a result of reduced incidents and would seek further collaboration with other Fire and Rescue Services in the future.
3. In trading standards if such budget options were to be implemented, trading standards enforcement work would focus more on providing a safety net for vulnerable consumers with a reduction in our response to consumer complaints, prevention work and business support.
4. The suggested strategy would mitigate the impact of these changes by building on existing volunteering to assist staff – something that is already happening elsewhere in the county – and working more closely with the Fire and Rescue Service. Work that requires qualified and authorised officers would continue to be provided by people employed by Oxfordshire County Council.

### Consultation

5. As part of the consultation, feedback was sought on 8 saving options from the Fire & Rescue and Trading Standards budget.
6. The table below presents the title of the 8 savings options and the total number of comments received in response to these.

Ref	Savings Option	No. Commenting
FRS1	Thames Valley Fire Control Service efficiencies	6
FRS2	Trading Standards Management and Enforcement review	22
FRS3	Chipping Norton Fire Cover Review	7
FRS4	Fire and Rescue Service strategic leadership team review	7
FRS5	Management Review – Station Managers	12
FRS6	Management Review – Group Managers	7

FRS7	On-call Budget	8
FRS8	Financial funding arrangements for Fire and Rescue Service cadet schemes	10
	<b>Total</b>	<b>79</b>

7. Three of these options were identified by the council as having 'no direct impact on the public', totalling £385,000 in savings:

- FRS5: Management Review – Station Managers
- FRS6: Management Review – Group Managers
- FRS7: On-call budget

## Feedback

8. Overall, 79 comments were received.

9. The council's public sector partners (district councils, health and police) expressed concerns/raised points about the following options:

- **Vale of White Horse District Council:** Trading Standards
- **Thames Valley Police:** Trading Standards

10. Across all 8 options the number of comments in support (26) and opposition (22) of the options proposed were roughly even.

- Of the savings options which were identified as having 'no direct impact on the public' only saving option FRS4: Management Review – Group Managers received a majority of comments in opposition.
- Of the savings options not identified as having 'no direct impact on the public', two had a majority of comments supporting the option. These were:
  - FRS3: Chipping Norton Fire Cover Review
  - FRS4: Fire and Rescue Service strategic leadership team review
- Those who commented in support of saving options largely explained their support as due to one of two reasons; Believed efficiencies could be made in this area, particularly in management costs, and if the option would result in no direct impact on the public.

11. The most commented on saving option for Fire & Rescue Services and Trading Standards was FRS2: Trading Standards Management and Enforcement review. As there were no other options which received a high amount of comments in opposition to the option, FRS2 will be the only saving option which shall be looked at further below.

## FRS1 – Trading Standards Management and Enforcement review

12. This saving was the most frequently commented on within this area. The option received a total of 16 comments, of which 14 were in opposition, 1 in support and 1 of no clear opinion.
13. Those who commented in opposition to this option frequently mentioned that they believed a potential impact of the option would be an increase in fraudulent practices among traders and residents and consumers would fall victim to fraudulent practices more often.
14. Those who commented in opposition to this option, also frequently stated that they felt the service should not be provided by volunteers as it could undermine the effectiveness and long-term sustainability of the service.

### ***Illustrative quotes***

*“...with reduced pro-active work targeting e.g. rogue traders and business support residents and businesses in Oxfordshire will be disadvantaged and left more open to fraudulent practices.....”*

*‘....Your own impact assessment says it all. Increasing number of scams particularly on the elderly and vulnerable make this an area that needs to be protected. Volunteers cannot replace expertise.....’*



## A) Directorate Summary for Corporate Services

### Introduction

1. Oxfordshire County Council currently spends 3% of its budget on Corporate Services including finance, HR, legal policy, communications and other support functions.
2. Large parts of HR and finance have already been outsourced to the Hampshire Integrated Business Centre. The council's strategy would be to continue to seek to make savings in all of these areas to protect frontline services while at the same time allowing services to continue to provide the necessary levels of support to allow those frontline services to focus fully on their central roles.
3. As part of the consultation we sought feedback on eight saving options, three of which were identified as having no direct impact on the public, totally savings of £61,000
  - CS6: Unison – reduce budget
  - CS7: Change administrative arrangement for locality meetings for councillors
  - CS8: Reduce chairman's budget as previous underspent
4. The table below presents the title of the eight savings options and the total number of comments received in response to these.

Ref:	Savings Option	No. commenting
CS1	Senior management review	18
CS2	Organisational development	13
CS3	Finance and internal audit	4
CS4	Communications – reduce campaigns and consultations	12
CS5	Reduce senior HR staff	8
CS6	Unison – reduce budget	14
CS7	Change administrative arrangements for locality meetings for councillors	6
CS8	Reduce chairman's budget as previously underspent	14
	<b>Total comments</b>	89

5. Generally, the savings in this area were accepted. Senior management review was the most frequently commented on option in this section and people were supportive of the review, particularly for some, if it was supportive of maintaining more frontline services. Nobody identified any significant adverse impact of this. More people than not disagreed with the

proposed savings to organisational development, with the view that this would be a retrograde step.

## B) Summary for Corporate Measures

### Introduction

1. Corporate measures account for 5% of the council's budget.
2. It has proved possible for financial assumptions made as part of medium term financial planning in previous years to be adjusted and updated.
3. Areas such as lower than predicted pay awards, better than predicted returns on investments, the ending of the national insurance rebate on the state pension and successful contract negotiations reducing the cost of insurance each release finance to partially lower the impact on the frontline.

### Consultation

4. As part of the consultation we sought feedback on six saving options for corporate measures, all of which were identified as having 'no direct impact on the public', totalling 13,400,000. The key question people were asked was: *How do you think these savings options might impact on people using the service and communities?*
5. The table below presents the title of the six savings options and the total number of comments received in response to these.

Ref	Savings Option	No. commenting
CM1	Increase in Council Tax base	18
CM2	Local Pay Award	15
CM3	Contract Inflation	3
CM4	Strategic measures	4
CM5	Ending of national insurance rebate on State Pension	3
CM6	Insurance contract	3
	<b>Total comments</b>	46

6. The most frequently commented on options were local pay award (15 mentions) and increase council tax base (18 mentions). Where comments were directly relevant, on the whole people were supportive of the corporate measures. A small number of others used this section as an opportunity to make suggestions for how the back office improvements could be made, to

comment that councillor allowances should be frozen and to raise points in relation to housing growth.

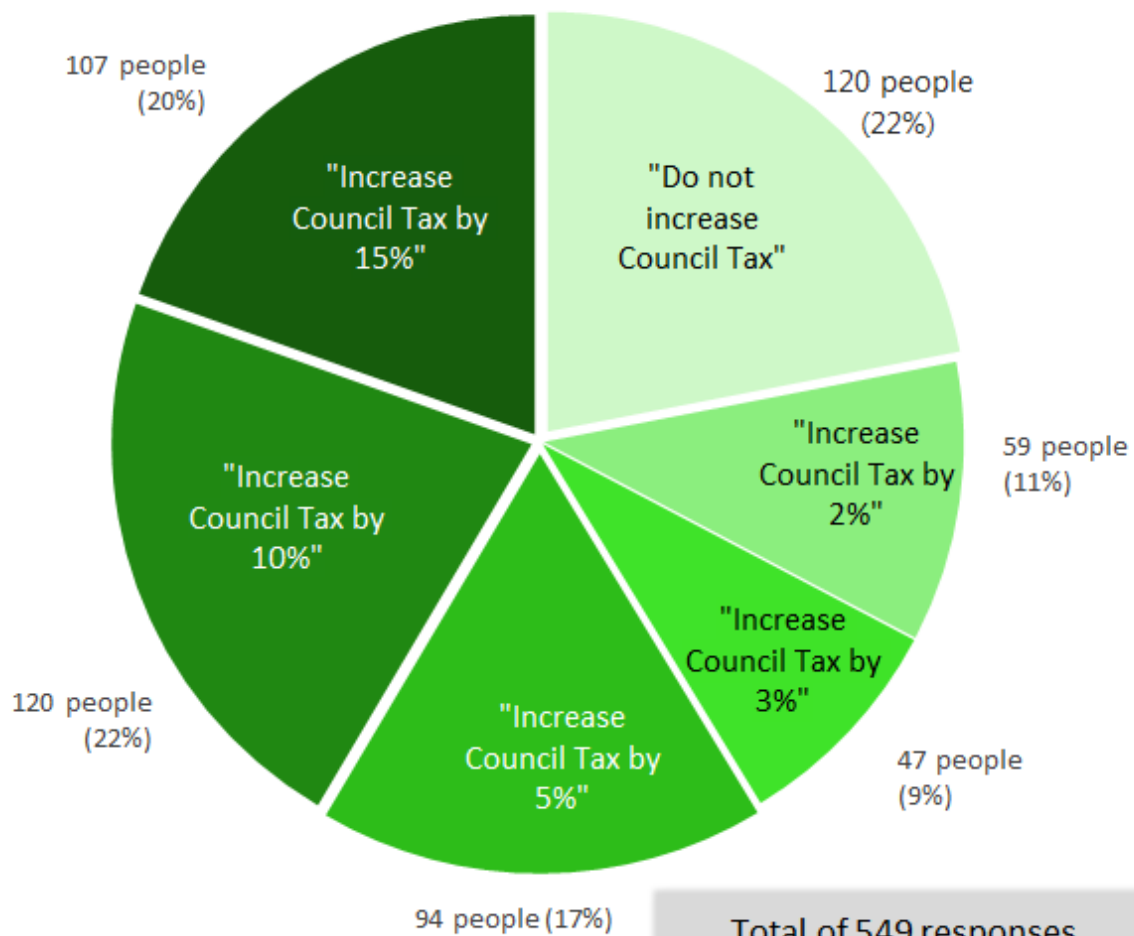
### **Attitudes towards Council Tax responses**

1. As part of the consultation people were asked about their attitudes about Council Tax levels and the council set the scene in the consultation document as follows:

Another way of protecting frontline services is to increase Council Tax levels. Council Tax was increased last year by 1.99% and our budget plan assumes that we will raise it by 3% in 2016/17. However, in recent years, any council that wants to increase Council Tax by 2% or more was required by government to hold a local referendum. This is a public vote on the proposed Council Tax level and would cost up to £800,000. The council would have to pay for the referendum and its result is final. In practice no other council has done this.

We have not yet been told if the referendum limit will be applied this year. If it is the same as previous years, we would have to meet the shortfall from additional savings – which are included in the estimated £50m savings we will need to make.

2. Taking this into account, people were asked what level of Council Tax rise they would accept if it helped to protect frontline services. In total, there were 549 responses including two don't know answers. The pie chart below summaries their preferred council tax increases. There was equal support (c. 20%) for a council tax freeze and a 15% rise, with the majority (59%) supporting for a rise of between 5-15%



Total of 549 responses,  
including 2 "Don't know"

## Part 3: Talking Oxfordshire public meetings

1. This section of feedback sets out the key themes from the Talking Oxfordshire Public Meetings. During October, the Leader of the Council, Head of Paid Services and the Chief Finance Officer took part in three public meetings to explain the council's financial situation, to hear local views and to answer questions. A public meeting was organised in the north, south and central areas of the county as set out the table below.

Date	Venue and Area
7:00 – 8:30pm , Tuesday 27 October 2015	County Hall, Oxford (Central)
7:00 – 8:30pm , Monday 2 November 2015	Town Hall, Banbury (North)
7:00 – 8:30pm, Thursday 5 November 2015	Regal Centre, Wallingford (South)

2. These events were publicised using posters, press releases, social media, web content, event listings, and press advertising. The council wrote to a wide range of stakeholders and asked them to publicise the meetings to their contacts.
3. As it was anticipated that interest in attendance at these meetings would be high, a mandatory pre-registration process was put in place to manage the capacity at each venue. People could register directly via an online portal or contacting the council's customer service centre. In total:
  - 126 people pre-booked a place at the Oxford meeting
  - 102 people pre-booked a place at the Banbury meeting
  - 120 people pre-booked a place at the Wallingford meeting

Space was also offered to people who turned-up without a booking on a first come, first served basis until the venue reached its capacity. At County Hall, the meeting was broadcast to a small number of people in an overall spill room.

### Meeting format

4. The format for each meeting followed a set-agenda, which was adjusted after the first session. Each participant was provided with an leaflet and a summary of the savings options for each directorate
5. The meeting agenda then ran as follows:

**Peter Clark**, Head of Paid Services welcomed participants and went on to explain the purpose of the event and to introduce other council representatives and the **independent chair of the meeting Nick Duffin**, from the Consultation Institute.

**Lorna Baxter**, Chief Finance Officer, then ‘set scene’ in term of the financial context the council is operating within. Her presentation titled ‘why does the county council have to money included

- The budget squeeze and factors contributing to this
- Savings made or already planned by the council
- Potential to increase council tax or keep business rates

**Cllr. Hudspeth**, Leader of Oxfordshire County Council, then provided further contextual information with slides on:

- Pressures
- What the council is doing, already done to make savings and make its services more efficient
- Big Society in Oxfordshire
- The role of consultation in the budget setting process
- The budget setting timetable

6. A **Question and Answer** session followed led by Nick Duffin. Time was allocated to each directorate to ensure that people had the opportunity to debate any of the savings options. A more detailed note has been taken of all the questions and points explored at each meeting. This will be published online and forms part of the deposit of consultation responses for councillors.

7. The following table summarises the questions and talking points from each meeting. It should be noted that discussions about early intervention hubs/children’s centres dominated the Oxford meeting, which was heavily attended by local campaigners. The topics that were raised at two or more meetings were:

- The need to protect the most vulnerable in society
- Concern on many fronts about the possible closure of children’s centres, including negative impact on families, risk of missing early warning signs, cascading pressures to other service
- Concern about the closure of health and well-being centres, including negative impact on service users and their carers, cascading pressures to others services
- the need to lobby/challenge government and make representations about the council’s financial situation

## Summary of questions, point and comments from the Talking Oxfordshire public meetings

	Oxford	Banbury	Wallingford
<b>Question:</b> Has the council explored income generation?		*	
<b>Question:</b> What happens if the council does not set a balanced budget?		*	*
<b>Question:</b> Is there a cumulative service and community impact assessment across all savings options?		*	
<b>Question:</b> Cost of councillors, the number of councillors and councillor allowances		*	
<b>Question:</b> Why has the meeting format changed?		*	
<b>Question:</b> How many procurement staff are there and what are the reduction targets for procurement.	*	*	
<b>Question:</b> Cluster models for Parish Councils		*	
<b>Question:</b> Can capital funds (e.g. money spent on highways scheme be spent elsewhere)	*		
<b>Question: Does Oxford University pay Council Tax?</b>	*		
<b>Concern:</b> Impact of the savings options on most vulnerable – need to protect the most vulnerable	*	*	*
<b>Consultation:</b> No real options if have to save £50 million			*
<b>Consultation:</b> Concern that emphasis on electronic engagement (event registration, online form) is a barrier to participation for vulnerable people			*
<b>Consultation:</b> Concern that timing of the meeting is a barrier to participation (families, carers, older people, vulnerable people etc.)	*		*
<b>Direct political point:</b> relating to Conservative Policy	*	*	*
<b>Request:</b> To change the language being used, cuts not savings options		*	
<b>Request:</b> For the council to speak to Government and its financial situation	*	*	*

<b>Adult social care:</b> Tier 3 Day Services (Health and wellbeing centres)		*	*
<b>Adult social care:</b> Planned support (known as warden schemes)		*	
<b>Adult social care:</b> Carers			*
<b>Adults and children's social care caseloads (not a savings option)</b>	*		
<b>Corporate Services:</b>		*	
<b>Environment &amp; Economy:</b> Subsidised buses consultation proposals		*	
<b>Environment &amp; Economy:</b> Concessionary bus passes (not a savings option)		*	
<b>Environment &amp; Economy:</b> Grass cutting and tree maintenance			*
<b>Environment &amp; Economy: Highways drainage</b>	*		
<b>Environment &amp; Economy: Household waste recycling centres</b>	*		
<b>Fire &amp; Rescue:</b> Response times (not a savings option)		*	
<b>Fire &amp; Rescue:</b> Emergency response (not a savings option)			*
<b>Trading Standards:</b> Management and enforcement review	*		
<b>Libraries &amp; Cultural Services:</b> Volunteering		*	
<b>Libraries &amp; Cultural Services:</b> Mobile library services	*		
<b>Children, Education &amp; Families:</b> Early Intervention Hubs/Children's Centres		*	*
<b>Children, Education &amp; Families:</b> Services for disabled children			*

### Council Tax Referendum

8. At the end of two of the meetings, Nick Duffin explored whether or not people would be prepared to pay more council tax to save frontline services and Peter Clark invited the audience to take part in a Straw Poll. The audience at the Banbury meeting chose not discuss this issue, on the basis that a structured survey not a straw poll was required. The audience in Wallingford supported a council tax increase to save front line services.



## Part 4: Full report of meeting organised by Community First Oxfordshire

The County Council commissioned Community First Oxfordshire to run an event for parish and town councils to focus on the impact of the savings options on rural communities. This is their report on the meeting.

### 9 November, Talking Oxfordshire – meeting of Parish and Town Councils with Oxfordshire County Council held at the Matthew Arnold School.

In total, 106 people attended the meeting, representing 75 Parish and Town Councils across the county.

**Jon Bright**, CEO of Community First Oxfordshire (formerly ORCC) welcomed participants.

He then explained the purpose of the event which was for

- the County Council (OCC) to summarise proposed budget reductions and the explain need for changes to OCC's service delivery; and
- Town and Parish Councils to discuss the impacts for their communities and possible responses.

Parish Clerks had been sent documents in advance including one which summarised the County Council's 95 budget saving options (all documents can be found on the county council's website: <https://www.oxfordshire.gov.uk/cms/public-site/budget-201617>)

**Peter Clark**, Head of Paid Service, OCC introduced himself and his County Council colleagues who were available to answer questions and join in the group discussions.

**Lorna Baxter**, Chief Finance Officer, then 'set the scene', explaining the County Council's financial predicament. Funds were squeezed by

- Reduced Government spending
- An ageing population and growing demand for care
- More children at risk of abuse and neglect
- New responsibilities (e.g. concessionary bus passes)
- Council tax effectively capped.

£204m had been saved since 2010/11. Now OCC expect there will be a need to save in the region of another £50m (subject to the local government finance settlement in December).

**Cllr Ian Hudspeth**, Leader of OCC, then spoke about the importance of engaging Town and Parish Councils. He noted examples of where communities had maintained services affected by earlier budget reductions (e.g. libraries and youth

services) and asked if the same might be done now for children's centres. He suggested a new, more strategic role for Parish and Town councils.

A **Question and Answer** session followed. There was clear concern about the possible impacts of budget reductions. The main points raised were on:

- holding a referendum to increase the council tax.
- enquiring into why the County Council focuses on making savings as opposed to increasing revenue.
- understanding the negative knock-on effects to communities and individuals if non-statutory services are reduced or withdrawn.
- the need for the County Council to communicate budget savings in plain English and to being clear what the changes will mean to communities and individuals.

The meeting then broke into **group discussions**. Each group was asked to consider:

- **Impacts:** What are most important issues and impacts for Town and Parish Councils? Which service changes are you most concerned about?
- **Responses:** Ways forward. What are you doing now? What else could you do on your own or with others? Any new ideas? How best can we all work together?

OCC officers circulated between the groups.

**Jon Bright then summarised the main points raised:**

**The following impacts and responses were put forward by some parish and town councils.**

### **Impacts**

#### Loss of preventive services:

- Children: children's' centres
- Adults: day care, transport, mobile libraries
- Bus subsidies
- Road maintenance and gritting; maintenance of footpaths

Concern that reducing expenditure on these services may actually cost the County Council and NHS more in the long run.

#### Growing resistance to Government budget cuts

Taking on services – not all parish councils are willing or experienced enough to take on services from the County Council

More rural isolation of the elderly with associated health consequences

Over-reliance on the same, small number of volunteers without adequate support

Closing Waste/recycling centres – increase in fly-tipping

Drainage and flooding problems may increase in some areas

## **Responses**

The vulnerable must be protected

Challenge Government policy with other councils and the LGA

Income generation should be a priority. OCC should consider:

- Holding a referendum to increase Council tax above 2%; schedule it at the same time as other elections to reduce costs
- Consider drawing on investments, not reserves
- Charge for services; many people are prepared to pay more for some services (buses, waste centres etc.)
- Concessionary bus passes: a voluntary scheme should be set up so only those that need them use them
- Cut councillors' allowances

Lengthsmen OCC should support Lengthsmen – share across parishes

Parish councils should survey residents on raising precept – this will need to be done quickly if they are to factor an increase into the next year.

New Homes Bonus- use for key infrastructure

Volunteers need more training and professional support. Strengthen arrangements for recruiting younger volunteers so the responsibility is shared. Scope for using local volunteer labour on some tasks such as grass cutting.

Deliver services more cost effectively:

- Understand the full cost of services and assess their benefits
- Insist on more efficient, outcome based commissioning
- Consider delivering profitable services in house or via not for profit bodies
- Devolve services to parishes and incentivise accordingly
- Bring bus providers together with communities to improve viability of rural routes
- Promote unitary government: there are too many tiers of government
- Explore delivering some services at a sub-regional level
- Sell local authority assets.

Support enterprise: help villages or clusters of villages develop social enterprises such as 'Village Companies'

Transitional funding must be made available

Community transport Support volunteer car schemes properly

Resource sharing website: car sharing / furniture / time

### **Closing remarks**

The comments and ideas put forward in the meeting will be taken into account as part of the Talking Oxfordshire, County Council budget saving options for 2016. This consultation is open for comments until 30 November 2015. Parish and Town Councils, and all Oxfordshire residents, can put forward their independent views (including views on council tax) via the online portal:

<https://www.oxfordshire.gov.uk/cms/content/purpose-and-priorities-council>.

## Part 5: Summary of the main points from public sector partners

1. Each partner approached their response to the consultation differently. Some wrote letters, whilst others completed the consultation grid. Below is a high level synopsis of each response.

### A) Cherwell District Council

Precis of the response from Cherwell District Council:

- Recognises the financial pressure facing the County Council
- Assumes that the County Council will look to increase by up to 3.99% to meet shortfall and not progress all proposed reductions

#### **Expresses concern over 8 budget options**

- Believes the **Subsidised Buses Consultation** would have a disproportionately high negative effect in the Cherwell District
- Urges the County Council to ensure that any further service and budget cuts as part of the **Grass cutting and Tree Maintenance** budget options are not targeted at the urban area highways
- Expresses concern over the **New HWRC Strategy** and believes the District's geography requires two sites rather than one, is prepared to collaborate to find solutions but requires more time.
- Urges an inclusive approach collaborative approach regarding **Tier 2 Day Services, Tier 3 Day Services and Transport to Day Services** to avoid missing opportunities to collaborate on alternative delivery models
- budget options
- Would like to work collaboratively to mitigate the impact of **Housing Related Support** budget options
- Expresses real concern over the budget option relating to **Early Intervention Hubs/Children's Centres**, believes it to be short sighted and analysis of the effectiveness of current service. Rationalisation could be delivered but not wholesale closure of all centres. Prepared to use landlord status and asset to assist.

#### **Other**

Is happy to have further dialogue and work collaboratively to protect or mitigate the impact of service reductions to residents.

## **B) Oxford City Council**

Precis of the response from Oxford City Council:

- Recognised demographic and social pressures and expressed grave concerns
- Highlighted consequential cost pressures for NHS, Police and District Council's
- Urged the county council to adopt a whole systems approach to find service delivery models to avoid or minimise transfer of costs to other public bodies

Oxford City Council noted serious concerns in four areas.

- Impact of further £2m cut in funding for **Children's Centres and Early Intervention**
- Withdrawal of further £1.5m in **Housing Related Support**
- Impact on vulnerable elderly residents of removing all funding for **Tier 2 and 3 Day services (£3.7m)** and cutting support for carers (£0.6m)
- The assumption that the third sector has the capacity and resilience to adjust

The city council also raised the following issues:

- Urged the council to undertake risk assessments on proposals to reduce **Highways Drainage and Gully Emptying**
- Notes that it has responded separately to **Subsidised Bus Services and Dial-A-Ride consultation**

## **C) South Oxfordshire**

Precis of the response from South Oxfordshire District Council:

**Expresses concern over the following proposals**

- **Subsidised Buses Consultation Proposals** (Cites separate response )
- Highlights community safety implications of the reduction in **Maintenance of Street Lighting** and increased perception of crime
- Suggests reduction in **Highway Drainage and Gully Emptying** and potential flood risk contrary to OCC role in the flood risk strategy, and feels less proactive approach to cleaning drains etc could exacerbate the detritus on the highway and subsequent costs
- Suggests a fresh look at the new **HWRC strategy**
- Believes **Streetworks/events management** proposals will incur increased costs for District Councils
- Warns of the impact of withdrawal of **Housing Related Support** on rough sleepers and move-on accommodation and notes impact on domestic abuse services

- Warns of negative impact of reductions to **Intervention and preventative services – Dementia**
- Is concerned that the redesign of **Emergency Response Services** does not impact on the 24/7 response
- Warns that the balance of the community within **Extra Care schemes** will change significantly and will become less available and/or attractive to the elderly and families
- Expresses concern over impact of **Early Intervention Hubs and Childrens Centre** withdrawal in areas of significant new development (Didcot North East, Valley Park Harwell and East Hagbourne) and cites increases in antisocial behaviour in Didcot.
- Is not clear on the impact on young offenders of and calls for clarity on whether further consultation will take places around eductions to **Youth offending service contributions to multi-agency Youth Offending Service**

#### **Other**

- Suggests that funds around **Public Rights of Way** be prioritised to support mobilising volunteers in the community who have already identified plans
- Notes that option 2 of the **Early Intervention Hubs and Childrens Centre** proposals provides some limited universal services, option 3 is preferred as it provides partnership working through grant funding and community sector

### **D) Vale of White Horse District Council**

Precis of the response from Vale of White Horse District Council:

#### **Expresses concern over 6 Budget proposal options**

- **Subsidised Buses Consultation Proposals** (Cites separate response )
- Reduction in **Highway Drainage and Gully Emptying** and potential flood risk contrary to OCC role in the flood risk strategy, and feels a less proactive approach to cleaning drains etc could exacerbate the detritus on the highway and subsequent costs
- New **HWRC Strategy** and draws attention to previous submission on this topic
- **Winter maintenance proposals** which could lead to rural isolation for vulnerable residents, with a knock on effect on the local economy of people who live in rural villages not being able to access employment, as well as recycling/waste
- The impact of **Housing related support** proposals

#### **Other**

Expresses cautious optimism on closer collaboration with TVP around cyber crime as part of Trading standards proposals but concern as to levels of expertise re cybercrime



## **E) West Oxfordshire District Council**

Precis of the response from West Oxfordshire District Council:

- Some potential budget saving options will have significant consequences in terms of the demands placed on the voluntary and community sector.

### **Expresses particular concern over a number of savings options**

- **Tier 2 Day Services (30), Tier 3 Day Services (31), Transport to Day Services (32)** and suggests that more should be done to explain the impact on voluntary and community sector and potential rural impacts
- **Housing Related Support (34)** states that this will cause additional pressure on District services
- **Prescription/ retail model for equipment (38)** highlights need for County Council to ensure that changes still deliver clients eligible needs.
- **Intermediate care (44)** concern that service will not be able to act quickly or organisations Reablement – possible link to district services
- Sees areas of potential savings where there will be implications for District Services and parish councils (**Grass Cutting and Tree maintenance**) and **New HWRC proposals**
- Potential budget saving in connection with **Early Intervention Hubs and Children's Centres** is significant (item 59)

### **Other**

- Welcomes approach toward shared services in a number of areas but is concerned that this is not used to

## **F) Oxfordshire Clinical Commissioning Group**

Precis of the response from Oxfordshire Clinical Commissioning Group:

- Recognises severe cuts and unpalatable choices OCC is facing
- Suggests that across many of the areas proposed for budget cuts, they need to work with OCC to find a system wide solution
- Highlight the impact of many of the proposals on demand for NHS services
- Raise concerns about long term harm and costs of reducing intermediate care and preventative services
- Highlight desire to increase joint working and therefore increase efficiency savings across the two organisations
- Ask for an opportunity to meet with the Cabinet to discuss the implications of the proposed cuts prior to the Cabinet making their final decisions.



Notes serious concerns in the following areas

- Major impact of reducing funding for **intermediate care beds and reablement** (OCCG cannot accept this proposal)
- Impact of stopping funding to **Tier 3 Day Services (Health and Wellbeing Centres)**
- Acknowledges potential for more integrated falls prevention service but cannot support wholesale cutting because it saves the system more money than it costs
- Risks of stopping funding for **Tier 2 Day Services** in combination with proposals to cut bus subsidies in terms of impact on users and capacity of voluntary sector to respond
- Counterproductive impact of reducing funding for **Dementia care support**
- Highlights significant concern about the impact of **Children's Centres** proposals
- Concern about proposed reduction in **respite support to disabled children and families**
- **Children SEN**, etc – don't support approach because they do not seem to consider wider system or joint outcomes we're working towards

Other comments

- Notes that there is potential to explore **intermediate care discharge pathway** and using residential care beds for intermediate care
- Agree review of individual funding allocations should drive savings, however urges an outcome based approach
- Notes potential for savings in **money management of adult social care** services and community health services
- **Equipment review** and move to a retail model - wish to work with OCC on solution to waste in this area, however, full costs for rehabilitation or maintaining a person at home rather than in a bed need to be available for true cost comparison.
- Highlights implication of reducing **adult social care support for prisoners** may increase demand on this budget for support on discharge.
- **Care homes** - supports move to new model of purchasing but seeks assurance on potential impacts on homes and quality of staff and care.
- Notes that OCCG has similar proposals to the changes to social impact bond
- Information and advice - notes that the services people might be signposted to in CIN may no longer be there.
- **Extra care housing support** – highlights this as another area for joint working.
- Would like to see more work done on **assistive technology** and other alternatives to care agencies to deliver help at home
- Supports proposal for **Print Unit**, providing impact on employment for people with learning difficulties is mitigated.
- **Land and property** – thinks it's a good idea to utilise council-owned land to increase extra care housing and specialist residential care but emphasises need for ECH to be designed in considered way for users

- Highlight impact of subsidised buses consultation proposals on people's access to services and wellbeing

### **G) Thames Valley Police**

Precis of the response from Thames Valley Police:

- Recognises the difficult decisions faced by council in face of decreasing budgets and increase in demand for services
- Highlights importance of integrating public services at local level
- Interested in opportunities for police to be included in joint delivery model for services, such as those which support the most vulnerable

Notes serious concerns in the following areas.

- Highlights the impact that proposed changes to adult social care will have on partner services, including the police. Highlights issues police already face in resolving problems which have mental health of personality disorder component but do not meet threshold for support from other services, and that these incidents are likely to rise, increase demands on police services.
- Notes the role that **Early Intervention Hubs and Children's Centres** play in stopping harm escalating in the home and that future support will need to focus on most vulnerable. Identifies opportunity to compare locations of centres with the vulnerable localities work the police is carrying out.
- Highlights importance of support for prisoners and asks that and changes support the reducing reoffending strategy.
- Notes importance of **Youth Offending Service** and urges caution at reducing to ineffective level.
- Raises concern about proposed **Reduction in Housing Related Support** that it will impact the most vulnerable in society and could lead them to crime or becoming victims of crime.
- Concern about any reduction in funding that might affect mental health, noting the significant challenge this already causes to current services.

Other comments

- Supports council in building small number of children's homes and requests involvement of police at an early stage to manage risk to and from residents of these premises.
- Wants to ensure any reduction in **Trading Standards** does not impact on tackling rogue traders, noting current successful joint working with the police.
- Suggests libraries could be used to co-host other council services, and potential for co-location with other service providers, such as Thames Valley Police public information points.

## **Annex A: Full list of stakeholder responses**

A large number of stakeholders responded to the consultation. Submissions from these have all been considered and included as part of the analysis of the consultation and included in the deposit for review by all councillors.

### **Public sector partners**

- Cherwell District Council
- Oxford City Council
- South Oxfordshire District Council
- Vale of White Horse District Council
- West Oxfordshire District Council
- Oxfordshire Clinical Commissioning Group
- Thames Valley Police

### **Oxfordshire County Council**

- Councillor Mark Cherry
- Councillor Jenny Hannaby

### **District Councils**

- Oxford City Council: Councillor Bev Clack, St Clements
- Oxford City Council: Councillor Mike Rowley, Barton and Sandhills and Board Member for Housing

### **Town and Parish Councils**

- Aston, Cote, Shifford and Chimney Parish Council
- Banbury Town Council
- Benson Parish Council
- Bodicote Parish Council
- Clifton Hampden Parish Council
- Duns Tew Parish Council
- Hampton Gay and Poyle Parish Meeting
- Harwell Parish Council
- Minster Lovell Parish Council
- North Hinksey Parish Council
- North Leigh Parish Council
- Kirtlington Parish Council
- Shrivenham Parish Council
- Stanford in the Vale Parish Council
- South Stoke Parish Council
- St Helen's Without Parish Council
- Stonesfield Parish Council
- Swyncombe Parish Council
- Watchfield Parish Council

- Witney Town Council
- Woodstock Town Council

### **Representatives groups or organisations**

- Acquired Brain Injury
- Age UK Oxfordshire and Action for Carers
- Alzheimer's Society
- Ambrosden Village Preschool
- Artswork
- Barnardos Oxfordshire Childrens Services
- Bicester Good Neighbour Scheme
- British Horse Society Oxfordshire
- Bubbles Pre-school
- Carers Oxfordshire
- Charlbury Day Centre
- Chiltern Society
- Chipping Norton Health Centre
- CPRE
- Crisis Skylight
- Cropredy Cluster Care Group
- Cropredy Surgery
- Cyclox
- Daybreak Oxford
- Equity Oxford Branch
- Family Support Network
- Fire Brigades Union
- Friends of Charlbury Library
- Friends of the Elms, Witney
- Friends of Wantage Health and Wellbeing Centre
- Friends of Watlington Library
- GreenSquare 55 plus Forum
- Headway Oxfordshire
- Justice in Motion - Physical Theatre Company
- Ladygrove Park Primary School
- Leonard Cheshire Disability
- Mandala Theatre Company
- Oxford Brookes University
- Oxford Malayalee Club
- Oxfordshire Carehomes Association
- Oxfordshire Family Support Network
- Oxfordshire Governor's Association
- Oxfordshire Healthwatch
- OXPIP - Oxford Parent Infant Project Oxfordshire
- OYAP Trust

- Paper Balloon Theatre Company
- Ramblers Oxfordshire
- Rotary Club of Witney
- Royal National Institute of Blind People
- South Oxfordshire Sustainability
- South West Oxfordshire Mencap Society
- Sunningwell Primary School
- Thameside Primary School
- The Elderberry Club
- The October Club, Wantage
- The Salvation Army
- The Willows Pre-school
- Vale House
- Wantage Health & Wellbeing Association
- Watlington Age Concern
- Wheatley Park School
- Worcestershire Literary Festival and Fringe
- Yellow Submarine

## Annex 1 Talking Oxfordshire Handout (Real size A3)

### What are we asking people to consider?

The council is consulting on 95 savings options that we have identified across all areas of the council (excluding public health, which has a ring-fenced grant from government).

Overall, the total savings contained in this long list of options probably adds up to more than we think we will actually have to save. However we will not know the final savings target until government has told us about our funding for next year.

### Can you raise council tax?

Council Tax was increased last year by 1.99% and our budget plan assumes that we will raise it by 3% in 2016/17.

However, in recent years any council that wants to increase Council Tax by 2% or more has been required by government to hold a local referendum. This is a public vote on the proposed council tax level and would cost up to £800,000 to administer. In practice no other council in the country has yet held a referendum.

We have not yet been told if the referendum limit will be applied this year. If it is the same as previous years, we would have to meet the shortfall in reducing the council tax from 3% to 2% from additional savings – which are included in the estimated £50m savings we will need to make.

We are asking people if they would prefer rises of 0%, 2%, 3%, 5%, 10%, 15%.

### What about business rates?

The Chancellor recently announced plans to allow councils to keep business rates collected in their area by 2020. At the moment, business rates are collected by councils but passed on to government, which returns some of the money as a grant to pay for local services.

We do not know the details of how this would work, or the impact it would have on the county council – if any. However the Chancellor has said the plan would be 'fiscally neutral', which means overall there will be no new money for local government.

Until further details are provided, the county council will continue to plan its budget on the same basis as before – which includes the assumption that the government grant will continue to reduce each year.

### Have your say

The savings options have been published online at [www.oxfordshire.gov.uk/budget](http://www.oxfordshire.gov.uk/budget). Printed information is also available in all libraries and county council offices.

Please take the time to read through the savings options and feedback your thoughts in the context of the budget limitations the council is facing. You can comment on any or all of them. You can also give us your view on our overall priorities.

We are strongly encouraging people who can submit comments online to do so, however we recognise that not everyone has access to the internet or has computer skills. Comments can be submitted in writing to:

Budget consultation  
FREEPOST OXFORDSHIRE COUNTY COUNCIL  
(No further address details required)

The consultation finishes at 9am on 30 November 2015.

Budget consultation starts	Tuesday 20 October
Budget consultation ends	Monday 30 November, 9am
Government Spending Review	Wednesday 25 November
OCC Performance Scrutiny Committee considers savings options & consultation responses	Thursday 17 December
Local Government Finance Settlement	Monday 14 or 21 December (week commencing)
Cabinet agrees budget proposals	Tuesday 26 January 2016
Council agrees budget	Tuesday 16 February 2016

### Any questions?

Visit [www.oxfordshire.gov.uk/budget](http://www.oxfordshire.gov.uk/budget)

f /OxfordshireCountyCouncil  
@OxfordshireCC #talkoxon

### Talking Oxfordshire



**Have your say**  
about council plans to save money  
and run services in new ways

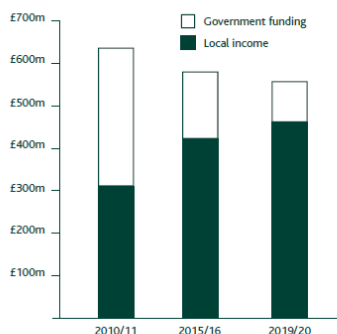
OXFORDSHIRE  
COUNTY COUNCIL

### About the county council

Oxfordshire County Council provides more than three-quarters of the local government services in the county. They include:

- children's services and some education services
- roads and transport
- supporting vulnerable adults and older people
- waste disposal and recycling
- fire and rescue and trading standards
- libraries and museums
- public health

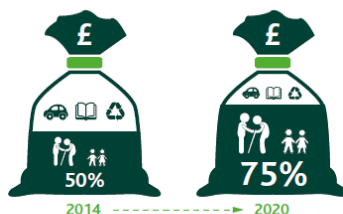
As government reduces funding to local government, the county council has to continue to make budget savings. At the same time demand for our services is increasing, partly due to our ageing and growing population, and increasing demand for children's social care services.



### Supply and demand

Adult and children's social care currently accounts for half of the council's budget. We expect this to take up 75% of total council funding by 2020.

The council must protect and meet the needs of Oxfordshire's most vulnerable people. To meet these growing and unavoidable demands, savings must be made in other areas.



### Financial summary

This year (2015/16), the council is due to spend £830 million on services, of which £257 million goes straight to schools.

Between 2010/11 and 2014/15, we saved £204 million per year and have plans in place to save a further £88 million per year by 2017/18.

Based on the government's summer budget and by making some prudent financial assumptions, we estimate that we will have to save a further £50 million per year between 2016/17 and 2019/20.

The savings options that we are publishing for public consultation are being considered to meet the new £50 million per year savings target.

### Tough decisions ahead

Since 2010, the council has continually looked for ways to make savings and make its services more efficient including:

- reducing our workforce
- getting better deals when we buy goods and services
- sharing services with other councils
- using volunteers if appropriate
- making services easier to use online

This has helped, but it's no longer enough.

The savings options that we are publishing for public consultation are being considered to meet this new £50 million savings target.



### What does this mean?

Some county council services will be reduced significantly, or will stop. However, despite the need to cut back our services to save money we remain focussed on our ambitions for the county. This can only be achieved by:

- Attracting investment and planning for growth
- Encouraging people to volunteer
- Helping parish and town councils respond to local needs
- Delivering services more efficiently

Children on a protection plan (per 10k)



People receiving home care has risen by



The amount of savings required:



**Service and Resource Planning 2016/17 – 2019/20**  
**Cross-cutting Service and Community Impact Assessment January 2016**

**Introduction and approach to budget setting**

Based on existing plans, the County Council will have saved £292 million by 2017/18. Our net budget (excluding schools which are funded by a ring-fenced grant) is currently £417.3m.

As government reduces funding to local government, the county council has to continue to make budget savings. Now we have to find another £70 million over the next four years (2016/17 - 2019/20) and these savings will be harder to make. At the same time demand for our services is increasing, partly due to our ageing and growing population, and increasing demand for children's social care services. We continue to work hard to find savings from efficiencies and those with minimal impact on the front line, but the greater the reductions needed, the harder this becomes. As a result the council will have to make some tough decisions. Some county council services will be reduced or redesigned and some may stop altogether. The services left will be targeted at those who really depend on them – particularly children at risk of abuse and neglect, and adults who cannot look after themselves.

In developing the proposals for areas of savings, consideration has been given to both the council's legal duties regarding service provision and minimising, as far as possible, the impact that service reductions will have on communities and protected groups, including those defined in legislation such as the Equality Act, and those the Council itself has determined should be particularly considered.

However given the scale of the savings that are required it is clear that individually and cumulatively these changes are likely to have an impact on communities and particular groups defined in equalities legislation due to characteristics such as age, gender, and ethnicity, or the groups we additionally believe should be specifically taken into account - deprivation, and geography (rural or urban). While it will not be possible to avoid such impacts entirely given the scale of the financial challenge, we wish to ensure that they have been considered in developing proposals, and mitigating measures put forward where possible.

In order to make the best possible decisions for setting the budget a consultation exercise known as Talking Oxfordshire was held during the autumn of 2015. This generated a significant response and the full report can be found in section 4.11 of this report. The public were asked to specifically consider how the individual savings options 'might impact on people using the service and communities?' and this feedback has been used to help to identify what the cumulative impact of these proposals might be, as well as informing the development of more detailed impact assessments for individual proposals, that will be used to inform decisions about service implementation.



**Purpose of assessment**

This report highlights the potential cumulative impact on protected groups and communities arising from the proposals for savings that will be considered by Council in February 2016.

It should be read alongside the impact assessments that have been produced for individual proposals - assessing the potential impact on protected groups and communities from a particular saving. These are available on the council's website.

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

**Legislation**

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

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

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

The need to advance equality of opportunity involves having due regard to the need to:

- remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
- take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs of other people, and
- encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.



- take steps to meet the needs of disabled people which are different from the needs of people who are not disabled and include steps to take account of a person's disabilities.

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

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

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex
- sexual orientation
- marriage and civil partnership

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

### Social Value

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934<sup>1</sup> might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

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

### Evidence / Intelligence

We hold and actively use data and other evidence to ensure that the Council, as far as is possible, is aware of and able to serve the needs of particular communities and groups in Oxfordshire. Key datasets about the county are available on the

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

Oxfordshire Insight website, for use by staff, partner organisations, and the wider community. We use all these tools as a guide to support individual service level impact assessments and ensure that decisions that are being taken, as far as possible, protect services for those most in need.

In addition we use evidence received from consultations such as Talking Oxfordshire to inform decision making.

### **Overarching Impact Assessment:**

#### **Age & Disability**

17% of the county's population is over 65 and this is expected to increase to over 20% by 2031. Numbers of the very elderly (85 years plus) are projected to more than double by 2031.

In the 2011 Census, 14% of residents reported having a limiting long-term illness, health problem or disability which limited their daily activities or work.

Older people and those with disabilities are more likely to be users of adult social care services than the rest of the population. They will therefore be disproportionately impacted by savings from this part of the council budget, including reduced funding for dementia support, falls services and planned support (also known as warden schemes). However the council will continue to provide information and advice to help people identify alternative ways to meet their care and support needs, and to meet eligible social care needs following an assessment. This will ensure that appropriate support is still available for those with the greatest (eligible) levels of need arising from old age or disability.

The proposals to cease funding for day services provided by voluntary and community sector providers (Tier 2), the Health and Wellbeing Resource Centres provided by the Council and the Leonard Cheshire Trust (Tier 3), will affect older and disabled residents. However, many people using the services (around 95% using Tier 2, and up to 70% using Tier 3) do not meet the threshold of eligible needs for care and support. The Council will offer assessments to anyone currently using these services (and their carers) and meet their needs for care support if they are eligible.

There is also evidence that the majority of carers in the county are aged 65 or over, and a significant percentage of carers have a long term health condition or disability themselves. This means that they may be significantly impacted by the cumulative effects of proposed changes to services for carers, and the changes outlined above.

The council is to receive extra funding from both Better Care Fund and the ring-fenced 2% council tax rise for Adult Social Care (subject to agreement from council) and to some extent this will mitigate against the need for further reductions in funding that would have been likely to affect these protected groups even more significantly.

The proposed reductions for services in other areas such as subsidised buses and mobile libraries may affect older and disabled people disproportionately as they may be more reliant on public transport than the population as a whole and their ability to

access services that are located in larger communities will be restricted if they are reliant on bus routes that will no longer be provided. The council is working with local communities to develop community transport solutions where possible.

Reduction in overall highway maintenance budgets would mean that the authority will be less likely to redress the current levels of decline in the network and as such there will continue to be defects occurring within the footway and carriageway. Such defects may be expected to have a greater impact on the older people, blind and those with reduced mobility who may be more likely to trip and fall. To mitigate this impact, the service will continue to treat repairs that present a significant safety issue and undertake preventative treatments where appropriate.

At the other end of the scale, 21% of the population is under the age of 18 and the birth rate recently (2011) peaked at a multi-decade high. Vulnerable and disabled children are more likely to be users of children's social care and early intervention services and are therefore likely to be impacted by the budget proposals. The proposed changes to the Children and Family Centres will largely impact children, young people and families. This service change is subject to a detailed impact assessment that will be provided to Cabinet as part of the decision making process for this service change.

As pointed out by a number of respondents to the Talking Oxfordshire budget consultation a number of the budget reduction proposals will result in the reduction or loss of services that can be broadly described as 'preventative'. It is possible that there will therefore be some cumulative impact on those residents, including the very old, very young, and people with disabilities whose needs do not quite meet the statutory duties of the council and who may therefore be adversely affected by the implementation of a number of proposals. It is though very difficult to find robust evidence of which preventative services work effectively in preventing an escalation of need. Wherever possible the council will take account of any such evidence in designing services and mitigating the impact of the changes that are needed to reduce the budget. The impact on statutory services will also be kept under close review to inform future planning. We will also use our work on devolution to ensure that where preventative spend is effective and can therefore reduce the total cost to the public sector, we are able to take an holistic view with partners around the value of that spend.

## **Sex**

Women use some public services more than men. For example there are more women in old age than men and therefore women are more likely to access social care services. In addition, women are overall likely to spend a much greater proportion of their time on caring responsibilities meaning that they are more likely to access services targeted at young families and carers' services. The cumulative impact of the savings proposals has the potential to be significant for this group.

Over 70% of the council's workforce is female (rising as high as 96% in some services such as Early Years). Changes in staffing or conditions might therefore affect women in greater numbers. We will continue to carefully monitor the impact of changes to the workforce as a result of the budget proposals, to ensure employment

policies are applied fairly and to minimise any disproportionate impact on any particular groups. The council annually publishes a review of its progress in promoting equality of opportunity within the workforce.

### **Pregnancy & Maternity**

In addition to sex, there is the potential for some measures to have an impact on pregnancy and maternity. Reducing the number of Children and Family Centres may temporarily or permanently affect the provision of other services, such as health clinics and breastfeeding support groups that currently operate from some of the Children's Centres. This is mitigated both by locating the new centres in the most accessible locations relative to need, and through early engagement with partner organisations to ensure that their service plans reflect necessary changes and their services continue uninterrupted as far as possible.

### **Rural & Urban Communities**

Oxfordshire is a mixture of urban and rural areas: two of Oxfordshire's five districts (West and South Oxfordshire) are among the most rural in England, Vale of White Horse also has a majority of residents in rural settlements, and Cherwell also has a significant rural population. At the same time, two-thirds of the population live in built-up areas with a population of 10,000 or more. The largest settlement is Oxford, with a population of close to 152,500, or almost one-quarter of Oxfordshire's total population.

Prioritisation of reduced resources will mean a smaller number of physical locations for local services, as these services are reduced, co-located, merged with others or cease. This will need careful consideration in order to balance the need to prioritise the preservation of services where they are most needed (with concentrations of deprivation generally found in Oxfordshire's more urban areas) with the recognition that the accessibility of services is likely to have a far greater impact on rural service users who face longer distances to access alternatives, particularly in light of the potential to remove all subsidised bus services, the great majority of which serve isolated and small rural communities. Mitigation around this will include support to community transport schemes.

Proposed changes which may have a particular geographic impact include the additional savings from combining the current early intervention hubs with the current network of children's centres to create a service based around eight Children and Family Resource Centres. Potential geographic disadvantage was addressed in this development by using a methodology for the allocation of centres which ensured a broad geographic spread across the county (North, South, and Central), while using information on deprivation and need to identify locations within that spread.

As more council services are moved online, there would be a potential for disadvantaging those rural areas which have lower levels of access to broadband. This challenge will be significantly mitigated by the rollout of superfast broadband. The current Better Broadband for Oxfordshire programme was already planned to bring superfast broadband to at least 95% of premises by the end of 2017, and recently announced additional funding means it will be possible to exceed this target.

The programme has a further target of fibre enabling premises which will not have access to superfast broadband, to ensure they nonetheless have a minimum speed of 2Mbps.

Mobile library provision was reviewed and consulted upon in 2014. The 6 mobile libraries visit 289 stops including 102 children focused locations: primary schools; pre-schools; nurseries; playgroups. This service is highly valued by its customers and makes a significant contribution to combating rural social isolation (general service) and improving children's literacy (children's service).

However, it is felt that realistic alternative library provision can be available to customers and where customers are housebound or unable to access alternative provision, the Home Library Service will be offered. Digital library services (audio and e-books for example) are an increasingly important part of our offer to our customers.

Reductions in the budgets for areas such as road maintenance, grass cutting and tree maintenance are likely to particularly affect Oxfordshire's more rural communities. Our work with Parish and Town Council's on the Oxfordshire Together initiative is designed to mitigate the impact of some of the reductions.

### **Deprivation**

Oxfordshire has low overall levels of deprivation relative to England overall. However there are ten areas in Oxford City and four in Banbury and one in Abingdon which fall within the 20% most deprived areas in the country, with two of the Oxford City areas falling within the most deprived 10%. Deprivation also exists beyond these specific areas, with averages across an area not always telling the story of the individuals and families within it.

Deprived communities and individuals are necessarily often more frequent and intense users of many public services. The overall budget proposals have been developed with the objective of effectively targeting services so that we continue to meet our obligations to protect the most vulnerable. With regards to the proposed changes to the children's centres and early intervention hubs, significant analyses of local need, deprivation and accessibility have informed proposals for the location of Children and Family Centres and the outreach provision. Impacts will be mitigated by the creation of a Locality and Community Support Service to support and enhance universal service provision and by working with partners to ensure Centres are jointly-used.

There is a risk that a move to protecting only the most vulnerable across a range of services may create an effect for those just outside this threshold. Where possible, it is important to ensure that we have the required evidence base for making decisions about service consideration and change, and as far as possible protect those services which are needed by the most vulnerable. We will also continue to work closely with partners across the public sector and the voluntary and community sector in particular to help mitigate the cumulative impact of any changes.

### **Sexual orientation**

The proposal to remove funding for non-statutory HIV services could be regarded as having a higher impact on gay and bisexual men, given their higher rates of HIV prevalence. However this would be mitigated as future support for people with HIV could be integrated into Oxfordshire's core Adult Social Care services, with particular emphasis on ensuring information and advice, advocacy, assessments and support planning take into account service users' cultural, gender and sexual orientation related needs.

### **Other protected characteristics**

At this stage we have not identified any specific impacts of our proposals on people sharing the protected characteristics listed below, beyond those issues discussed above:

- Race
- Religion/belief
- Marriage/civil partnerships
- Gender reassignment

Report by:  
Maggie Scott  
Chief Policy Officer  
Oxfordshire County Council

## Income from Fees and Charges

1. Each year as part of the Service & Resource Planning process, charges are reviewed by service managers with an expectation that they are increased by more than inflation as well as an expectation they consider how charges compare to other authorities. For 2016/17, a 2% increase is assumed as a minimum. The Income Generation Cabinet Advisory Group (CAG) has undertaken a review of the charges proposed by managers and challenged those where the proposed increases for 2016/17 appear to be too low. The approach of the CAG was to seek an increase in fees of broadly 10%. Service managers were required to set out robust reasons why the increase proposed by the CAG cannot be implemented. The majority of discretionary charges have been increased in line with the CAG proposal.
2. The Council's corporate charging policy remains unchanged has not changed from what was agreed in by Cabinet in September 2014. The proposed charges for 2016/17 are in line with this policy agreed in September 2014.
3. The proposed and current charges are set out in detail in Annex 1b. The proposed charges and income levels are shown by grey shading.
4. The table below outlines the expected level of income in 2016/17 from fees and charges by service. This is compared to the latest estimate of income in 2015/16.
5. Changes in the level of income can arise from a combination of increases in the volume of payments made, additional income from new charges as well as increases in the charges themselves.

Directorate	Service	Level of Income		
		Latest 2015/16 £000	Expected 2016/17 £000	Change £000
CEF	1. Children, Education and Families	1,810	1,810	0
SCS	2. Adult Social Care	26,721	27,250	529
	3. Fire & Rescue	48	48	0
	4. Trading Standards	95	97	2
	5. Gypsy & Traveller Service	577	592	15
E&E	6. Strategy & Infrastructure	526	526	0
	7. Operational Client/Contract Management	376	376	0
	8. Network & Asset Management	6,577	6,577	0
	9. Library Service	570	570	0
	10. Heritage Services	30	30	0
	11. Oxfordshire Customer Services	59	59	0
CEO	12. Music Service	1,463	1,615	152
	13. Registration	1,679	1,684	5
	14. Chief Executive's Office	502	502	0
PH	15. Public Health	0	0	0
<b>TOTAL</b>		<b>41,033</b>	<b>41,736</b>	<b>703</b>

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## 1. CEF - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees or charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
CEF2 -7	<u>EARLY INTERVENTION</u>													
CEF2-71	Early Intervention Hubs	D	Cost Recovery	<b>Concerts and Performances</b>	01/04/2015	At Cost	01/04/2015	At Cost		Charges for concerts and other performances will only be made with the objective of recovering the full cost of the event.	3	3	0	SR
		D	Cost Recovery	<u>Room Lettings</u>										
				Under 21 with supervision	01/04/2015	£5.00	01/04/2015	£5.00		per hour	2	2	0	EX
				Over 21 no supervision	01/04/2015	£10.00	01/04/2015	£10.00		per hour				
				<b>Banbury Hub</b>										
				<u>Commerical Units</u>										
				Main Hall	01/04/2015	£20.00	01/04/2015	£20.00		per hour	2	2	0	EX
				Meeting room 1, 2 or 4	01/04/2015	£10.00	01/04/2015	£10.00		per hour				
				Meeting rooms 1 and 2 combined	01/04/2015	£15.00	01/04/2015	£15.00		per hour				
				Art and crafts area	01/04/2015	£10.00	01/04/2015	£10.00		per hour				
				Workshop	01/04/2015	£10.00	01/04/2015	£10.00		per hour				
				Outside multi use games area	01/04/2015	£10.00	01/04/2015	£10.00		per hour				
				Gym	01/04/2015	£15.00	01/04/2015	£15.00		per hour				
				kitchen (access to tea/coffee making facilities)	01/04/2015	£10.00	01/04/2015	£10.00		per hour				
				Recording studio	01/04/2015	£15.00	01/04/2015	£15.00		per hour				
				Music performance room 1	01/04/2015	£10.00	01/04/2015	£10.00		per hour				
				Music performance room 2	01/04/2015	£10.00	01/04/2015	£10.00		per hour				
				Lobby area	01/04/2015	£10.00	01/04/2015	£10.00		per hour				
				<u>Community &amp; Voluntary Organisations</u>										
				Main Hall	01/04/2015	£10.00	01/04/2015	£10.00		per hour	2	2	0	EX
				Meeting room 1, 2 or 4	01/04/2015	£5.00	01/04/2015	£5.00		per hour				
				Meeting rooms 1 and 2 combined	01/04/2015	£7.50	01/04/2015	£7.50		per hour				
				Art and crafts area	01/04/2015	£7.50	01/04/2015	£7.50		per hour				
				Workshop	01/04/2015	£7.50	01/04/2015	£7.50		per hour				
				Outside multi use games area	01/04/2015	£7.50	01/04/2015	£7.50		per hour				
				Gym	01/04/2015	£7.50	01/04/2015	£7.50		per hour				
				kitchen (access to tea/coffee making facilities)	01/04/2015	£5.00	01/04/2015	£5.00		per hour				
				Recording studio	01/04/2015	£7.50	01/04/2015	£7.50		per hour				
				Music performance room 1	01/04/2015	£5.00	01/04/2015	£5.00		per hour				
				Music performance room 2	01/04/2015	£5.00	01/04/2015	£5.00		per hour				
				Lobby area	01/04/2015	£5.00	01/04/2015	£5.00		per hour				
				<b>Bicester Hub</b>							0	0	0	EX
				<u>Commerical Use</u>										
				Dance Studio	01/04/2015	£15.00	01/04/2015	£15.00		per hour				
				Dance Studio + Café	01/04/2015	£25.00	01/04/2015	£25.00		per hour				
				Performance Hall	01/04/2015	£25.00	01/04/2015	£25.00		per hour				
				Performance Hall + Café	01/04/2015	£30.00	01/04/2015	£30.00		per hour				
				Performance Hall + Café + Dance Studio	01/04/2015	£45.00	01/04/2015	£45.00		per hour				
				Counselling Room	01/04/2015	£10.00	01/04/2015	£10.00		per hour				
				Art Room	01/04/2015	£12.00	01/04/2015	£12.00		per hour				
				Jesters	01/04/2015	£20.00	01/04/2015	£20.00		per hour				
				Band Room 2	01/04/2015	£15.00	01/04/2015	£15.00		per hour				
				Large Meeting Room	01/04/2015	£20.00	01/04/2015	£20.00		per hour				
				Digital media (meeting Room)	01/04/2015	£15.00	01/04/2015	£15.00		per hour				
				Digital Media (Computers usage)	01/04/2015	£25.00	01/04/2015	£25.00		per hour				

## 1. CEF - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees or charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
Page 262	Children's Centres	D	Cost Recovery	<u>Reduced Rate</u>										
				Dance Studio	01/04/2015	£10.00	01/04/2015	£10.00		per hour	0	0	0	EX
				Dance Studio + Café	01/04/2015	£15.00	01/04/2015	£15.00		per hour				
				Performance Hall	01/04/2015	£15.00	01/04/2015	£15.00		per hour				
				Performance Hall + Café	01/04/2015	£20.00	01/04/2015	£20.00		per hour				
				Performance Hall + Café + Dance Studio	01/04/2015	£30.00	01/04/2015	£30.00		per hour				
				Counselling Room	01/04/2015	£8.00	01/04/2015	£8.00		per hour				
				Art Room	01/04/2015	£8.00	01/04/2015	£8.00		per hour				
				Jesters	01/04/2015	£15.00	01/04/2015	£15.00		per hour				
				Band Room 2	01/04/2015	£7.50	01/04/2015	£7.50		per hour				
				Large Meeting Room	01/04/2015	£14.00	01/04/2015	£14.00		per hour				
				Digital media (meeting Room)	01/04/2015	£12.00	01/04/2015	£12.00		per hour				
				Digital Media (Computers usage)	01/04/2015	£17.00	01/04/2015	£17.00		per hour				
				<u>Band Room 2 Additional Fees</u>							0	0	0	EX
				4pm - 6:30pm										
				Age 19+	01/04/2015	£7.50	01/04/2015	£7.50		per hour				
				Age 13-18	01/04/2015	£5.00	01/04/2015	£5.00		per hour				
				6:30pm - 9pm										
				Age 19+	01/04/2015	£7.50	01/04/2015	£7.50		per hour				
				Age 13-18	01/04/2015	£5.00	01/04/2015	£5.00		per hour				
				<u>East Street</u>										
				Week day half day	01/04/2015	£30.00	01/04/2015	£30.00			0	0	0	EX
				Week day half day - Non Commercial - Maximum Charge	01/04/2015	£20.00	01/04/2015	£20.00						
				Weekend half day	01/04/2015	£45.00	01/04/2015	£45.00						
				Weekend half day (when simultaneous bookings)	01/04/2015	£25.00	01/04/2015	£25.00						
				<u>Kidlington Hub</u>							0	0	0	EX
				<u>Main Hall</u>										
				Commerical Use	01/04/2015	£30.00	01/04/2015	£30.00		per hour				
				Reduced rate	01/04/2015	£15.00	01/04/2015	£15.00		per hour				
CEF2-72	Children's Centres	D	Cost Recovery	<b>Day Care Provision at the Roundabout Centre</b>							340	340	-7	EX
				<b>Full Day Nursery Fees</b>						8am - 6pm				
				Full-time per week	01/04/2015	£207.00	01/04/2015	£207.00						
				Term Time per week	01/04/2015	£212.00	01/04/2015	£212.00						
				Full-time Daily Rate	01/04/2015	£49.50	01/04/2015	£49.50						
				Term Time Daily Rate	01/04/2015	£50.50	01/04/2015	£50.50						
				<b>School Day Nursery Fees</b>						8am - 4pm				
				Full-time per week	01/04/2015	£177.00	01/04/2015	£177.00						
				Term Time per week	01/04/2015	£182.00	01/04/2015	£182.00						
				Full-time Daily Rate	01/04/2015	£38.00	01/04/2015	£38.00						
				Term Time Daily Rate	01/04/2015	£39.00	01/04/2015	£39.00						
				<b>Morning Nursery Fees</b>						8am - 1pm				
				Full-time per week	01/04/2015	£124.50	01/04/2015	£124.50						
				Term Time per week	01/04/2015	£129.50	01/04/2015	£129.50						
				Full-time Daily Rate	01/04/2015	£27.00	01/04/2015	£27.00						
				Term Time Daily Rate	01/04/2015	£28.00	01/04/2015	£28.00						

## 1. CEF - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees or charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
CEF2-73	Youth Riverside Centre	D	Cost Recovery	<b>Afternoon Nursery Fees</b>						1pm - 6pm	9	9	0	SR
				Full-time per week	01/04/2015	£117.00	01/04/2015	£117.00						
				Term Time per week	01/04/2015	£122.00	01/04/2015	£122.00						
				Full-time Daily Rate	01/04/2015	£26.00	01/04/2015	£26.00						
				Term Time Daily Rate	01/04/2015	£27.00	01/04/2015	£27.00						
				<b>Meal Charges</b>										
				Breakfast - per day	01/04/2015	£0.60	01/04/2015	£0.60						
				Lunch - per day	01/04/2015	£1.85	01/04/2015	£1.85						
				Tea - per day	01/04/2015	£0.95	01/04/2015	£0.95						
				Climbing wall (tower) hire for one day within Oxfordshire	01/04/2015	£682.50	01/04/2015	£682.50						
				Bouldering Wall hire for one day within Oxfordshire	01/04/2015	£472.50	01/04/2015	£472.50						
				Mountain Bikes per bike hired (per day)	01/04/2015	£10.50	01/04/2015	£10.50						
				First Staff member per half day (up to 3.5 hours).	01/04/2015	£189.00	01/04/2015	£189.00						
				Second staff member per half day	01/04/2015	£136.50	01/04/2015	£136.50						
				First Staff member per whole day (3.5hrs- 7hrs)	01/04/2015	£252.00	01/04/2015	£252.00						
				Second Staff member per whole day	01/04/2015	£199.50	01/04/2015	£199.50						
				Food as part of a cooking session	01/04/2015	£3.50	01/04/2015	£3.50						
				Minibus hire to OCC approved groups	01/04/2015	£65.00	01/04/2015	£65.00						
				Hire of Premises	01/04/2015	£31.00	01/04/2015	£31.00			0	0	0	SR
	<b>Total Early Intervention</b>										<b>358</b>	<b>358</b>	<b>-7</b>	

## 1. CEF - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees or charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
CEF 1 - 4	Education													
CEF1-41	Schools & Learning Outdoor Education Centres (previously called residential centres)	D	Cost recovery	Outdoor Education Centres Out of County (per pupil	01/04/2015	£320.00	from	£330.00	3.1%	The proposed charge is a maximum and some sales may be at a reduced rate to take account of demand and seasonal factors	850	850	-17	NB
	Oxfordshire Schools and Groups Hill End  The core Hill End customer group is Oxfordshire Schools and Groups (this includes all state funded schools - maintained LA, Free Schools and Academies and Groups is defined as local organised groups providing direct benefit for Oxfordshire young people)		Cost recovery	Hill End	01/04/2015	£98.00	N/A			In 16/17 we will be removing variable group size prices as majority of bookings are for maximum group size thus simplifying booking. The price increase still represent exceptionally good value when compared to similar accommodation locally and nationally. Often schools recharge parents so when this is divided by class sizes it is good value and still accessible.	200	200	-4	NB
	Whilst some percentage increases may seem high this is because a full cost recovery model has not been applied in terms of the led sessions and the dormitories have been too cheap and some dorms are more invested in than others so require a graduated price according to quality and size. Mostly groups use the forms and the cost is apportioned by the customer amongst their group. Oxfordshire Schools and Groups still gain incredible access to the provision at accessible and affordable prices.			Any Kitchen (per day) Group Size	01/04/2015	£157.00	N/A							NB
					01/04/2015	£197.00		£207.00	5.1%					NB
				Robinson (42)	01/04/2015	£264.00		£300.00	13.6%					NB
				North (28)	01/04/2015	£264.00		£315.00	19.3%					NB
				High (46)	01/04/2015	£264.00		£325.00	23.1%					NB
				Middle (54)				£340.00						
				Staff Bedroom (per night)	01/04/2015	£29.00		£32.00	10.3%					NB
				Camping (per tent per night, kitchen not included)	01/04/2015	£14.00		£15.00	7.1%					NB
				Day Guest (per person with residential)	01/04/2015	£7.50		£8.00	6.7%					NB
				Blue Dragon - Meeting Room Half Day	01/04/2015	£66.00	N/A	N/A	N/A					NB
				Blue Dragon - Meeting Room Full Day (9-5)	01/04/2015	£118.00		£130.00	10.2%					NB
				Green Dragon - Meeting Room Half Day	01/04/2015	£40.00	N/A	N/A	N/A					NB
				Green Dragon - Meeting Room Full Day (9-5)	01/04/2015	£80.00		£88.00	10.0%					NB
				Cookhouse and Barn Full Day				£140.00						NB
	These sessions were introduced last year at loss leader initial rates designed to test the demand - these now need to be full cost recovery.		cost recovery	Led Sessions (max 35 people) - Half Day	01/04/2015	£100.00	From	£225.00	125.0%	Prices for sessions include increases that are higher due these being previously introduced and tested as loss leaders.				NB
				Led Sessions (max 35 people) - Full Day	01/04/2015	£201.00	From	£460.00	128.9%					NB
				Educational specialist sessions e.g. WWII day	01/04/2015	£289.00	From	£380.00	31.5%					NB
				Site Only Visit	01/04/2015	£58.00		£60.00	3.4%					NB

## 1. CEF - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees or charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
CEF1-41	Outdoor Education Centres Continued Hill End			Commercial prices from: NON Oxfordshire Schools and Groups bookings price for booking requests from groups, organisations or private hire				All prices from						SR
														SR
														SR
				NON Oxfordshire Schools and Groups bookings price for booking requests from groups, organisations or private hire										SR
				This represents more commercially based activity.										SR
				Robinson (42)				£320.00						
				North (28)				£335.00						
				High (46)				£345.00						
				Middle (54)				£405.00						
								N/A						
				Staff / Guest Bedroom (per night)	01/04/2015	£31.00		£35.00	12.9%					SR
				Camping (per tent per night, kitchen not included)	01/04/2015	£14.00		£16.00	14.3%					SR
				Day Guest (per person with residential)	01/04/2015	£8.00		£10.00	25.0%					SR
								N/A						
				Whole Site - All Buildings - (Friday pm - Sunday am)	01/04/2015	£3,580.00		£3,600.00	0.6%					SR
				Whole Site - All Buildings - (per 24 hours from 10.00am)	01/04/2015	£2,082.00		£2,100.00	0.9%					SR
								N/A						
				Blue Dragon - Meeting Room Half Day	01/04/2015	£70.00		N/A						EX
				Blue Dragon - Meeting Room Full Day	01/04/2015	£124.00		£140.00	12.9%					EX
				Green Dragon - Meeting Room Half Day	01/04/2015	£42.00		N/A						EX
				Green Dragon - Meeting Room Full Day	01/04/2015	£84.00		£95.00	13.1%					EX
				Cookhouse and Barn - Meeting Room Half Day	01/04/2015	£55.00		N/A						EX
				Cookhouse and Barn - Meeting Room Full Day	01/04/2015	£97.00		£180.00	85.6%					EX
								N/A						
				Led Sessions (max 35 people) - Half Day	01/04/2015	from £257		£300.00						EX
				Led Sessions (max 35 people) - Full Day	01/04/2015	from £525		£500.00						EX
				Educational specialist sessions e.g. WWII day	01/04/2015	from £306		£450.00						
				Site Only Visit	01/04/2015	£61.00		£61.00	0.0%					EX
	Sub-Total Education										1,050	1,050	-21	

## 1. CEF - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees or charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
CEF1-5 CEF1-53	School Organisation & Planning Home To School & College Transport	D		<u>Contributions To School Transport (Per Term i.e. 3 per year)</u>										
				Under 3 Miles Pre & Post-16 Students	01/09/2015	£101.64	01/09/2016	£106.73	5.0%	Cabinet on 4th February 2014 agreed a five year charging mechanism based on distance, under/over 3 miles. The charges are to increase by 5% per annum.	402	402	-8	ZR
				Over 3 Miles Pre & Post-16 Students	01/09/2015	£189.42	01/09/2016	£198.89	5.0%					
	Sub-Total School Organisation & Planning										402	402	-8	
	Sub-Total Children Education & Families										1,810	1,810	-36	

## Legal Position on charging

SP	Statutory Prohibited
SA	Statutory Arrangements
D	Discretionary (LG Act 2003)

## VAT Class

SR/EX	Standard Rate (20% 4 Jan 2011) / Charge stated excludes VAT
ZR	Zero Rated
NB	Non Business
EX	Exempt

## 2. ADULT SOCIAL CARE - S&CS - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
SCS1	ADULT SOCIAL CARE													
SCS1-1	Older People													
	Alert Service	SA	The Alert Service can be defined as the provision of equipment plus 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  Assessment, review, base alarm unit, pendant, monitoring, planned support, 24/7 emergency response. Sensors installed according to assessed need	Weekly Charges:  Level 1  Level 2  Service users who are in receipt of Housing Benefit and either Income Support or (Guaranteed) Pension Credit (and this may be extended in future to those receiving Universal Credit, as this is rolled out) will receive the service free automatically, without the need for a Non Residential Financial Assessment.	01/11/2010  01/11/2010  01/04/2014	£5.00  £22.00  £0.00		£5.00  £22.00  £0.00	0.0%  0.0%  0.0%	The Alert Service will be embarking on a fundamental change to the way the service operates during 2016/2017. The new charging structure is currently being designed and will be confirmed in due course.	0  0  0		0  0  0	NB  NB  NB
	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 Care Act 2014 guidelines.	Financially assessed contributions from clients in Care Homes  Supported clients are those who have savings or other capital not exceeding £23,250 and whose contributions are based on an individual financial assessment according to their circumstances and vary accordingly.	01/04/2015	Various					15,189	15,493	0	NB
	Non Residential Care	SA	Since April 2015 all clients receiving non-residential services are subject to charging under the Care Act 2014 guidelines  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.	Home Care (including laundry, meals and shopping services)  In line with the Contributions Policy agreed by Cabinet in September 2013, Home Support charges are based on a single flat hourly rate to reflect the cost of provision. For 2015-16, this was £19.40. A tender exercise is underway for provision of this service, the average rate will be updated once known	01/04/2015	Various					4,673	4,766	0	NB

## 2. ADULT SOCIAL CARE - S&CS - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
	Older People Continued			<b>Day Care</b> Day Care, per day for older people, including meals Charge per day (5 hours) Charge per half day (3 hours) Meal Transport to day centre	01/04/2015 01/04/2015 01/04/2015 01/04/2015	£15.00 £9.00 £5.00 £5.00		£15.00 £9.00 £5.00 £5.00	0.0% 0.0% 0.0% 0.0%		387 0 180 87	395 0 184 89	0 0 0 0	NB NB NB NB
	Sub-Total Older People										20,516	20,926	0	
SCS1-2	Learning Disabilities													
	Residential External	SA	Statutory Requirement	Financially assessed contributions from clients in Care Homes Supported clients are those who have savings or other capital not exceeding £23,250 and whose contributions are based on an individual financial assessment according to their circumstances and vary accordingly.	01/04/2015	Various			-		1,942	1,981	0	NB
	Non residential Care	SA	Since April 2015 all clients receiving non-residential services are subject to charging under the Care Act 2014 guidelines	Home Care & Day Care	01/04/2015	Various			-		3,279	3,345	0	NB
		D	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.	Supported Living	01/04/2015	Various			-				0	NB
				Adult Placements (including those for other client groups)	01/04/2015	Various			-				0	NB
				Supported living - additional support for client holidays	01/04/2015	Various			-				0	
	Sub-Total Learning Disabilities										5,221	5,325	0	



## 2. ADULT SOCIAL CARE - S&CS - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
SCS1-3	Mental Health													
	Residential Services	SA	Statutory Requirement	Financially assessed contributions from clients in Care Homes	01/04/2015	Various			-		53	54	0	NB
		SP	Nil contribution for clients covered by S117	Supported clients are those who have savings or other capital not exceeding £23,250 and whose contributions are based on an individual financial assessment according to their circumstances and vary accordingly.										NB
	Drugs and Alcohol	SA		As above	01/04/2015	Various			-				0	NB
Page 269	Mental Health Continued													
	Non residential Care	SA	Since April 2015 all clients receiving non-residential services are subject to charging under the Care Act 2014 guidelines 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.		01/04/2015	various			-				0	NB
	Sub-Total Integrated Mental Health Service										53	54	0	
SCS4-M	Money Management	SA	Recovery of costs	Court of Protection income detail as follows:							274	274	-5	NB
				<u>Category 1</u>										
				Work up to court order date	01/02/2011	£670.00		£670.00	0.0%					
				<u>Category 2 Property &amp; Affairs</u>										
				Annual Management Fee Yr 1	01/02/2011	£700.00		£700.00	0.0%					
				Yr2 & subsequent yrs	01/02/2011	£585.00		£585.00	0.0%					
				or max 3% of net assets if less than £16,000										
				Deputy for Health & Welfare	01/02/2011	£500.00		£500.00	0.0%					
				<u>Category 3 Property Management</u>	01/02/2011	£270.00		£270.00	0.0%					
				<u>Category 4 Annual report</u>	01/02/2011	£195.00		£195.00	0.0%					
		D	Recovery of full cost	Charge per hour for work in relation to estates of deceased clients	01/04/2015	£105.00		£105.00	0.0%					
	Sub-Total Money Management										274	274	-5	

## 2. ADULT SOCIAL CARE - S&CS - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
SCS1-5	Physical Disabilities													
	Care Homes	SA	Statutory Requirement	Financially assessed contributions from clients in Care Homes Supported clients are those who have savings or other capital not exceeding £23,250 and whose contributions are based on an individual financial assessment according to their circumstances and vary accordingly.	01/04/2015	Various			-		367	374	0	NB
	Non Residential Care	SA	Since April 2015 all clients receiving non-residential services are subject to charging under the Care Act 2014 guidelines  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.	In line with the Contributions Policy agreed by Cabinet in September 2013, Home Support charges are based on a single flat hourly rate to reflect the cost of provision. For 2015-16, this was £19.40. A tender exercise is underway for provision of this service, the average rate will be updated once known	01/04/2015	Various			-		290	296	0	NB
	Sub-Total Physical Disabilities										657	670	0	
	Sub-total Adult Social Care										26,721	27,250	-5	

### 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

## 3. FIRE &amp; RESCUE - S&amp;CS - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
SCS3	<b>FIRE AND RESCUE &amp; EMERGENCY PLANNING</b>													
SCS3-1	Fire & Rescue Service	D	The charge is to cover the cost of an operational firefighter plus overheads.	<b>Special Services:</b> a) Personnel, regardless of rank, per hour or part hour.	01/04/2015	£45.90 <u>Inc VAT</u>	01/04/2016	£46.80	2.0%		4	4	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.	01/04/2015	£237.00 <u>Inc VAT</u>	01/04/2016	£241.20	1.8%					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	01/04/2015	£92.40 <u>Inc VAT</u>	01/04/2016	£94.20	1.9%					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.	01/04/2015	£62.40 <u>Inc VAT</u>	01/04/2016	£63.60	1.9%					SR
		D	Recovery of costs relevant to the retrieval of a Fire Report,	<b>Fire Reports:</b> a) Preparation of Fire Report	01/04/2015	£38.50	01/04/2016	£39.00	1.3%		2	2	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.	01/04/2015	£287.00	01/04/2016	£292.00	1.7%					NB
					01/04/2015	£379.00	01/04/2016	£386.00	1.8%					NB
					01/04/2015	£567.00	01/04/2016	£578.00	1.9%					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	01/04/2015	£76.00	01/04/2016	£77.50	2.0%					NB
		D	Recovery of full cost	Charging third parties for the use of operational assets where we are able to charge							0	0	0	SR
	<b>Service Support</b> Service Support Management	D	Annual charge made to alarm receiver centres and users of dedicated dial in facilities in respect of unwanted fire alarms	<b>Direct Dial in Facilities</b> Charges made to alarm receiver centres & users of dedicated dial in facilities in respect of unwanted fire alarms	01/04/2015	£440.00 <u>Excl VAT</u>	01/04/2016	£443.50	0.8%		12	12	0	SR
	Commercial Training Unit	D	Recovery of full cost	Fire prevention training							30	30		EX
	<b>Sub-Total Fire &amp; Rescue Service</b>										<b>48</b>	<b>48</b>		

## 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

## 4. TRADING STANDARDS - S&amp;CS - Review of Charges 2016/17

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Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16	Expected Income 2016/17	Income rising above 2% inflation to meet pressures	VAT Class	
					Effective Date	Rate	Effective Date	Proposed Rate			Total £000	Total £000			
SCS3-4	TRADING STANDARDS	SA	So that licence holders contribute towards the cost of the licensing system	Licences (for holding poisons register)						Licensing regime removed by central government			0	NB NB NB	
				Initial Registration	01/04/2015	£33.81	01/04/2016	£0.00	-100.0%						
				Re-registration	01/04/2015	£18.21	01/04/2016	£0.00	-100.0%						
			Change of Details	01/04/2015	£9.36	01/04/2016	£0.00	-100.0%							
		D	So that licence holders contribute towards the cost of the licencing system	Performing animal licences		01/04/2015	£28.61	01/04/2016	£40.00	39.8%	Reflects time taken against officer cost	0	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		01/04/2011	£178.00	01/04/2016	£178.00	0.0%	Charges set by statute, not yet notified for 2016/17 but frozen for past number of years	14	14	0	NB NB NB  NB NB NB  NB NB NB
						01/04/2011	£234.00	01/04/2016	£234.00	0.0%					
						01/04/2011	£292.00	01/04/2016	£292.00	0.0%					
						01/04/2011	£88.00	01/04/2016	£88.00	0.0%					
						01/04/2011	£141.00	01/04/2016	£141.00	0.0%					
						01/04/2011	£198.00	01/04/2016	£198.00	0.0%					
						01/04/2011	£105.00	01/04/2016	£105.00	0.0%					
						01/04/2011	£136.00	01/04/2016	£136.00	0.0%					
						01/04/2011	£166.00	01/04/2016	£166.00	0.0%					
						01/04/2011	£52.00	01/04/2016	£52.00	0.0%					
						01/04/2011	£83.00	01/04/2016	£83.00	0.0%					
						01/04/2011	£115.00	01/04/2016	£115.00	0.0%					
						01/04/2011	£35.00	01/04/2016	£35.00	0.0%					
						01/04/2011	£35.00	01/04/2016	£35.00	0.0%					
						01/04/2011	£35.00	01/04/2016	£35.00	0.0%					
		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		01/04/2011	£42.00	01/04/2016	£42.00	0.0%	Charges set by statute	14	14	0	NB NB NB NB
						01/04/2011	£58.00	01/04/2016	£58.00	0.0%					
						01/04/2011	£120.00	01/04/2016	£120.00	0.0%					
						01/04/2011	£8.00	01/04/2016	£8.00	0.0%					

## 4. TRADING STANDARDS - S&amp;CS - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16	Expected Income 2016/17	Income rising above 2% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate			Total £000	Total £000		
SCS3-4	Trading Standards Continued	D	So that fee payers contribute towards the costs of the tests.	Testing fees - verifying weights and measures					-		46	47	0	SR
				Hourly rate	01/04/2015	£75.35	01/04/2016	£79.12	5.0%					
				Weighing instruments										
				15k or less - First item	01/04/2015	£38.94	01/04/2016	£40.89	5.0%					
				- Reduced fee for second item	01/04/2015	£31.61	01/04/2016	£33.19	5.0%					
				- Reduced fee for 3 items or more	01/04/2015	£30.12	01/04/2016	£31.63	5.0%					
				Over 15Kg to 1,000kg - First item	01/04/2015	£65.57	01/04/2016	£68.85	5.0%					
				- Reduced fee for second item	01/04/2015	£52.11	01/04/2016	£54.72	5.0%					
				- Reduced fee for 3 items or more	01/04/2015	£49.40	01/04/2016	£51.87	5.0%					
				Over 1,000kg to 10t - First item	01/04/2015	£201.94	01/04/2016	£212.04	5.0%					
				- Reduced fee for second item	01/04/2015	£161.81	01/04/2016	£169.90	5.0%					
				- Reduced fee for 3 items or more										
				- Weights and labour provided										
				Over 10t to 60t - First item	01/04/2015	£335.77	01/04/2016	£352.56	5.0%					
				- Reduced fee for second item	01/04/2015	£268.87	01/04/2016	£282.31	5.0%					
				- Reduced fee for 3 items or more										
				- Weights and labour provided										
				Testing outside normal hours										
				Outside 8:30-17:00, Monday to Friday and on Saturday:										
				Trading Standards Officer, per hour	01/04/2015	£11.15	01/04/2016	£11.71	5.0%					
				Non Trading Standards Officer, per hour	01/04/2015	£7.80	01/04/2016	£8.19	5.0%					
				On Sundays and Bank Holidays										
				Trading Standards Officer, per hour	01/04/2015	£22.30	01/04/2016	£23.42	5.0%					
				Non Trading Standards Officer, per hour	01/04/2015	£15.61	01/04/2016	£16.39	5.0%					
				Weights										
				500mg- 5Kg - First item	01/04/2015	£6.09	01/04/2016	£6.39	5.0%					
				- Second and subsequent items	01/04/2015	£4.87	01/04/2016	£5.11	5.0%					
				Below 500mg and above 5Kg - First item	01/04/2015	£9.73	01/04/2016	£10.22	5.0%					
				- Second and subsequent items	01/04/2015	£7.29	01/04/2016	£7.65	5.0%					

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## 4. TRADING STANDARDS - S&amp;CS - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16	Expected Income 2016/17	Income rising above 2% inflation to meet pressures	VAT Class	
					Effective Date	Rate	Effective Date	Proposed Rate			Total £000	Total £000			
Page 274	Trading Standards Continued			Measuring instruments for Liquid fuel and Lubricants											
				Per Nozzle - First item	01/04/2015	£111.24	01/04/2016	£116.80	5.0%						
				- Second and subsequent items on same site	01/04/2015	£69.08	01/04/2016	£72.53	5.0%						
				Testing peripheral electronic equipment on a separate visit (per site)	01/04/2015	£75.35	01/04/2016	£79.12	5.0%						
				Testing of credit card acceptor (per unit, regardless of number of nozzles etc)	01/04/2015	£75.35	01/04/2016	£79.12	5.0%						
				Measuring instruments - Intoxicating liqueur											
				150ml or less - First item	01/04/2015	£15.80	01/04/2016	£16.59	5.0%						
				- Second and subsequent items	01/04/2015	£12.64	01/04/2016	£13.27	5.0%						
				Above 150ml - First item	01/04/2015	£19.46	01/04/2016	£20.43	5.0%						
				- Second and subsequent items	01/04/2015	£15.58	01/04/2016	£16.36	5.0%						
				Length measures											
				3 metres or less - First item	01/04/2015	£9.73	01/04/2016	£10.22	5.0%						
				- Second and subsequent items	01/04/2015	£7.29	01/04/2016	£7.65	5.0%						
				Capacity measures											
				1 litre or less - First item	01/04/2015	£6.09	01/04/2016	£6.39	5.0%						
				- Second and subsequent items	01/04/2015	£4.87	01/04/2016	£5.11	5.0%						
				Cubic ballast measures	01/04/2015	£165.44	01/04/2016	£173.71	5.0%						
				Average quantity measures	01/04/2015	£26.76	01/04/2016	£28.10	5.0%						
				Average quantity templates - First item	01/04/2015	£46.22	01/04/2016	£48.53	5.0%						
				- Second and subsequent items	01/04/2015	£18.24	01/04/2016	£19.15	5.0%						
				Pharmaceutical measures at manufacturers premises											
				0-50 items - 5 graduations	01/04/2015	£2.64	01/04/2016	£2.77	5.0%						
				- 6 graduations	01/04/2015	£2.80	01/04/2016	£2.94	5.0%						
				- 7 to 10 graduations	01/04/2015	£3.93	01/04/2016	£4.13	5.0%						
				50-100 items - 5 graduations	01/04/2015	£2.12	01/04/2016	£2.23	5.0%						
				- 6 graduations	01/04/2015	£2.24	01/04/2016	£2.35	5.0%						
				- 7 to 10 graduations	01/04/2015	£3.14	01/04/2016	£3.30	5.0%						
				100+ items - 5 graduations	01/04/2015	£1.98	01/04/2016	£2.08	5.0%						
- 6 graduations				01/04/2015	£2.10	01/04/2016	£2.21	5.0%							
- 7 to 10 graduations				01/04/2015	£2.94	01/04/2016	£3.09	5.0%							

## 4. TRADING STANDARDS - S&amp;CS - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16	Expected Income 2016/17	Income rising above 2% inflation to meet pressures	VAT Class	
					Effective Date	Rate	Effective Date	Proposed Rate			Total £000	Total £000			
SCS3-4	Trading Standards Continued	D		Hire of cattle crush:											
				Oxfordshire businesses											
				- First day	01/04/2015	£269.46	01/04/2016	£269.46	0.0%		1	1	0	SR	
				- Subsequent days	01/04/2015	£80.63	01/04/2016	£80.63	0.0%						
				- Additional fee for re-location (per hour)	01/04/2015	£16.16	01/04/2016	£16.16	0.0%						
				Non-Oxfordshire businesses											
				- First day	01/04/2015	£323.04	01/04/2016	£323.04	0.0%						
				- Subsequent days	01/04/2015	£80.63	01/04/2016	£80.63	0.0%						
				- Additional fee for re-location (per hour)	01/04/2015	£16.13	01/04/2016	£16.13	0.0%						
		D	To recover costs incurred administering	Buy with Confidence Trader Approval scheme							8	8	0	SR	
				1-5 employees	01/04/2015	£91.67	01/04/2016	£96.25	5.0%						
				6-20 employees	01/04/2015	£137.50	01/04/2016	£144.38	5.0%						
				21+ employees	01/04/2015	£186.77	01/04/2016	£196.11	5.0%						
		D	To recover costs incurred during meeting requests for environmental searches	Petroleum Environmental Searches	01/04/2015	£102.00	01/04/2016	£112.20	10.0%		1	1	0	NB	
		D	To recover costs associated with providing additional business support and consultancy service	Additional Business Support (per hour)	01/04/2015	£40.00	01/04/2016	£45.00	12.5%	No increase since introduction.	8	9	1	SR	
		D	To recover costs incurred in administering the scheme	Carrying Agent for imported dogs, cats and other mammals:											
				Includes local authorities within TSSE region (excl Isle of Wight), Warwickshire, Gloucestershire, Northamptonshire and Wiltshire where the pick-up and destination locations are within the areas identified above											
				- Monday to Friday	01/04/2015	£240.00	01/04/2016	£240.00	0.0%		1	1	0		
				- Saturday and Sunday	01/04/2015	£360.00	01/04/2016	£360.00	0.0%						
				- Bank Holidays	01/04/2015	£480.00	01/04/2016	£480.00	0.0%						

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## 4. TRADING STANDARDS - S&amp;CS - Review of Charges 2016/17

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Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16	Expected Income 2016/17	Income rising above 2% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate			Total	Total		
											£000	£000		
SCS3-4	Trading Standards Continued			<b>Petroleum Vapour Recovery Services (TBC)</b> Income received from those local authorities where an agreement exists for the provision of vapour recovery services by the Council. Based on a percentage of the relevant permit fee  Application - PVR Stage 1 - PVR Stage 1 and 2 Annual Subsistence Charge - PVR Stage 1 (low risk) - PVR Stage 1 and 2 (low risk) Transfer - Standard Process Transfer - Standard Process Partial Transfer  <b>Mobile Device Examination Service</b> Income received from other local authorities submitting mobile devices for forensic examination  Single Phone and SIM  SIM Only  <b>Achieving Best Evidence (ABE) Interview Service</b> Income received from other local authorities requesting this Service to carryout ABE interviews on their behalf  Time charged per hour, per officer	 01/04/2015 01/04/2015  01/04/2015 01/04/2015  01/04/2015 01/04/2015   42095.00 42095.00  42095.00	 118.40 196.80  60.80 86.40  129.60 380.80   120.00 22.10  40.00	 01/04/2016 01/04/2016  01/04/2016 01/04/2016  01/04/2016 01/04/2016   01/04/2016 01/04/2016   01/04/2016	 £118.40 £196.80  £60.80 £86.40  £129.60 £380.80   £135.00 £24.86  £45.00	 0.0% 0.0%  0.0% 0.0%  0.0% 0.0%   12.5% 12.5%  12.5%	   				

## 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



## 5. GYPSY & TRAVELLER SERVICE - S&CS - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16	Expected Income 2016/17	Income rising above 2% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate			Total £000	Total £000		
SCS3-3	<b>GYPSY &amp; TRAVELLER SERVICES</b>													
	Oxfordshire sites	D	Recovery of full cost	Weekly rent of plot to site resident	01/04/2015	£69.00	01/04/2016	£71.00	2.9%		276	284	2	EX
	Buckinghamshire sites	D	Recovery of full cost	Weekly rent of plot to site resident (Rents may be lower for particular plots - if there are problems with the electricity supply for example)	01/04/2015	£69.00	01/04/2016	£71.00	2.9%		258	265	2	EX
		D	Recovery of full cost	Rent for nine additional plots at Redbridge	01/04/2015	£92.00	01/04/2016	£94.00	2.2%		43	43	-1	EX
	<b>Sub-Total Gypsy &amp; Traveller Service</b>										<b>577</b>	<b>592</b>	<b>3</b>	
	<b>Sub-Total Adult Social care</b>										<b>26,721</b>	<b>27,250</b>	<b>-5</b>	
	<b>Sub-Total Fire &amp; Rescue</b>										<b>48</b>	<b>48</b>	<b>0</b>	
	<b>Sub-Total Trading Standards</b>										<b>95</b>	<b>97</b>	<b>0</b>	
<b>TOTAL SOCIAL &amp; COMMUNITY SERVICES</b>											<b>27,441</b>	<b>27,987</b>	<b>-3</b>	

### 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. STRATEGY & INFRASTRUCTURE - E&E - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16	Expected Income 2016/17	Income rising above 2% inflation to meet pressures	VAT Class	
					Effective Date	Rate	Effective Date	Proposed Rate			Total £000	Total £000			
EE1	STRATEGY & INFRASTRUCTURE														
EE1-2	Planning Regulation	SA	To contribute to cost of deciding on minerals and waste development control application & County Council's own developments.	Planning Applications	01/10/2012	Various	01/10/2012	Various		Statutory Fees not in Control of Council			0	NB	
				- Standard Searches	01/04/2014	£47.00	01/04/2016	£48.00	2.1%						
				- Extended Searches	01/04/2014	£79.00	01/04/2016	£81.00	2.5%						
		D	To contribute to cost of providing pre-providing pre-app advice to applicants/developers	Pre - application advice	01/04/2014									0	NB
				Written response (minor development)	01/04/2014	£167.00	01/04/2016	£184.00	10.2%						
				Meeting and follow-up written response (minor development)	01/04/2014	£240.00	01/04/2016	£264.00	10.0%						
				Specialist officers to attend meetings (per additional officers)	01/04/2014	£60.00	01/04/2016	£66.00	10.0%						
				Written response (major developments)	01/04/2014	£240.00	01/04/2016	£264.00	10.0%						
				Meeting and follow-up written response (minor development)	01/04/2014	£478.00	01/04/2016	£526.00	10.0%						
				Specialist officers to attend meetings (per additional officers)	01/04/2014	£60.00	01/04/2016	£66.00	10.0%						
		SA	To contribute to cost of providing the development control service	Clearance of conditions on planning permissions	01/10/2012	£97.00	01/10/2012	£97.00	0.0%		Statutory fee not in control of County Council			0	NB
		SA	Recovery of costs	Charging for Monitoring of Minerals Sites - Active Sites	01/10/2012	£331.00	01/10/2012	£331.00	0.0%		Statutory fee not in control of County Council	32	32	-1	
				Charging for Monitoring of Minerals Sites - Dormant Sites	01/10/2012	£110.00	01/10/2012	£110.00	0.0%		Statutory fee not in control of County Council			0	NB
	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)			9%		9%	0.0%		190	190	-4	NB NB	
	D	Recovery of costs	Charging administration fee for managing & monitoring S.106 agreements relating to planning permissions	01/04/2006	Various	01/04/2016	Various	0.0%			276	276	-6	NB	
	D	Recovery of cost	Specialist Ecological Planning Advice for District Authorities (hourly rate, senior staff)	07/10/2013	£31.50	01/04/2016	£35.00	11.1%						NB	
	D	Recovery of cost	Protected Species Advice to District Authorities (hourly rate)	07/10/2013	£21.00	01/04/2016	£23.00	9.5%						NB	
	D	Recovery of cost	Specialist Ecological Planning Advice for District Authorities (hourly rate - normal)	07/10/2013	£23.00	01/04/2016	£25.00	8.7%						NB	

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## 6. STRATEGY & INFRASTRUCTURE - E&E - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16	Expected Income 2016/17	Income rising above 2% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate			Total	Total		
											£000	£000		
		D	To recover the actual reasonable cost of Historic Environment Record (HER) consultations	Charge for digitised Historic Environment Record (HER) data to commercial organisations based upon the number of records within the consultation.	23/04/2013	£75 to £250	01/04/2016	£100 to £350			28	28	-1	NB
		D	To recover the actual reasonable cost of monitoring fieldwork.	Charge for monitoring of archaeological fieldwork based upon the number of visits .	01/04/2011	£50 to £150	01/04/2016	£100 to £250					0	NB
EE1-4	Localities, Policies & Programmes	D	Recover Costs	Pre-Application Charges for Highways Advice 10-24 Dwellings: Additional Written Response Meeting/Site Visit + Additional Written Response  25-49 Dwellings: Additional Written Response Meeting/Site Visit + Additional Written Response  50-99 Dwellings Additional Written Response Meeting/Site Visit + Additional Written Response  100-199 Dwellings Additional Written Response Meeting/Site Visit + Additional Written Response  200-399 Dwellings or 1,000m2-4, 999m2 B1-B8 (Business) or 1,000-3,499m2 A1 (Retail) Use Additional Written Response Meeting/Site Visit + Additional Written Response  400 or more Dwellings or 5,000m2 or more B1-B8 (Business) or 3,500m2 or more A1 (Retail) Use Additional Written Response Meeting/Site Visit + Additional Written Response	01/06/2015 01/06									

### 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. COMMERCIAL SERVICES - OPERATIONAL CONTRACT/CLIENT MANAGEMENT - E&E - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
EE2-22	<b>Property &amp; Facilities Management</b>													
	Corporate Properties	D	Recovery of full cost	Rents controlled by terms of the lease	01/04/2009	Various	01/04/2009	Various	-	No change	256	256	-5	EX
	Staff Housing	D	Recovery of full cost		01/04/2009	Various	01/04/2009	Various	-	Reducing estate	60	60	-1	EX
	Smallholdings	D	Recovery of full cost		01/04/2009	Various	01/04/2009	Various	-	Forecast of receivable rent	40	40	-1	EX
	Oxford Castle site (opted) Any provision for parking a motorcar - garage etc.													SR
														SR
	Admin Support Services	D	Recover costs	Sale of Planprints										
				- up to A1 size	01/04/2008	£7.90	01/04/2016	£15.00	89.9%		0	0	0	SR
				- up to A0 size	01/04/2008	£9.90	01/04/2016	£18.00	81.8%					SR
				- over A0 size	01/04/2008	£14.80	01/04/2016	£20.00	35.1%					SR
			Recover costs	Sale of Photocopies (per side)										
				A4 - black & white	01/04/2011	£0.25	01/04/2011	£0.25	0.0%		0	0	0	SR
				A4 - colour	01/04/2011	£0.30	01/04/2011	£0.30	0.0%					SR
				A3 - black & white	01/04/2011	£0.35	01/04/2011	£0.35	0.0%					SR
				A3 - colour	01/04/2011	£0.40	01/04/2011	£0.40	0.0%					SR
				A0	01/04/2011	£5.00	01/04/2011	£5.00	0.0%					SR
		D	Recover costs	Sale of Publications - Various	01/04/2008	Various	01/04/2008	Various			0		0	ZR
	School Meals	D	Cost of providing lunchtime meal	Pupils	01/09/2014	£2.10	01/09/2014	£2.10	0.0%	Shows the potential maximum price increase under the current contract	Income is collected by the contractor on behalf of schools			NB
				Adults	01/09/2014	£3.00	01/09/2014	£3.00	0.0%					SR
EE2-51A	<b>Waste Management</b>													
	General Site Costs	D	Recover costs	Disposal of Large Scale DIY Waste	01/04/2011	£1.00	01/04/2011	£1.00	0.0%		20	20	0	NB
		D	To recover costs of disposing of tyres	Standard motorcycle and car tyres Oversized car (no lorry tyres)	01/04/2011 01/04/2011	£2.50 £4.00	01/04/2011 01/04/2011	£2.50 £4.00	0.0% 0.0%					NB NB
<b>Sub Total Operational Contract/Client Management</b>											<b>376</b>	<b>376</b>	<b>-8</b>	

### 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

## 8. COMMERCIAL SERVICES - NETWORK &amp; ASSET MANAGEMENT - E&amp;E - Review of Charges 2016/17

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Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16	Expected Income 2016/17	Income rising above 2% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate			Total 2015/16	Total 2016/17		
											£000	£000		
EE2-3	NETWORK & ASSET MANAGEMENT	D	Recover costs	Temporary Traffic Regulation Orders Basic Charges: - Routine Temporary TRO & Advertisting Costs	01/04/2015	£940.00	01/04/2016	£1,000.00	6.4%	Benchmarking with other Authorities undertaken as this element is new to my team and it appears this hasn't been done for at least 5 years  See above New New	145	145	-3	NB
				- Emergency Notice 1-5 Days - Emergency Notice 5-21 Days -Repeat Emergency Closure	01/04/2015	£470.00	01/04/2016 01/04/2016 01/04/2016	£500.00 £1,000.00 £1,000.00	6.4%					
				Advertising, maintenance of notices and exceptional staff time at cost	01/04/2013	At cost - Min £40		At cost - Min £40	0.0%					
		D	Recover Costs	Traffic Regulation Orders: Standard Traffic Regulation Order Other Consultation Requiring placing of a single newspaper notice and no input from legal team - includes pedestrian crossings; traffic calming schemes and incorporating road humps Other consultation not requiring placing of a newspaper notice Parking permit exclusions requiring Traffic Regulation Order amendment arising from planning permission for a new development	01/08/2015 01/08/2015	£2,500.00 750.00	01/08/2015 01/08/2015	2500.00 750.00		TBC	TBC			
					01/08/2015 01/08/2015	500.00 2000.00	01/08/2015 01/08/2015	500.00 2000.00		TBC	TBC			
		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	01/04/2015 01/04/2015	£96.00 £135.00	01/04/2016 01/04/2016	£105.60 £148.50	10.0% 10.0%					NB NB
		D		Tourism Signs - New charging framework from 2007: (a) Assessing application and detailed site assessment  (b) Design, manufacture & erection  (c) Maintenance & removal	01/04/2015  01/04/2010  01/04/2010	£245.00  Cost + 15%  2/3 x (b) above	01/04/2016  01/04/2016  01/04/2016	£270.00  Cost + 15%  2/3 x (b) above	10.2%  0.0%  0.0%	No increase as charge was increased by 50% in 2014-2015.				NB SR SR
				D	Private access protection road markings	01/04/2014	£75.00	01/04/2016	£85.00		13.3%			NB
		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	01/04/2012 01/04/2015 01/04/2015	5% £268.00 £1,110.78	01/04/2016 01/04/2016 01/04/2016	5% £350.00 £2,000.00	0.0% 30.6% 80.1%		47	47	-1	SR SR SR
		D	Recover costs of design work for new street lighting schemes.	Re-submission of Design Work on Street Lighting	01/04/2015	£75.48	01/04/2016	£225.00	198.1%		0	0	0	SR

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## 8. COMMERCIAL SERVICES - NETWORK &amp; ASSET MANAGEMENT - E&amp;E - Review of Charges 2016/17

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Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16	Expected Income 2016/17	Income rising above 2% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate			Total	Total		
											£000	£000		
EE2-3	Network & Asset Management continued	D	Recover costs	Vehicle Crossings (residential)	01/04/2014	£90.00	01/04/2016	£100.00	11.1%	Were not increased in April 2015	60	60	-1	NB
		D	Recover costs	Vehicle Crossings (multiple access and commercial use)	01/04/2014	£325.00	01/04/2016	£350.00	7.7%		2	2	0	NB
		D	Recover costs	Highway Material Storage Licence	01/04/2015	£55.00	01/04/2016	£60.00	9.1%	Slight increase still keeps us competitive with surrounding authorities.	2	2	0	NB
		D	Recover costs	Skip Licences	01/04/2015	£55.00	01/04/2016	£60.00	9.1%	Slight increase still keeps us competitive with surrounding authorities.	110	110	-2	NB
		D	Recover costs	Skip Licence Renewals	01/04/2013	£30.00	01/04/2013	£30.00	0.0%	New Charge	25	25	-1	NB
		D	Recover costs	One day Skip Licence	01/04/2013	£25.00	01/04/2016	£30.00	20.0%		5	5	0	NB
		D	Recover costs	Late renewal (less than 5 working days)	01/04/2015	£30.00	01/04/2016	£30.00	0.0%					
		D	Recover costs	Late renewal (more than 5 working days to be classed as new application)	01/04/2016	£60.00	01/04/2016	£60.00	0.0%					
		D	Recover costs	Scaffolding Licences - one month occupation	01/04/2015	£110.00	01/04/2016	£115.00	4.5%	In line with Surrounding Areas	60	60	-1	NB
		D	Recover costs	Scaffolding Licences Renewals - one month occupation	01/04/2015	£90.00	01/04/2016	£100.00	11.1%		8	8	0	NB
		D	Recover costs	Tower Scaffolding Licences/Cherry Picker / Small Lift - 2 days occupation	01/04/2015	£75.00	01/04/2015	£75.00	0.0%	In line with Surrounding Areas	25	25	-1	NB
		D	Recover costs	Large Cranes	01/04/2015	£200	01/04/2016	£250	25.0%		2	2	0	NB
		D	Recover costs	Scaffolding Licences Renewals - 2 days occupation	01/04/2015	£75.00	01/04/2015	£75.00	0.0%		2	2	0	NB
		D	Recover costs	Hoarding Consents - one month occupation	01/04/2015	£110.00	01/04/2016	£115.00	4.5%	In line with Surrounding Areas	3	3	0	NB
		D	Recover costs	Hoarding Consents Renewals - one month occupation	01/04/2015	£90.00	01/04/2016	£100.00	11.1%		1	1	0	NB
		D	Recover costs	Oversailing Consents - structures oversailing the highway	01/04/2014	£200.00	01/04/2014	£200.00	0.0%		2	2	0	NB
		D	Recover costs	Oversailing Consents - temporary traffic monitoring/CCTV oversailing the highway attached	01/04/2015	£70.00	01/04/2016	£70.00	0.0%		2	2	0	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	01/04/2013 01/04/2013 01/04/2013 01/04/2013 01/04/2013	£200 £500 £900 £1,400	01/04/2013 01/04/2013 01/04/2013 01/04/2013 01/04/2013	£200 £500 £900 £1,400	0.0% 0.0% 0.0% 0.0%		10	10	0	NB NB NB NB

## 8. COMMERCIAL SERVICES - NETWORK &amp; ASSET MANAGEMENT - E&amp;E - Review of Charges 2016/17

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Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16	Expected Income 2016/17	Income rising above 2% inflation to meet pressures	VAT Class	
					Effective Date	Rate	Effective Date	Proposed Rate			Total	Total			
											£000	£000			
EE2-3	Network & Asset Management continued	D	Recover costs	Supply of Highway related information, including Personal Search Fees -: - Highway extent - Per additional question - Con29 property search - Per additional question - Extensive highway boundary extent - Highway Extent research/survey  Verbal response to enquiries							65	65	-1	SR	
					23/04/2013	£31.00	01/04/2016	£31.50	1.6%						
					23/04/2013	£10.00	01/04/2016	£10.00	0.0%						
					01/05/2015	£29.85	01/04/2016	£31.50	5.5%						
					23/04/2013	£10.00	01/04/2016	£10.00	0.0%						
					23/04/2013	£77.00	01/04/2016	£78.00	1.3%						
					23/04/2013	£107.00	01/04/2016	£108.00	0.9%						
					23/04/2013	£0.00			-						
		D	Recover costs	Supply of Conveyancing 29 Highway Search Information	01/04/2013	£9,000.00	01/04/2013	£9,000.00	0.0%	Subject to a review			0	NB	
		D	Recover cost of photocopies at an actual cost per page basis	Supply of existing Traffic Survey data - Sale of Photocopies (per side) A4 - black & white A4 - colour A3 - black & white A3 - colour	23/04/2013	£0.02	23/04/2013	£0.02	0.0%		0	0	0	SR	
					23/04/2013	£0.05	23/04/2013	£0.05	0.0%						
					23/04/2013	£0.06	23/04/2013	£0.06	0.0%						
					23/04/2013	£0.09	23/04/2013	£0.09	0.0%						
		D	Recover costs	Supply of Traffic Survey Data (when a commercial request to conduct a traffic survey is received) - First Data Item - Additional Data Items on same order - Additional weeks at ATC sites Radar Speed Survey Radar Speed Survey supply to Parish Councils	01/04/2014	£0.00	01/04/2014	£0.00	0.0%	No charge as per Environmental Information Regulations (EIR)	3	3	0	SR	
				01/04/2014	£0.00	01/04/2014	£0.00	0.0%					SR		
				01/04/2014	£0.00	01/04/2014	£0.00	0.0%					SR		
				01/04/2015	£198.00	01/04/2016	£202.00	2.0%							
				01/04/2015	£102.00	01/04/2016	£104.00	2.0%							
		D	Recover actual costs of photocopying and postage only, in line with Environmental Information Regulations (EIR)	Supply copies of signal controller specifications and site drawings - Sale of Photocopies (per side) A4 - black & white A4 - colour A3 - black & white A3 - colour  Additional site in same request - Sale of Photocopies (per side) A4 - black & white A4 - colour A3 - black & white A3 - colour	23/04/2013	£0.02	23/04/2013	£0.02	0.0%		0	0	0	SR	
				23/04/2013	£0.05	23/04/2013	£0.05	0.0%							
				23/04/2013	£0.06	23/04/2013	£0.06	0.0%							
		23/04/2013	£0.09	23/04/2013	£0.09	0.0%									
		23/04/2013	£0.02	23/04/2013	£0.02	0.0%	0	0	0		SR				
		23/04/2013	£0.05	23/04/2013	£0.05	0.0%									
		23/04/2013	£0.06	23/04/2013	£0.06	0.0%									
		23/04/2013	£0.09	23/04/2013	£0.09	0.0%									
	Recovery of costs relating to Sustainable use Directive as approved by DEFRA	Fees to be charged to developers in the first three years of implementation:  Less than or equal to 0.5 hectares  Greater than 0.5 but less than 1 hectare  Greater than 1 and less than or equal to 5 hectares  Greater than 5 hectares							0	0	0	NB			
			15/04/2014	£350.00	15/04/2014	£350.00	0.0%								
			15/04/2014	£700.00	15/04/2014	£700.00	0.0%								
			15/04/2014	£950.00	15/04/2014	£950.00	0.0%								
			15/04/2014	£1,750.00	15/04/2014	£1,750.00	0.0%								



## 8. COMMERCIAL SERVICES - NETWORK &amp; ASSET MANAGEMENT - E&amp;E - Review of Charges 2016/17

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Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16	Expected Income 2016/17	Income rising above 2% inflation to meet pressures	VAT Class	
					Effective Date	Rate	Effective Date	Proposed Rate			Total	Total			
											£000	£000			
EE2-35C	Definitive Map and Commons	SA	Recovery of costs under DoE Circular 11/1996	Orders confirmed unopposed	01/04/2015	£3,109.00	01/04/2016	£3,171.00	2.0%	base review of costs undertaken to ensure full allowable cost recovery	8	8	0	NB	
		SA	Recovery of costs under DoE Circular 11/1996	Orders confirmed - objections withdrawn	01/04/2015	£3,585.00	01/04/2016	£3,656.00	2.0%	base review of costs undertaken to ensure full allowable cost recovery	0	0	0	NB	
		SA	Recovery of costs under DoE Circular 11/1996	Orders opposed - not proceeded with	01/04/2015	£3,801.00	01/04/2016	£3,877.00	2.0%	base review of costs	0	0	0	NB	
		SA	Recovery of costs under DoE Circular 11/1996	Orders opposed - submitted to SoS	01/04/2015	£4,586.00	01/04/2016	£4,677.00	2.0%	base review of costs undertaken to ensure full allowable cost recovery	0	0	0	NB	
		D	Recovery of full cost	Commons Registration Authority Charges Common searches (Existing Con289 form)	01/04/2015	£19.89	01/04/2016	£20.28	2.0%	To be replaced by new fee below on introduction of revised Con290 form	38	38	-1	NB	
				Per additional land parcel	01/04/2014	£1.00	01/04/2016	£1.00	0.0%						
				Recovery of full cost	Common searches (new Con290 form due 14/15 or after)	01/04/2015	£19.89	01/04/2016	£29.85	50.1%	New fee on implementation of new form (delayed from 1/10/14)	0	0	0	NB
		D	Recover costs	Landowner statements and declarations (public rights of way) Standard fee per application (incl up to 2 land parcels) Fee per application (3-4 land parcels) Fee per application (5-7 land parcels) Fee per application (exceeding 7 land parcels)	01/04/2015	£184.00	01/04/2016	£188.00	2.2%		9	9	0	EX	
					01/04/2015	£204.00	01/04/2016	£208.00	2.0%						
					01/04/2015	£224.00	01/04/2016	£229.00	2.2%						
					01/04/2015	£224.00 + £20.20 per additional land parcel	01/04/2016	£229.00 + £20.20 per additional land parcel	2.0%						
		D	Recover costs	Supply of Highway (rights of way) related information - Written response to standard enquiry	01/04/2015	£44.40	01/04/2016	£45.28	2.0%	New charge	0	0	0	SR	
		SA	Recover costs	- Written response to extensive enquiry - Supply of copy Order (on advertising notice)	01/04/2015	£59.00	01/04/2016	£60.18	2.0%						
							01/05/2015	£3.50	01/04/2016	£3.50		0	0	0	
		D	Recover actual costs, in line with Environmental Information Regulations (EIR)	Sale of Planprints - up to A1 size  Sale of Photocopies (per side) A4 - black & white A4 - colour A3 - black & white A3 - colour	23/04/2013	£1.50	01/04/2016	£1.50	0.0%	where online access is not available	0	0	0	SR	
					23/04/2013	£0.02	01/04/2016	£0.02	0.0%	where online access is not available	0	0	0	SR	
23/04/2013	£0.05				01/04/2016	£0.05	0.0%	0	0		0	SR			
23/04/2013	£0.06				01/04/2016	£0.06	0.0%	0	0		0	SR			
23/04/2013	£0.09				01/04/2016	£0.09	0.0%	0	0		0	SR			
D	Recover costs				Commons Registration Charges - corrective applications under Commons Act 2006 Schedule 2 paras 6 & 9	01/10/2014	£1,000.00	01/04/2016	£1,000.00	0.0%	Interim fee pending regulations (delayed from 1/10/14). Subject to review thereafter.				

## 8. COMMERCIAL SERVICES - NETWORK &amp; ASSET MANAGEMENT - E&amp;E - Review of Charges 2016/17

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Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16	Expected Income 2016/17	Income rising above 2% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate			Total	Total		
											£000	£000		
EE2-36	On-Street Parking & Park and Ride	D	Contribute towards operating costs of park and ride facilities	Park and Ride Car Park charges  Thornhill & Water Eaton only  Up to 1 hr 1-11 hrs 11-24 hrs 24-48 hrs 48-72 hrs  Season Tickets Monthly ticket Quarterly Ticket Annual ticket  Business Permits 3 months 6 months 12 months  Excess Charge Notices - Fines paid within 14 days Fines paid after 14 & up to 28 days	  11/11/2013 11/11/2013 11/11/2013 11/11/2013 11/11/2013  11/11/2013 11/11/2013 11/11/2013  11/11/2013 11/11/2013 11/11/2013  11/11/2013 11/11/2013 11/11/2013  19/11/2012 19/11/2012	  Free £2.00 £4.00 £8.00 £12.00   £41.33 £110.93 £391.50  £25.00 £50.00 £100.00  £50.00 £100.00	  11/11/2013 11/11/2013 11/11/2013 11/11/2013 11/11/2013  11/11/2013 11/11/2013 11/11/2013  11/11/2013 11/11/2013 11/11/2013  11/11/2013 11/11/2013 11/11/2013  19/11/2012 19/11/2012	  Free £2.00 £4.00 £8.00 £12.00   £41.33 £110.93 £391.50  £25.00 £50.00 £100.00  £50.00 £100.00	  0.0% 0.0% 0.0% 0.0% 0.0%   0.0% 0.0% 0.0%  0.0% 0.0% 0.0%  0.0% 0.0% 0.0%	  				

Legal Position on charging		VAT Class	
SP	Statutory Prohibited	SR	Standard Rate (20% 4 Jan 2011)
SA	Statutory Arrangements	ZR	Zero Rated
D	Discretionary (LG Act 2003)	NB	Non Business
		EX	Exempt

## 9. LIBRARIES - E&amp;E - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2015/16			2016/17			% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
						Effective Date	Rate	Maximum Charge	Effective Date	Proposed Rate	Maximum Charge						
EE3-9 EE3-91	<b>CULTURAL SERVICES</b> Library Service	D	To recover costs but remain competitive.	<b>PHOTOCOPYING</b> a) self-service photocopying - per A4 copy - per A3 copy b) minimum charge for postal requests for copies		13/04/2015	£0.20		13/04/2015	£0.20		0.0%		30	30	-1	SR
						13/04/2015	£0.40		13/04/2015	£0.40		0.0%					SR
						13/04/2015	£5.00		13/04/2015	£5.00		0.0%					SR
		D	To recover costs but remain competitive.	<b>MICROFORM COPYING</b> a) self service copying		13/04/2015	£0.70		13/04/2015	£0.70		0.0%				0	SR
		D	An incentive for the earlier return of borrowed items.	<b>LIBRARY OVERDUE CHARGES</b> 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 - Institutions - per day library open during first week (daily rate) - maximum per item	A	13/04/2015	£0.25		13/04/2015	£0.25		0.0%		150	150	-3	NB
						13/04/2015	£5.00		13/04/2015	£5.00		0.0%					NB
						01/04/2007	£0.05		01/07/2007	£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							NB
									04/04/2016	£0.25			New charge				NB
									04/04/2016	£5.00			New charge				NB
		D	An incentive for readers to remember their tickets.	<b>REPLACEMENT OF LIBRARY TICKETS</b> - computer system (per ticket)		13/04/2015	£2.00		13/04/2015	£2.00		0.0%	To cover staff time.	2	2	0	NB

## 9. LIBRARIES - E&amp;E - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2015/16			2016/17			% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
						Effective Date	Rate	Maximum Charge	Effective Date	Proposed Rate	Maximum Charge						
EE3-91	Library Service (cont'd)	D	To cover small element of costs incurred and act as an incentive to collect items when available.	<b>LIBRARY RESERVATION FEES</b> a) Book / Audio Books Reservations: - Standard charge - Under 18s (Incl children in public care) b) Items supplied from outside Oxfordshire : - Standard charge  Items supplied by the British Library  c) Audio Visual Reservations (excluding Audio Books): - Standard charge - Concessionary rate	B	01/04/2012	£1.00		01/04/2012	£1.00		0.0%	Comparable to neighbouring authorities.	70	70	-1	NB
						01/04/2005	Exempt		01/04/2005	Exempt							
						13/04/2015	£6.50		13/04/2015	£6.50		0.0%	To cover increased charges from supplying libraries.				NB
						13/04/2015	£12.65		13/04/2015	£12.65			New charge to cover costs.				
					C	01/04/2012	£1.00		01/04/2012	£1.00		0.0%					NB
						01/04/2012	£0.50		01/04/2012	£0.50		0.0%					NB
		D	To purchase new items and maximise income for the Service as a whole.	<b>AUDIO VISUAL HIRE CHARGES</b> a) DVDs (Per Week / Mobile visit) - Band 1 - Band 2 NOT IN USE - Band 3 - Band 4 b) DVDs Late return Charges (Per day Static Library) - Band 1 - Band 2 NOT IN USE - Band 3 - Band 4 c) DVDs Late return Charges (Per day Mobile Library) - Band 1 - Band 2 NOT IN USE - Band 3 - Band 4 d) Music CD's (per Week / Mobile visit) - Band 1 - Band 2 & 3 e) Music CDs Late return Charges (Per day Static Library) - Band 1 - Band 2 & 3 f) Music CDs Late return Charges (Per day Mobile Library) - Band 1 - Band 2 & 3	D	01/04/2014	£1.00		01/04/2014	£1.00		0.0%		174	174	-3	NB
						01/04/2014	£2.00		01/04/2014	£2.00		0.0%					NB
						01/04/2014	£3.00		01/04/2014	£3.00		0.0%					NB
					D	01/04/2014	£0.14	£3.00	01/04/2014	£0.14	£3.00	0.0%					NB
						01/04/2014	£0.28	£6.00	01/04/2014	£0.28	£6.00	0.0%					NB
						01/04/2014	£0.42	£9.00	01/04/2014	£0.42	£9.00	0.0%					NB
					D	01/04/2014	£0.07	£3.00	01/04/2014	£0.07	£3.00	0.0%					NB
						01/04/2014	£0.14	£6.00	01/04/2014	£0.14	£6.00	0.0%					NB
						01/04/2014	£0.21	£9.00	01/04/2014	£0.21	£9.00	0.0%					NB
					D	01/04/1998	£1.00		01/04/1998	£1.00		0.0%		15	15	0	NB
						13/04/2015	£2.00		13/04/2015	£2.00		0.0%					NB
					D	01/01/2009	£0.15	£3.00	01/01/2009	£0.15	£3.00	0.0%					NB
						13/04/2015	£0.28	£6.00	13/04/2015	£0.28	£6.00	0.0%					NB
					D	01/01/2009	£0.07	£3.00	01/01/2009	£0.07	£3.00	0.0%					NB
						13/04/2015	£0.14	£6.00	13/04/2015	£0.14	£6.00	0.0%					NB

## 9. LIBRARIES - E&amp;E - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2015/16			2016/17			% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
						Effective Date	Rate	Maximum Charge	Effective Date	Proposed Rate	Maximum Charge						
EE3-91	Library Service (cont'd)			g) Audio Books and Language Packs on CD (3 weeks / Mobile 4 Weeks): - Band 1 - Band 2 & 3 - Children in public care	D	13/04/2015 13/04/2015 01/04/2003	£1.50 £2.50 Exempt		13/04/2015 13/04/2015 01/04/2003	£1.50 £2.05 Exempt		0.0% -18.0%	Exemption applies to Audio Books only.	40	40	-1	NB NB
				h) Audio Books & Language Packs Late Return Charges (Per day Static Library) - Band 1 - Band 2 & 3	D	13/04/2015 13/04/2015	£0.07 £0.11	£4.50 £7.50	13/04/2015 13/04/2015	£0.07 £0.11	£4.50 £7.50	0.0% 0.0%		0	0	0	NB NB
				i) Audio Books & Language Packs Late Return Charges (Per day Mobile Library) - Band 1 - Band 2 & 3	D	13/04/2015 13/04/2015	£0.05 £0.08	£4.50 £7.50	13/04/2015 13/04/2015	£0.05 £0.08	£4.50 £7.50	0.0% 0.0%					NB NB
				j) CD-ROM (per Week / Mobile visit) - Band 1	D	01/04/2001	£1.00		01/04/2001	£1.00		0.0%		0	0	0	NB
				k) CD-ROM late return charges (per day static library) Band 1	D	01/04/2001	£0.14	£3.00	01/04/2001	£0.14	£3.00	0.0%					NB
				l) CD-ROM late return charges (per day mobile library) band 1	D	01/04/2001	£0.07	£3.00	01/04/2001	£0.07	£3.00	0.0%					NB
		D	To self finance the service.	<b>VOCAL/ ORCHESTRAL/PLAY SETS</b> a) Booking Fee per 4 month loan - Vocal Scores - per score with performance time of 5 minutes or less - per score with performance time of more than 5 minutes - Orchestral Sets - Play Sets b) Overdue charge - per week or part week, per loan, vocal or orchestral - per playset, per day library open during first week (daily rate) - maximum per playset c) Administration fee for performance sets supplied from outside Oxfordshire.		01/04/2014 13/04/2015 13/04/2015	£0.50 £1.50 £25.00		01/04/2014 13/04/2015 13/04/2015 04/04/2016	£0.50 £1.50 £25.00 £5.00		100.0% 100.0% 100.0%	New charge	15	15	0	NB NB NB NB
						13/04/2015	£12.50		13/04/2015	£12.50		100.0%					NB
						13/04/2015	£5.00		13/04/2015	£5.00		0.0%					NB
						13/04/2015	£5.00		13/04/2015	£5.00		100.0%					NB
		D	To recover costs.	<b>INTERNET SERVICE</b> 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 discs, memory sticks		01/04/2009 01/04/2009 01/04/2009 01/04/2009 01/04/2009	£0.20 £0.30 £0.40 £0.60 Various		01/04/2009 01/04/2009 01/04/2009 01/04/2009 01/04/2009	£0.20 £0.30 £0.40 £0.60 Various		0.0% 0.0% 0.0% 0.0%	To cover printing costs  Fees set at officers discretion	72	72	-1	SR SR SR SR SR

## 9. LIBRARIES - E&E - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2015/16			2016/17			% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
						Effective Date	Rate	Maximum Charge	Effective Date	Proposed Rate	Maximum Charge						
EE3-91	Library Service (cont'd)	D	To recover costs.	FAX TRANSMISSIONS (by staff) Fax Transmissions		13/04/2015	Various		13/04/2015	Various			Charged according to destination and length.	0 2	0 2	0 0	SR SR
	Sub-Total Library Service													570	570	-11	

### Notes

- A Overdue charges will not be charged in the following cases:  
 - books borrowed by housebound readers and home library service customers, reading impaired, 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
- B For all book and audio book reservations, housebound readers and home library service customers, under 18's, registered foster carers, reading impaired and children in public care are exempt.
- C Concessionary rates for audio visual reservations apply to the under 18's and registered foster carers. Housebound readers and home library customers are exempt.
- D All audio visual hire services are free to housebound readers and home library customers.  
 The reading impaired, children in public care and registered foster carers are entitled to free loans of audio books only.

### VAT Class

- SR Standard Rate (20% 4 Jan 2011)  
 ZR Zero Rated  
 NB Non Business

- EX Exempt

### Legal Position on charging

- SP Statutory Prohibited  
 SA Statutory Arrangements  
 D Discretionary (LG Act 2003)

[illegible]



## 10. HERITAGE SERVICES - E&amp;E - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
						Effective Date	Rate (ex. VAT)	Effective Date	Proposed Rate (ex. VAT)						
EE3-92	Heritage Services (cont'd)	D		<b>OHC/MRC REPRODUCTION FEES</b>								2	2	0	
				Publication Commercial											
				- Per first instance of use of an image: less than 5,000 copies		01/04/2015	£33.00	01/04/2015	£33.00	0.0%					SR
				- Per extra instance of use of an image: less than 5,000 copies		01/04/2015	£11.00	01/04/2015	£11.00	0.0%					SR
				Internal Use Commercial											
				-For use within organisation		01/04/2015	£16.50	01/04/2015	£16.50	0.0%	Closer alignment with comparative providers				SR
				Broadcast Media											
				- Regional, national or worldwide-first or repeat use		01/04/2015	£66.00	01/04/2015	£66.00	0.0%					SR
				- Buyout 1-5 years		01/04/2015	£165.00	01/04/2015	£165.00	0.0%					SR
				Publication: local individuals, organisations and partners											
				- Per use of 1-5 images		01/04/2014	£8.33	01/04/2014	£8.33	0.0%					SR
				- Per use of 6-10 images		01/04/2014	£12.50	01/04/2014	£12.50	0.0%					SR
				- Per use of 11 or more images		01/04/2014	£16.66	01/04/2014	£16.66	0.0%					SR
				<b>OHC USE OF PREMISES</b>											
				Location fee for use of Oxfordshire History Centre premises for film / TV / broadcast purposes											
				- per hour or part hour				01/01/2016	£50.00		New charge to reflect demand				EX ??
		D	To meet costs and income target.	<b>HIRE OF ACCOMMODATION</b>	A							3	3	0	
				a) Oxfordshire Museum											
				- Exhibition Gallery											
				- per week		01/04/2015	£170.00	01/04/2016	£187.00	10.0%					EX
				b) Brewhouse											
				- Exhibition Gallery											
				- per month		01/04/2015	£220.00	01/04/2016	£242.00	10.0%					EX
				- 1/2 day Education Use		01/04/2015	£22.00	01/04/2016	£24.00	9.1%					EX
				- 1/2 day Commercial Use		01/04/2015	£55.00	01/04/2016	£61.00	10.9%					EX
				- per day - Education Use		01/04/2015	£52.00	01/04/2016	£57.00	9.6%					EX
				- per day - Commercial Use		01/04/2015	£85.00	01/04/2016	£94.00	10.6%					EX
				c) Coachhouse											
				- 1/2 day Education Use		01/04/2015	£32.00	01/04/2016	£35.00	9.4%					EX
				- 1/2 day Commercial Use		01/04/2015	£66.00	01/04/2016	£73.00	10.6%					EX
				- per day - Education Use		01/04/2015	£52.00	01/04/2016	£57.00	9.6%					EX
				- per day - Commercial Use		01/04/2015	£115.00	01/04/2016	£127.00	10.4%					EX
				d) MRC Education Lecture Room											
				- 1/2 day Education Use		01/04/2015	£22.00	01/04/2016	£24.00	9.1%					EX
				- per day - Education Use		01/04/2015	£44.00	01/04/2016	£48.00	9.1%					EX
				e) Provision of staff to support activities of hirer per hour											
				- during Museum open hours		01/04/2015	£17.00	01/04/2016	£19.00	11.8%	To cover increased costs				SR
				- out of Museum open hours		01/04/2015	£27.00	01/04/2016	£30.00	11.1%					SR
				f) Coach House charge for use outside normal hours plus staffing as necessary											
				Education use up to 3 hours		01/04/2014	£40.00	01/04/2016	£44.00	10.0%					EX
				Commercial use up to 3 hours		01/04/2014	£60.00	01/04/2016	£66.00	10.0%					EX

## 10. HERITAGE SERVICES - E&amp;E - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
						Effective Date	Rate (ex. VAT)	Effective Date	Proposed Rate (ex. VAT)						
EE3-92	Heritage Services (cont'd)	D	To meet income targets which reduced the impact of previous budget cuts.	<b>CONSERVATION AND EXHIBITION SERVICES</b> a) MRC Remedial conservation - per hour b) Storage (per m² per year) MRC - storage at OHC per shelf c) Specialist Climate Controlled Collections Storage and Care per year -Small Item (c.10x10x10cm) -Medium Item (c 20x20x20cm) -Large Item (c.0.5 cubic meters) d) General Collections storage and Care -Large Item e) Environmental Monitoring (per month) - for 3 thermohygrographs Loan of datalogger and printout per period up to 2 months Environmental summary f) Conservation Advice - per day - per half-day g) Museum Pest Management plus materials - per day - per half day - per hour h) Hire of display equipment Cases - per day - per week - per month i) Training - per day - per half day k) Documentation and storage of archaeological archives - site archive up to 3 archaeological storage boxes ((0.022m3) -per archaeological storage box (0.022m3)	B	01/04/2015	£45.00	01/04/2016	£50.00	11.1%		0	0	0	SR
						01/04/2015	£360.00	01/04/2016	£396.00	10.0%					SR
						01/04/2013	£100.00	01/04/2016	£110.00	10.0%					SR
						01/04/2013	£200.00	01/04/2016	£220.00	10.0%					SR
						01/04/2013	£350.00	01/04/2016	£385.00	10.0%					SR
						01/04/2013	£400.00	01/04/2016	£440.00	10.0%					SR
						01/04/2015	£45.00	01/04/2016	£50.00	11.1%					SR
						01/04/2015	£45.00	01/04/2016	£50.00	11.1%					SR
						01/04/2015	£45.00	01/04/2016	£50.00						SR
					C	01/04/2015	£360.00	01/04/2016	£396.00	10.0%					SR
						01/04/2015	£180.00	01/04/2016	£198.00	10.0%					SR
					D	01/04/2015	£360.00	01/04/2016	£396.00	10.0%					SR
						01/04/2015	£180.00	01/04/2016	£198.00	10.0%					SR
						01/04/2015	£45.00	01/04/2016	£50.00	11.1%					SR
						01/04/2015	£10.00	01/04/2016	£11.00	10.0%					SR
						01/04/2015	£60.00	01/04/2016	£66.00	10.0%					SR
						01/04/2015	£150.00	01/04/2016	£165.00	10.0%					SR
						01/04/2015	£360.00	01/04/2016	£396.00	10.0%					SR
						01/04/2015	£180.00	01/04/2016	£198.00	10.0%	Charge reflects cost of processing and storage of archives and achieves parity with other providers				SR
			To meet costs					01/04/2016	£100.00						
								01/04/2016	£65.00						
		D	To Meet Costs	<b>OHC RESEARCH ENQUIRIES</b> - written reply to each enquiry per hour (or pro-rata) Minimum 30 minutes £15.00 Maximum 2 hours £60.00. - higher rate for businesses and profit-making organisations per hour (or pro-rata) Minimum 30 minutes £20.00. Maximum 2 hours £80.00.		01/04/2015	£30.00	01/04/2015	£30.00	0.0%		5	5	0	SR
						01/04/2015	£40.00	01/04/2015	£40.00	0.0%					SR

## 10. HERITAGE SERVICES - E&amp;E - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
						Effective Date	Rate (ex. VAT)	Effective Date	Proposed Rate (ex. VAT)						
EE3-92	Heritage Services (cont'd)	D	To recover costs	<b>MICROFORM COPYING</b> a) Self Service Copying - per A4 copy - per A3 copy b) Copying by Staff - per A4 copy - per A3 copy		01/04/2015	£0.58	01/04/2015	£0.58	0.0%	Increased costs	0	0	0	SR
						01/04/2015	£0.58	01/04/2015	£0.58	0.0%	Increased costs				SR
						01/04/2015	£1.25	01/04/2015	£1.25	0.0%	Increased costs				SR
						01/04/2015	£1.25	01/04/2015	£1.25	0.0%	Increased costs				SR
		D	To recover costs	<b>PHOTOCOPIES</b> <b>Self Service Copying -</b> - per A4 copy - per A3 copy <b>Local Studies -</b> <b>Staff Operated Copying -</b> - per A4 copy - per A3 copy <b>All Archive Documents and Delicate Documents</b> - per A4 or A3 copy (ordered on-site) - per A4 or A3 copy (ordered remotely)		01/10/2011	£0.17	01/10/2011	£0.17	0.0%		4	4	0	SR
						01/04/2015	£0.33	01/04/2015	£0.33	0.0%	Increased costs				SR
						01/04/2015	£0.58	01/04/2015	£0.58	0.0%	Increased costs				SR
						01/04/2015	£0.58	01/04/2015	£0.58	0.0%	Increased costs				SR
						01/04/2015	£1.00	01/04/2015	£1.00		New charge				
						01/04/2015	£1.25	01/04/2015	£1.25		New charge				
		D	To recover costs	<b>Computer Printouts</b> <b>Self Service -</b> - per A4 copy - per A3 copy - per Parish Register sheet <b>Staff Operated Copying -</b> - per A4 copy - per A3 copy - per Parish Register sheet		01/10/2011	£0.17	01/10/2011	£0.17	0.0%		0	0	0	SR
						01/04/2015	£0.33	01/04/2015	£0.33	0.0%	Increased costs	0	0	0	SR
								01/04/2016	£0.58		New charge	0	0	0	SR
						01/04/2015	£0.58			-100.0%	Increased costs	0	0	0	SR
						01/04/2015	£0.58			-100.0%	Increased costs	0	0	0	SR
								01/04/2016	£1.25		New charge	0	0	0	SR
		D	To recover costs	<b>Certificates</b> Per Copy - Motor Vehicle Registration copies Baptism Certificates  Marriage Certificates		01/01/2015	£7.50	01/01/2015	£7.50	0.0%	Increased costs	0	0	0	SR
						01/01/2015	£11.00	01/04/2016	£13.00	18.2%	Charge as per Church of England Table of Fees from Jan 2015. VAT correction from SR to Non-Business				NB
						01/01/2015	£10.00	01/01/2015	£10.00	0.0%	Charge as per Statutory Instrument no. 1790 (2014). VAT correction from SR to Non-Business				NB
		D	To recover costs	<b>COPIES OF RECORDINGS</b> From Oral History (per CD)  From Oral History (per DVD)		01/04/2015	£12.50	01/04/2015	£12.50	0.0%	New charge	0	0	0	SR
						01/04/2015	£25.00	01/04/2015	£25.00		New charge				

## 10. HERITAGE SERVICES - E&amp;E - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
						Effective Date	Rate (ex. VAT)	Effective Date	Proposed Rate (ex. VAT)						
EE3-92	Heritage Services (cont'd)	D	To recover costs	<b>ADMINISTRATIVE CHARGE</b> Minimum charge for providing an invoice for any service		01/04/2011	£20.00	01/04/2011	£20.00	0.0%		0	0	0	SR
		D	To recover costs	<b>MRC PHOTOGRAPHIC</b>								0	0	0	SR
				Photographic Prints by External Photographer		01/10/2011		01/10/2011		Various	Prices on application				
		D	To recover costs	<b>POSTAGE &amp; PACKING</b> - Reinforced Envelope in reinforced C4 envelope Cardboard Tube - Copies supplied in 450mm cardboard tube Disc Mailer - CR-ROM supplied in disc mailer Air Mail - additional to basic cost		01/04/2014	£1.67	01/04/2014	£1.67	0.0%		0	0	0	SR
						01/04/2014	£3.33	01/04/2014	£3.33	0.0%					SR
						01/04/2014	£3.33	01/04/2014	£3.33	0.0%					SR
						01/04/2014	£1.67	01/04/2014	£1.67	0.0%					SR
		D	To recover costs	<b>LECTURE FEES plus travel at current OCC rates</b>		01/04/2012	£50.00	01/04/2012	£50.00	0.0%		0	0	0	SR
		D	To recover costs	<b>Use of Oxfordshire Museum Garden for Wedding Photography</b>		01/04/2015	£80.00	01/04/2015	£80.00	0.0%		0	0	0	EX
		D	To recover costs	<b>LEARNING &amp; ACCESS</b> School Sessions at The Oxfordshire Museum - up to 30 children Outreach School Sessions KS1 - up to 30 children Outreach School Sessions KS2 - up to 30 children  School Box Loans - per term Reminiscence Box Loans - per 2 week loan Reminiscence sessions - per session Reminiscence training Session - per delegate Community Group Visits to The Oxfordshire Museum - per group		01/04/2012	£75.00		£85.00	13.3%	maintain parity with other providers	10	10	0	NB
									£100.00		new charge to reflect increased length of sessions offered at KS2				
						01/04/2012	£20.00	01/04/2016	£30.00	50.0%	includes delivery & collection				NB
						01/04/2012	£20.00	01/04/2012	£20.00	0.0%					NB
						01/04/2012	£15.00	01/04/2012	£15.00	0.0%					NB
						01/04/2012	£50.00	01/04/2012	£50.00	0.0%					NB
						01/04/2012	£15.00	01/04/2012	£15.00	0.0%	Plus £1.50 per person for refreshments				NB

## 10. HERITAGE SERVICES - E&E - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	Note	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
						Effective Date	Rate (ex. VAT)	Effective Date	Proposed Rate (ex. VAT)						
EE3-92	Heritage Services (cont'd)			Family Learning Drop In at The Oxfordshire Museum		01/04/2012	£2.00	01/04/2012	£2.00	0.0%	£5.00-£10.00 according to session length plus materials  Plus materials and admin costs				NB NB  NB NB  NB
				- per child		01/04/2012	£5.00	01/04/2012	£5.00	0.0%					
				- per family of up to 3 children											
				TOM Tots under 5s sessions at The Oxfordshire Museum		01/04/2012	£1.50	01/04/2012	£1.50	0.0%					
				- per family		01/04/2014	Various	01/04/2014	Various	0.0%					
	Sub-Total Heritage Services			Booked family workshop								30	30	-1	
				Arts Award Courses at The Oxfordshire Museum											
				- per child		01/04/2014	£5.00	01/04/2014	£5.00	0.0%					

### Legal Position on charging

SP	Statutory Prohibited
SA	Statutory Arrangements
D	Discretionary (LG Act 2003)

### Notes

- A: 20% Commission is charged 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.

### VAT Class

SR	Standard Rate (20% 4 Jan 2011)
ZR	Zero Rated
NB	Non Business
EX	Exempt

## 9. OXFORDSHIRE CUSTOMER SERVICES - E&E - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
EE3	OXFORDSHIRE CUSTOMER SERVICES													
EE3-5	Translation Service		Recovery of full cost	Translation services					-		0	0	0	SR
EE3-5	Concessionary Fares	D	Cost of replacement card	Card issue and admin	01/04/2012	£10.00	01/04/2012	£10.00	0.0%		12	12	0	SR
EE3-5	Disabled Parking	D	Recovery of full cost	Card issue and admin, assessment service	01/04/2012	£10.00	01/04/2012	£10.00	0.0%		47	47	-1	SR
	Sub-Total Customer Services										59	59	-1	
	Sub-Total Strategy & Infrastructure										526	526	-11	
	Sub-Total Operational Contract/Client Management										376	376	-8	
	Sub-Total Network & Asset Management										6,577	6,577	-132	
	Subtotal Libraries										570	570	-11	
	Subtotal Heritage Services										30	30	-1	
TOTAL ENVIRONMENT & ECONOMY											8,138	8,138	-163	

### 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

## 10. MUSIC SERVICE - CS - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
CEO4-6	Music Service	D	Fees charged for music tuition, instruments hire and for OYMA membership.	Music Tuition										
				<b>Ensembles</b>										
				OYMA Full membership no lessons	01/04/2015	£86.40	31/03/2016		-100.0%	Deleted and merged with line 14	27			-28 EX
				OYMA full membership OCMS lessons	01/04/2015	£61.80	01/04/2016	£69.00	11.7%			42		EX
				OYMA full membership OCMS lessons - CMS	01/04/2015	£74.10	01/04/2016	£86.40	16.6%		12	45	33	EX
				OYMA single activity - no lessons	01/04/2015	£55.50	31/03/2016		-100.0%	Deleted and merged with line 17				EX
				OYMA single activity - OCMS lessons	01/04/2015	£41.10	01/04/2016	£47.00	14.4%			22		EX
				OYMA Primary choir activity	01/04/2015	£35.00	01/04/2016	£38.00	8.6%			3		
				OYMA Secondary Choir Activity	New		01/04/2016	£47.00				2		
				OYMA CMS Pass no lessons	01/04/2015	£132.00	01/04/2016			Deleted and merged with line 22				
				OYMA CMS Pass OCMS lessons	01/04/2015	£115.20	01/04/2016			Deleted and merged with line 22				
				OYMA CMS Pass	new		01/04/2016	£132.00				20		
				<b>Individual Tuition</b>										
				20 minutes	01/04/2015	£162.00	01/04/2016	£197.89	22.2%	New charge is for 11 lessons and not 10 as in 15/16 for rows 24-42	275	340	60	EX
				30 Minutes	01/04/2015	£240.00	01/04/2016	£293.37	22.2%		56	60	3	EX
				40 minutes	new		01/04/2016	£391.16				2		
				45 minutes	new		01/04/2016	£440.00				8		
				60 minutes	new		01/04/2016	£586.74				3		
				<b>Group Tuition</b>										
				Group of 2 (30 minutes)	01/04/2015	£120.00	01/04/2016	£146.85	22.4%		55	61	5	EX
				Group of 2 (20 minutes)	01/04/2015	£81.00	01/04/2016	£98.89	22.1%		89	163	72	EX
				Group of 3			31/03/2016			Deleted				
				Group of 3	01/04/2015	£81.00	31/03/2016		-100.0%	Deleted	150		-153	EX
				Group of 4-6			31/03/2016			Deleted				
				Group of 3-6	01/04/2015	£81.00	31/03/2016		-100.0%	Deleted	200		-204	EX
				Group of 3-4 (30 minutes)	new	£0.00	01/04/2016	£98.89		New charge		203	-1	EX
				Group of 3-4 (20 minutes)	new		01/04/2016	£65.89		New charge		87	87	EX
				Group of 5-6 (30 minutes)	new		01/04/2016	£65.89		New charge		76	76	EX
				Group of 7 -9 (40 minutes)	01/04/2015	£54.00	01/04/2016	£65.89	22.0%		15	17	2	EX
				Group of 10 - 19 (40 minutes)	01/04/2015	£42.00	01/04/2016	£51.26	22.0%		4	3	-1	EX
				Group of 20 or more	01/04/2015	£27.00	01/04/2016	£32.89	21.8%					EX
				BEGGRATS			31/03/2016			Deleted	105		-107	EX
				BEGGrats from Sept 2012	01/04/2015	£81.00	31/03/2016		-100.0%	Deleted				EX
											35		-36	EX

## 10. MUSIC SERVICE - CS - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2.00% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
Page 300				Endangered Instruments 30 minutes from 1/9/12	01/04/2015	£180.00	31/03/2016		25% less than standard lessons	Deleted	20		-20	EX
				Endangered 20 minutes	01/04/2015	£121.50	31/03/2016			Deleted				EX
				Endangered Instruments : viola, french horn, oboe, trombone, double bass, tuba, bassoon, bass guitar						Deleted				
				<b>Hire</b>			01/04/2016		25% discount across all individual and group tuition rates	25% discount across all individual and group tuition rates				
				Hire of Instruments (Violin, Viola and Guitars only)	01/04/2015	£16.50	01/04/2016	£19.50			19	21	2	EX
				Hire of Instruments (All other instruments on offer)	01/04/2015	£33.00	01/04/2016	£39.00			50	51	0	EX
				Oxfordshire schools orchestra	01/09/2015	Various up to 600	01/09/2016	£495.00		These prices are dependant on prices set by tour operator				EX
				Oxfordshire Schools Symphony Orchestra	01/09/2015	Various up to 800	01/09/2016	£770.00						EX
				Oxfordshire County Youth orchestra	01/09/2015	Various up to 800	01/09/2016	£795.00						EX
				Oxfordshire Youth Music Theatre non residential courses (daily rate)		Actual cost Various up to 25				New charge but dependent on type and venue Deleted				EX
				non residential courses (daily rate)		Various up to 30	31/03/2016	£30.00						EX
				<b>Charges to schools:</b>										
				First Access (60 or 45 minutes)	01/09/2015	£1,250.00	01/09/2016	£1,400.00			219	245		
				Play On (1 hour)	01/09/2015	£1,400.00	01/09/2016	£1,650.00			15	18		
				Play On (40 minutes)	01/09/2015	£980.00	01/09/2016	£1,090.00			5	5		
				Play On (30 minutes)	01/09/2015	£750.00	01/09/2016	£800.00			3	3		
				Total of Tuition above							1,354	1,500	-211	
	Music Service Continued			Adults Curriculum (per hour)	01/04/2015	£98.00		£99.00	1.0%		12	15	3	EX
					01/04/2015	£56.00		£59.00	5.4%		97	100	1	EX
	Sub-Total Music Service										1,463	1,615	123	

## Legal Position on charging

SP	Statutory Prohibited
SA	Statutory Arrangements
D	Discretionary (LG Act 2003)

## Notes

Concessions: Children eligible for free school meals, free. Including instrument hire.  
 Adults, as per adult education.  
 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.

## VAT Class

SR	Standard Rate (20% 4 Jan 2011)
ZR	Zero Rated
NB	Non Business
EX	Exempt



## 14. REGISTRATION SERVICES - CS - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
CEO4-4	Registration Service	D	To raise revenue to cover the costs of the registration service	To licence approved premises for a three-year period	01/04/2013	£2,050.00	01/04/2016	£2,050.00	0.0%	Government reviewing licencing fees nationally as part of a 'reducing burdens to businesses' Oxfordshire already one of the most expensive.	47	47	-1	NB
		D	To raise revenue to cover the costs of the registration service	Non Refundable Booking Fee for Statutory Civil Marriage and Civil Partnership bookings at a Register Officer	01/09/2015	£46.00		£46.00	0.0%	New fee approved 07/15 Non -refundable portion of overall ceremony payment if cancelled	TBC		0	EX
				Non Refundable Booking Fee for all other ceremonies such as those undertaken at an Approved Venue	01/09/2015	£50.00		£50.00	0.0%	New fee approved 07/15 Non -refundable portion of overall ceremony payment if cancelled	TBC			EX
		D	To cover a proportion of the costs	<b>Marriage &amp; Civil partnership fees at former Register Office Marriage rooms Monday - Friday and Saturday between 9.15am and 12 noon.</b>							1,489	1,489	-30	
		SA		Abingdon- Roysse Court (Mon -Fri)	01/04/2015	£220.00		£250.00	13.6%					EX
				Banbury Bodicote House	01/04/2015	£220.00		£250.00	13.6%					EX
				Bicester - Garth Park	01/04/2015	£220.00		£250.00	13.6%					EX
				Didcot - Broadway Room	01/04/2015	£220.00		£250.00	13.6%					EX
				Henley - Regatta Court	01/04/2015	£220.00		£250.00	13.6%					EX
				Oxford - Tidmarsh Lane										
				RO Wed- Fri	01/09/2014	£50.00		£50.00	0.0%					EX
				Dexter Room Tues-Fri	01/04/2015	£160.00		£250.00	56.3%					EX
				Dexter Room Sat AM	01/04/2015	£220.00		£250.00	13.6%					EX
				Wheatley - Shotover Room	01/04/2015	£220.00		£250.00	13.6%					EX
				Witney - Windrush Rooms	01/04/2015	£220.00		£250.00	13.6%					EX
		SA		Total for all district Offices	01/04/2015	£220.00		£250.00	13.6%					EX
				Total for all district Offices (Sat pm)	01/04/2015	£475.00		£495.00	4.2%					EX
				Total for all district Offices (Sun and BH)	01/04/2015	£550.00		£575.00	4.5%					EX
				Attending chapel	01/09/2014	£90.00		£90.00	0.0%					EX
				<b>Marriages at Approved Venues (9.00am to 5.30pm)</b>										
				Monday - Thursday	01/04/2015	£420.00		£450.00	7.1%					EX
				Friday & Saturday	01/04/2015	£475.00		£495.00	4.2%					EX
				Sunday & Bank Holiday	01/04/2015	£550.00		£575.00	4.5%					EX
				<b>Marriages at Approved Venues (6.00pm to 8.30pm)</b>										
				Monday - Thursday	01/04/2015	£510.00		£530.00	3.9%					EX
				Friday & Saturday	01/04/2015	£510.00		£530.00	3.9%					EX
				Sunday & Bank Holiday	01/04/2015	£610.00		£630.00	3.3%					EX

## 14. REGISTRATION SERVICES - CS - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
CEO4-4	Registration Service Continued		To raise revenue to cover the costs of the Registration Service	<b>Marriages at Approved Venues (on or after 9pm)</b>										
				Monday - Thursday	01/04/2015	£660.00		£680.00	3.0%					EX
				Friday & Saturday	01/04/2015	£660.00		£680.00	3.0%					EX
				Sunday & Bank Holiday	01/04/2015	£685.00		£700.00	2.2%					EX
			To raise revenue to cover the costs of the Registration Service	<b>Other Civil Ceremonies ( Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at Registration Offices</b>							10	8	-2	
				Monday - Friday	01/04/2015	£240.00		£245.00	2.1%					SR
				Saturday	01/04/2015	£260.00		£265.00	1.9%					SR
				Sunday & Bank Holiday	01/04/2015	£320.00		£325.00	1.6%					SR
				Individual Citizenship Ceremonies	01/04/2015	£190.00		£200.00	5.3%					SR
			To raise revenue to cover the costs of the Registration Service	<b>Other Civil Ceremonies (Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at Approved venues</b>										
				Monday - Friday	01/04/2015	£240.00		£245.00	2.1%					SR
				Saturday	01/04/2015	£260.00		£265.00	1.9%					SR
				Sunday & Bank Holiday	01/04/2015	£320.00		£325.00	1.6%					SR
				Individual Citizenship Ceremonies	01/04/2015	£255.00		£260.00	2.0%					SR
		SA	To raise revenue to cover the costs of the Registration Service	<b>Other Civil Ceremonies (Naming Ceremonies, Renewal of Vows, Partnership/Commitment Ceremonies) at venues not approved by Oxfordshire County Council</b>										
				Monday - Sunday/BH	01/04/2015	£500.00		£550.00	10.0%					SR
				Saturday	01/04/2015	£500.00		£550.00	10.0%					SR
				Sunday & Bank Holiday	01/04/2015	£500.00		£550.00	10.0%					SR
				Civil Funerals	01/04/2010	£180.00		£200.00	11.1%					ZR
				Group Citizenship Ceremony at County Hall	01/04/2014	£80.00		£80.00	0.0%		76	76		EX
				Ceremony Amendment Fee	01/04/2015	£25.00		£25.00		New Charge	TBC			
		D	To raise revenue to cover the costs of the Registration Service	<b>Nationality Checking Service</b>										
				Adult ( single application)	01/04/2015	£80.00		£80.00	0.0%	Benchmarking indicated Oxon charge is already very high and losing business.	51	55		SR
				Child under 18 who applies separately to parents	01/04/2015	£48.00		£50.00	4.2%					SR
		D	To raise revenue to cover the costs of the	<b>Settlement Checking Service</b>										
				Adult ( single application)	01/04/2015	£105.00		£105.00	0.0%					SR
		SA	To raise revenue to cover the costs of the Registration Service	<b>Certificate Fees</b>										
				Births, Deaths& Marriage Certificates										
				on day of registration	01/04/2012	£4.00		£4.00	0.0%					EX
				from a current register	01/04/2010	£7.00		£7.00	0.0%					EX
				from a deposited register	01/04/2012	£10.00		£10.00	0.0%					EX
				Short Birth Certificate										
				on day of registration	01/04/2012	£4.00		£4.00	0.0%					EX
				from a current register	01/04/2010	£7.00		£7.00	0.0%					EX
				from a deposited register	01/04/2012	£10.00		£10.00	0.0%					EX
CEO4-4	Registration Service Continued	D		Express Certificate Fee	01/04/2015	£15.00		£20.00	33.3%		6	8		SR

## 14. REGISTRATION SERVICES - CS - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
		SA		Searches in indexes General Search	01/04/2010	£18.00		£18.00	0.0%					EX
		SA		Marriages and Civil Partnership Notice of Marriage/Civil Partnership (for 1 person) Extended 70 day Notice for foreign Nationals ( for 1 person)	01/04/2012 02/03/2015	£35.00 £47.00		£35.00 £47.00	0.0%	New charge				EX EX
		D		Commemorative Certificates	01/04/2015	£6.00		£7.00	16.7%			1		SR
		SA		*NB £4.00 statutory fee in the form of a certificate is included in fees for , Registration Office, Chapel and Approved Venue ceremony fees, but couples may request more than one and these are charged at £4.00 on the day and £7.00 subsequently.										
	Sub-total Registration										1,679	1,684	-29	

### 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

## 15. CORPORATE SERVICES - Review of Charges 2016/17

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Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	Income rising above 2% inflation to meet pressures	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate						
CEO4	Law & Governance Legal Services Nick Graham													
		SA & D	Recovery of full cost	Sec106 and other legal charges	£42,095.00	£190.00	£42,095.00	£190.00	0.0%		465	465	-9	SR
		D	Recovery of full cost	Work for outside bodies - Legal Hub	£42,095.00	£85.00	£42,095.00	£85.00	0.0%					SR
				West Berks/Probation	£42,095.00	£90.00	£42,095.00	£90.00	0.0%					
				Academies - Fixed Fee	£42,095.00	£500.00	£42,095.00	£500.00	0.0%					
				Academies - Hourly Rate	£42,095.00	£90.00	£42,095.00	£90.00	0.0%					
				Town Councils	£42,095.00	£95.00	£42,095.00	£95.00	0.0%					
	Democratic Services Education appeals (Admissions)	D	Recovery of full cost	Work for outside bodies (Academies)						These costs are not cumulative. The Listed cost includes the lodged cost and the appeal meeting cost includes the cost for lodged and listed.	0	0	0	SR
				Lodged	01/04/2015	£20.00		£20.00	0.0%	'Remain as is - already front loads cost for this initial stage and no justification for any increase including 2% inflation				
				Lodged and Listed	01/04/2015	£97.00		£97.00	0.0%	2% rounded				
	Sue Whitehead			Clerking only: For first appeal of each day per school	01/04/2015	£104.00			-100.0%	Delete as a simplification of charging as no take up of clerking only.				
				For each subsequent appeal per day	01/04/2015	£73.00			-100.0%	Delete as a simplification of charging as no take up of clerking only.				
				Full service including clerking For first appeal of each day per school	01/04/2015	£189.00		£205.00	8.5%	This cumulative figure incorrect in 2015/16. Standard 2% applied to correct figure of £201				
				For each subsequent appeal per day	01/04/2015	£158.00		£173.00	9.5%	This cumulative figure incorrect in 2015/16. Standard 2% applied to correct figure of £170				
	Education appeals (Exclusions)	D	Recovery of full cost	Work for outside bodies (Academies) For each exclusion (up to 25 hours work) Rate per hour if it takes more than 25 hours	01/04/2015 01/04/2015	£1,122.00 £35.00		£1,144.00	2.0% -100.0%	2% rounded	35 2	35 2	-1	SR
	Sub-Total Law & Governance										502	502	-10	
	Sub-Total Corporate Services										502	502	-10	
	Sub-Total Music Service										1,463	1,615	0	
	Sub-Total Registration										1,679	1,684	-29	
	TOTAL CORPORATE SERVICES										3,644	3,801	84	

## 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



## 16. PUBLIC HEALTH - Review of Charges 2016/17

Ref.	Service Area	Legal position on charging	Charging Objectives of Service	Type of charge	2015/16		2016/17		% increase in fees & charges	Additional information and/or Reason for Change	Expected Income 2015/16 Total £000	Expected Income 2016/17 Total £000	VAT Class
					Effective Date	Rate	Effective Date	Proposed Rate					
	Public Health services provided under Section 2B of the National Health Service Act 2006 are required to be provided free of charge at the point of use.								-				
	Sub-total Public Health										0	0	

### Legal Position on charging

SP	Statutory Prohibited
SA	Statutory Arrangements
D	Discretionary (LG Act 2003)

### VAT Class

SR	Standard Rate (20% 4
ZR	Zero Rated
NB	Non Business
EX	Exempt

Division(s): All
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## **CABINET 26 JANUARY 2016**

### **Future Provision of Intermediate Care in North Oxfordshire**

**Report by John Jackson, Director of Adult Social Services**

#### **Introduction**

1. Intermediate Care services are designed to help people stay at home and prevent them from going into hospital if they become ill or are injured, and to support people to return home from hospital as soon as they can. These services, such as rehabilitation, therapy and reablement, improve people's ability to manage independently and live their lives as well as they can.
2. The County Council is the lead commissioner for Intermediate Care services in Oxfordshire and commissions a range of bed-based and home-based services across the county. These services link closely to a range of NHS-provided services as part of the overall provision of health and social care in the county to ensure that people have access to the right care and support, at the right time and provided in the most appropriate way.
3. In North Oxfordshire, bed-based services are currently sited in Chipping Norton at the Henry Cornish Care Centre, a building owned by the Orders of St John Care Trust. The accommodation, domestic services and facilities management are provided by the Orders of St John Care Trust, while Oxford Health NHS Foundation Trust provides the nursing care. There are also 12 commissioned places of home-based care provided on a pilot basis by Oxford University Hospitals NHS Foundation Trust in a service called Rehabilitation at Home. This pilot is unaffected by this consultation.
4. Locally, the County Council and the Oxfordshire Clinical Commissioning Group are developing and evaluating new ways to support people in avoiding hospital admissions, to return home more quickly and to have the care they need at home.
5. The current arrangements for running the bed-based Intermediate Care services at the Henry Cornish Care Centre in Chipping Norton came about through a complex history, the most recent part of which is summarised in this report. If the bed-based services were to continue, the way they are provided would need to change as they are not sustainable or affordable in their current form going forward.
6. The Orders of St John Care Trust put forward a business case for a sustainable way of running the Intermediate Care Unit in Chipping Norton, about which some local people and politicians have expressed considerable concern.
7. In light of this concern, along with the move to consider more services being provided in people's own homes and the unsustainability of the status quo in Chipping Norton, a decision was taken at County Council Cabinet on 15 September 2015 to carry out a public consultation into the provision of Intermediate Care services in North Oxfordshire.

8. The public consultation ran from 5 October to 8 December 2015. The results of the consultation are outlined later in this report and set out in detail in the attached consultation report (**Annex 2**)
9. Cabinet are asked to agree the recommendation that Model A (bed-based care managed by the Orders of St John Care Trust) is adopted and implemented for the provision of Intermediate Care in North Oxfordshire.

### **Background to Intermediate Care Unit, Henry Cornish Centre**

10. Since 2011, following changes to NHS services provided in Chipping Norton, there has been a 14-bed Intermediate Care Unit providing bed-based Intermediate Care in Chipping Norton. The unit is part of the Henry Cornish Care Centre, a building owned by The Orders of St John Care Trust who also run a 36-bed care home from the same building. Chipping Norton residents account for approximately 30% of the people using the Unit. On the same site there is a midwife-led maternity unit, a GP surgery, a first aid unit and some NHS out-patients services.
11. In light of the changes to NHS services in Chipping Norton, the arrangements for running and staffing the Intermediate Care Unit were established on a temporary basis and in a different way to other Intermediate Care services in Oxfordshire.
12. Oxford Health NHS Foundation Trust seconded nursing staff to the Orders of St John Care Trust to staff the Intermediate Care Unit. The Orders of St John Care Trust retained the contract to provide the unit, with associated responsibility for quality and outcomes, while Oxford Health held clinical responsibility as employer of the nursing staff. This secondment arrangement came to an end in February 2014.
13. New arrangements were put in place from March 2014 in which the nursing care is managed directly by Oxford Health and the Orders of St John Care Trust provide the accommodation, domestic services and facilities management. The Orders of St John Care Trust is the registered provider with the Care Quality Commission (CQC).
14. Six key principles were agreed which would govern those arrangements, which were shared with the Chipping Norton Hospital Action Group. Both providers and commissioners would need to test out those arrangements against the principles to see if they could work. One of the principles related to the costs of the current arrangements.
15. Oxford Health NHS Foundation Trust and the Orders of St John Care Trust put forward a business case to the council and the Oxfordshire Clinical Commissioning Group in which it proposed continuing to run the unit through this joint arrangement in the longer term. The costs were more than the current costs of running the unit.
16. The model proposed in this business case was turned down by the commissioners on the basis that it did not represent good value for money when compared to other Intermediate Care provision in Oxfordshire and nationally.
17. As an alternative the Orders of St John Care Trust developed a model to take over the provision of the Intermediate Care Unit, including the transfer of nursing staff from Oxford Health NHS Foundation Trust.



## Models of Care for Consultation

18. The plans for the Orders of St John Care Trust to run the whole Intermediate Care service were shared with stakeholders and the public in early June 2015. There was considerable concern expressed by the Chipping Norton Hospital Action Group, local people and some politicians. The main expressed concern was about how nursing quality would be maintained if the employer were no longer an NHS organisation.
19. Although there is good evidence that the Orders of St John Care Trust can provide high quality Intermediate Care beds, working to the social care focused model the council is commissioning across Oxfordshire, the council decided that after listening to these concerns it would carry out a public consultation on two possible models to deliver Intermediate Care in North Oxfordshire:
 

A: The Intermediate Care Unit in Chipping Norton continues and the full 14 bed service is provided by the Orders of St John Care Trust.

B: Intermediate Care services based in people's own homes are further developed in North Oxfordshire, including Chipping Norton, and the Intermediate Care Unit at the Henry Cornish Care Centre is closed. The space could be moved into use as part of the existing Care Home already on the site.
20. The consultation also asked for any other options to be put forward, to be considered as part of the final decision-making process where they were affordable, realistic, safe and able to deliver positive outcomes for people.
21. The consultation did not include an option to maintain the status quo (i.e. services run as currently by Orders of St John Care Trust and Oxford Health NHS Foundation Trust) as this is not sustainable within the present financial envelope or the long term financial situation facing the council. The irregular joint management arrangements and the split responsibility for care quality and clinical responsibility between the two organisations were a pragmatic response to the circumstances at a particular time, and are not considered to be workable longer term.
22. The following table shows the costs for comparison of the status quo and of implementing Model A or Model B:

Model of care	Cost per week	Cost per year (based on 14 people at one time)
Service as run currently by Orders of St John Care Trust and Oxford Health NHS Foundation Trust	£1,327 per bed (subsidised through a one-off sum from the former Primary Care Trust which will be used up by April 2016) £1,467 when subsidy ends	£966,482
Alternative model for jointly run service, as put forward by Oxford Health and Orders of St John	£1,782 per bed	£1,298,000
<b>Model A</b> The Intermediate Care Unit in Chipping Norton continues and the full 14 bed service is provided by the Orders of St John Care Trust.	£1000* per bed	£728,600
<b>Model B</b> Intermediate Care services based in people's own homes further developed in North Oxfordshire, including Chipping Norton, and the Intermediate Care Unit at the Henry Cornish Care Centre closed.	£850** average per person	£618,800

\*This figure is the estimated cost of providing Intermediate Care beds through the Orders of St John, based on the cost in other parts of Oxfordshire (e.g. Isis Care Home Intermediate Care Beds cost £977/bed/week). Additional costs would be incurred initially as a proportion of nurses would be transferred with protection of pay and conditions (TUPE). These costs would reduce year on year through people moving on and TUPE arrangements ending. The National Audit of Intermediate Care provided in residential care homes (2014 Commissioners' Report) found the average cost to be £103 per 'bed day' (ie £721 per week).

\*\*This figure is based on the average cost of providing home based Intermediate Care as reported by NHS Benchmarking in the National Audit of Intermediate Care Commissioners Report 2014, adjusted (increased) for Oxfordshire. Care costs here are known to be higher than the national average.

## Results of the Consultation

### How the consultation was carried out

23. The consultation ran between 5 October and 8 December 2015. The consultation document explained the history of the Intermediate Care unit in Chipping Norton (Henry Cornish Care Centre) and Oxfordshire's current provision, described the two potential delivery models, and provided background information including demography and finances. The consultation document and a full report of the consultation and its results are included as **Annex 1 and 2**.
24. The document and accompanying questionnaire were made available on the County Council's online consultation portal and through the Oxfordshire Clinical Commissioning Group's online consultation tool 'Talking Health'. Hard copies were also made available in shops, local libraries and health settings, including the Henry Cornish Care Centre in Chipping Norton.
25. A range of supporting documents were made available, including:
  - (a) Responses to Frequently Asked Questions
  - (b) Responses to correspondence from members of the Chipping Norton Hospital Action group
  - (c) Impact Assessment examining both models and possible effects on communities, groups and organisations in North Oxfordshire
  - (d) Papers documenting decision-making about the Intermediate Care Unit and its contract specification
  - (e) Definition of Intermediate Care.

The supporting documents were kept updated during the consultation and new information was added as appropriate.
26. As well as the formal consultation document and the questionnaire which accompanied it, the County Council contacted people and organisations directly to ask their views. This included a wide range of voluntary and community organisations, organisations providing care and support, and people who have care and support needs. The council also held a Public Meeting in Chipping Norton on 21 October 2015.
27. The range of the consultation was across all of North Oxfordshire. Although the existing Intermediate Care bed-based provision is in Chipping Norton, the rest of the North of the county will also be affected by how future provision is planned and developed. There was, however, an acknowledgement that people in Chipping Norton have strong opinions as to the future of the provision they have now, and this was reflected in the spread of information.
28. 506 posters were distributed with 529 explanatory letters and/or e-mails, to 57 Parish Councils; 49 home support organisations; 14 day centres; 22 GP surgeries, dentists and hospitals; 41 local people using services known to the council's Engagement Team; two libraries; six schools; 21 care homes; 30 community groups based in Chipping Norton; 142 contacts within stakeholder organisations (e.g. Age UK, Healthwatch); 19 local shops and post offices.
29. A letter about the consultation was sent to all staff at the Henry Cornish Care Centre

30. Cherwell and West Oxfordshire District Councils were asked for their views, and individual Councillors from both Districts and the County Council received information about the consultation.
31. A meeting was held with the North Oxfordshire Locality Group of the Oxfordshire Clinical Commissioning Group, representing 12 GP surgeries.
32. The consultation was advertised through local media, with quarter-page adverts in all the local press, and statements released to the media in August, September and October.
33. Social media was used, including a Twitter feed (4823 views) and a contribution to the Chipping Norton Blog on 7 October.
34. People who had received bed-based Intermediate Care at the Henry Cornish Care Centre and some who had experience of using Intermediate Care at home were interviewed, along with their families.

### **Who did we hear from?**

35. We had 32 completed questionnaires returned, 50 people attended the Public Meeting in Chipping Norton, several e-mails were received directly by County Council officers and Members, as well as via the consultation portal.
36. 165 people downloaded the consultation document from the County Council consultation portal on the public website.
37. At least half of questionnaire respondents were from Chipping Norton, and nearly everyone at the Public Meeting was a local resident. Nobody who signed in at the meeting had experience of using Intermediate Care services at the Henry Cornish Care Centre, or of a relative using Intermediate Care there. However, only half of those who attended signed in.
38. Seven people who had received bed-based Intermediate Care at the Henry Cornish Care Centre and eight people who had experience of Intermediate Care at home gave their views in 1:1 interviews.
39. West Oxfordshire District Council Cabinet gave a formal response at the end of the consultation.
40. The North Oxfordshire Locality Forum (representing patient views) submitted a formal response following a meeting they held.

### **What did people say?**

#### **Model A**

41. 20 of the 32 people who returned completed questionnaires identified clear benefits in retaining the beds in the Henry Cornish Care Centre (Model A), and three people said the beds were needed without expanding further. A further four supported the beds being retained but had strong reservations about the quality of the service unless NHS nursing staff were involved. One said there was a need for both models and did not express a preference for the relative merits of either. Four people did not see any strengths in Model A and were opposed to it.
42. Specific concerns were expressed about possible reduction in staff skills under the new management (13 people), and for five people the main weakness was higher cost than in Model B.

**Model B**

43. Intermediate Care at home (Model B) was seen as a positive development by 11 respondents, although eight of these thought this would only work with some bed-based provision. A further four also thought it was good but had reservations about inappropriate referrals and people being too ill to cope at home. People were also concerned about the cost of delayed transfers of care from acute hospitals, which they perceived as an inevitable result of not having bed-based Intermediate Care available locally.
44. At least five people who responded were local GPs, who were all concerned about backing a model which had no bed-based Intermediate Care in their area.
45. Positive comments about Model B included ease of access for family and friends, staying in familiar surroundings and continuity of care.
46. 15 people said they did not think Intermediate Care at home could work at all. Concerns were that it would only be safe for people who were less ill - those who had higher needs would end up in an acute hospital - and that it would be impossible to find enough care to function effectively.
47. Some people felt that care at home would be isolating for people, and that the costs of staff travel would mean it was more expensive than anticipated. There was also concern expressed that in such a rural area response in a crisis to people in their own homes would not be rapid enough.

**Comments on both Models**

48. 15 of respondents, including those in favour of Model A, expressed strong reservations about nursing staff being employed by anyone other than the NHS. These people felt that only the NHS can guarantee high quality nursing care, through training and management practices.
49. The North Oxfordshire Locality Forum reported that views from the public suggest that intermediate care provided by the Orders of St John indicate a lower level of care and less successful outcomes than when provided by Oxford Health Foundation Trust.
50. Much of the correspondence from the Chipping Norton Hospital Action Group, and some consultation responses, expressed the view that the County Council is not the appropriate commissioner for Intermediate Care. People expressing this view see Intermediate Care as a health service which should be commissioned through NHS commissioners - in this case the Oxfordshire Clinical Commissioning Group.
51. A number of respondents to the questionnaire did not fully support either Model A or Model B. These people mostly wanted to retain the existing structure, despite this not being an option within the consultation.

**Interviews with people with direct experience of Intermediate Care in North Oxfordshire**

52. Although small in number, the interviews with people who have direct experience of Intermediate Care provide powerful messages for the future model of care and what is important about its implementation.
53. There were seven people interviewed about their experience of using the Henry Cornish Care Centre, and all said they had been very satisfied with the care they received. Four said they could not see any difference between their

- nursing care being provided by NHS staff or by Orders of St John Care Trust staff, while three said they were not confident the high quality would remain in place if the provider was not an NHS organisation.
54. Most said that care at home would not have worked for them due to the high level of care they needed - for example they needed help using the toilet at night. However, as they had not experienced Intermediate Care at home they may have underestimated what level of care could be provided. Some said they would have preferred care at home so long as the quality remained the same.
  55. The concerns people had about managing at home were about continence (especially using the toilet at night), mobility, overnight care, or their home being unsuitable. People also valued being able to call a nurse and receive attention straight away.
  56. Six people who have used Intermediate Care at home were interviewed, and two of their family members. Overall they described the quality of care as excellent. The majority said they preferred getting care at home to being in a bed in a unit, although some were concerned that medical attention in a crisis was more difficult to access quickly and easily.
  57. Satisfaction levels with the support staff, Physiotherapy and Occupational Therapy were high. People also said that having family to help was a great advantage in making it work, so involving them is critical.
  58. Control over their own environment was very important for all of the people interviewed: bedtime, mealtimes, visits.

## **Themes and analysis of consultation responses**

59. In this part of the report the main themes from the consultation are highlighted, alongside responses where appropriate.
60. Overall, significantly more people who returned questionnaires identified benefits with continuing bed-based Intermediate Care at the Henry Cornish Centre with a different employer for the nursing care (Model A) as the future model for Intermediate Care in North Oxfordshire, although in many cases this was with reservations (outlined more fully in the full consultation report). Many people expressed strong reservations about the appropriateness of intensive development of home-based Intermediate Care and removal of the bed-based service.
61. There were a number of themes which emerged from the consultation which will both help in decision-making about the future model of Intermediate Care, and in making sure the service is run in a way to minimise any associated risks.

### **No bed-based care**

62. People expressed great concern about having no bed-based Intermediate Care in the area and felt it is not workable at this point. Some felt that making sure there would be enough care and support at home was not viable in the context of a great deal of pressure on organisations providing care, both financially and in terms of workforce.
63. Others felt that there will always be people who are too ill, whose needs are too complex, or who have homes unsuitable for receiving care, and that they should be able to have bed-based care locally. People did support the

development of home-based Intermediate Care, but felt it would only work in tandem with locally available beds. The ageing population was also said to be a reason to keep the availability of bed-based Intermediate Care, as demand is likely to increase in future.

### **Commissioning arrangements**

64. A number of people expressed the view that the County Council should not be commissioning Intermediate Care as it is a health service which should be commissioned by the NHS.
65. Intermediate Care is, in fact, commissioned jointly between the County Council and the Clinical Commissioning Group. The County Council leads this commissioning, as Intermediate Care services are more easily understood as part of the adult social care pathway - providing support which helps people leave hospital as soon as possible, preventing avoidable admissions in the first place and reducing the likelihood of readmission to hospital.
66. Intermediate Care brings together social care with physiotherapy and nursing care so that people have the all-round help and support they need to become more independent. For this reason the Oxfordshire Clinical Commissioning Group is already closely involved in their commissioning.

### **Quality and NHS nurses**

67. Some people said that only the NHS can guarantee high quality nursing care, so any future model should employ nurses through the NHS. There were also comments from the North Oxfordshire Locality Forum and Chipping Norton Hospital Action Group that the quality of care reduced and length of stay increased where Intermediate Care was not provided by the NHS, and that only NHS staff have the required skills and expertise to offer effective intermediate care.
68. There is however clear evidence that other organisations are able to provide high quality nursing care. Orders of St John Care Trust employ nurses at the Isis Care Home in Oxford and the evidence is that the quality of the Intermediate Care service and the outcomes for people using it are equally as good as at the Henry Cornish Care Centre.
69. There is some variation in the average lengths of stay in different Intermediate Care settings across the county, and it is true that the average length of stay in the Intermediate Care Bed Unit provided by the Orders of St John Care Trust at Isis Care Home in Oxford is longer than the average length of stay in the Intermediate Care beds at the Henry Cornish Care Centre in Chipping Norton. However, the scheme in Watlington provided by Sanctuary has an equivalent length of stay to the beds at the Henry Cornish Care Centre in Chipping Norton.
70. Average length of stay is also a fairly blunt instrument for assessing effectiveness of care. There are a number of factors that impact on the length of stay in Intermediate Care beds, not least the particular needs of individuals. It is also the case that people no longer requiring Intermediate Care may be delayed in an Intermediate Care bed whilst awaiting an ongoing care package or placement to be available. This means length of stay does not necessarily reflect the quality of provision, and as stated already the outcomes for people using Intermediate Care beds in Chipping Norton, Oxford and Watlington are equally good.

71. It therefore doesn't follow that NHS staffing equals a shorter length of stay, nor is it the case that only NHS staff have the required skills and expertise to offer effective intermediate care.
72. As commissioners, the County Council monitors quality and outcomes in Intermediate Care services and if there are any concerns about a service the Council would work with the provider to ensure that improvements are made. The Care Quality Commission also maintains an overview of quality of care provided in Intermediate Care beds.

**Costs across the health and care system**

73. A number of people said that any reduction in the level of Intermediate Care will impact on spending in other parts of the health system, as it will increase delays in leaving hospital.
74. The relationship between delays in leaving hospital and availability of and access to other services in health and care is highly complex and difficult to quantify as so many factors affect it, not least the individual circumstances and needs to the person. Neither Model A nor Model B actually constitutes a reduction in the level of Intermediate Care available.

**A Community Hospital?**

75. Much of the opposition to both Model A and Model B for the future of Intermediate Care provision in North Oxfordshire was based on the premise that the beds are part of a 'Community Hospital'.
76. The site in Chipping Norton, which is made up of a residential care home, the Henry Cornish Care Unit and several NHS health services such as outpatients and maternity services, is seen by many people in Chipping Norton to be the replacement for the War Memorial Community Hospital. For this reason the Intermediate Care beds are seen as an NHS service which should be reviewed along with all Oxfordshire's community hospital provision later in 2016.
77. However, the County Council is not consulting on the services across this site, but on the 14 bed Intermediate Care Unit which is only one part of it. This is the service commissioned by the council, and it is no longer viable in its current form. Decisions about the future of the Unit therefore cannot wait until Oxfordshire's Community Hospitals are reviewed. It should also be noted that the review of community hospitals will be led by Oxfordshire Clinical Commissioning Group, and decisions about the scope of that review (including whether to include services based in Chipping Norton) will be taken by them in due course.

**Suggestions for alternative models**

78. There were two alternative models put forward to the County Council during the consultation period. Both were considered carefully by council officers.
79. In addition, there were several respondents who said that they would prefer the service to be run in the same way as it is now. This model is not financially viable in the context of the County Council's current and future financial circumstances and does not represent value for money. The NHS also has significant budget pressures both locally and nationally. The need for any model to be deliverable within the available finances was made clear within the consultation documents.



80. Oxford Health NHS Foundation Trust outlined a way to provide a mixed bed-based and home-based service, focused on Chipping Norton town rather than the larger North Oxfordshire area. This was outside the formal consultation process.
81. Following discussions with County Council commissioners, Oxford Health did not develop a full proposal. It had in any case been noted by commissioners that the suggestion did not offer a full solution, as the proposal related to providing Intermediate Care services only in the immediate Chipping Norton area.
82. Brooklands Nursing Homes Group suggested that the County Council recommission a bed-based Intermediate Care service at their Banbury Heights Nursing Home. This service was decommissioned in September 2014 as it had not been possible to secure medical cover to support the 12 beds at Brooklands from 1st July 2014 onwards.
83. Medical cover to support Intermediate Care beds is an essential part of the service, and is generally provided by the local GP practice(s) and the out of hours GP service. The proposal put forward to recommission the beds did not include resolution of this issue. The resolution on medical cover is seen as fundamental to success of the proposed service.

### **Chipping Norton Hospital Action Group survey**

84. During the consultation period, the Chipping Norton Hospital Action Group conducted its own survey, and the results of this have been shared with the council. There is a brief summary and response to this survey here, and a letter to the council from the Hospital Action Group summarising their results can also be found at **Annex 3**.
85. The Action Group has asked the council to make it clear that this survey was carried out by them and that the council cannot take credit for their work. The survey received in excess of 1400 responses.
86. The concerns expressed as part of the Hospital Action Group survey, along with those raised during the County Council's consultation, will be included in the implementation plan for the future of Intermediate Care in North Oxfordshire. However, overall, the Chipping Norton Hospital Action Group's survey does not add reliable new evidence.
87. The letter from the Action Group includes a request to find a way to maintain the Intermediate Care bed-based service in its current form, with the NHS providing the nursing care. A statement from the Prime Minister, as local MP, is included in the letter, and asks that 'Chipping Norton' is included in the review of Community Hospitals planned for 2016.
88. We have examined the results of the Hospital Action Group's survey and there is no doubt that the number of responses reflects the strength of feeling in the area.
89. However, the way the questions are asked, along with the misleading historical and background information given in the introduction, undermine the validity of the results. Many of the questions include inaccuracies or assumptions about the service specification and commissioning arrangements, all of which have previously been addressed through correspondence and conversations with the Hospital Action Group, as well as

being published on the council's website. Many questions could be considered to lead the responder to a particular answer.

90. An example is a question asking people whether they are *'aware that the County Council had downgraded the Sub-Acute specification for the beds in 2014'*, to which 80% replied that they were not aware. The specification was changed in 2014 to embed a consistent approach to the commissioning of Intermediate Care beds in Oxfordshire, but there was no 'downgrade'.
91. The term 'sub-acute Intermediate Care' was used in the past by the Oxfordshire Primary Care Trust about the service, but this was not describing a different or higher grade specification: it was describing Intermediate Care, the definition of which has not changed. This has been explained to the Action Group, and a comparison of the two specifications has been published on the council's public website.
92. The Hospital Action Group suggests that the commissioning of the service is returned to the NHS. The Intermediate Care beds were, in fact, commissioned by the County Council from the beginning. The council commissioned the service in 2011 when it first opened, along with other Intermediate Care services throughout Oxfordshire. This has been explained to the Hospital Action Group in writing and verbally several times during and before the consultation.
93. The Chipping Norton Hospital Action Group's survey was not part of the council's consultation process and did not provide accurate information or impartial questions for people to respond to. It is therefore not possible to draw conclusions from the answers to the questions posed, although it is acknowledged that the survey expressed strong feelings and a commitment to the local services in Chipping Norton.

### **Conclusions leading to recommendation**

94. The view emerging across the consultation is that, while people do support the development of Intermediate Care at home in North Oxfordshire, they do not believe that this can be developed to be reliable and robust enough to be a complete replacement for bed-based care at this time.
95. People, including local GPs, believe there should be bed-based Intermediate Care available locally for those whose circumstances mean that they cannot benefit from care at home, and to make sure care can be provided if home-based care cannot be arranged.
96. Although many people expressed a desire to maintain the status quo, this was not part of the consultation as it is not financially viable or good value for money.
97. Although people expressed concern about the quality of nursing care which would be provided by a non-NHS organisation, the council does not share this concern. All the evidence we have suggests that the Orders of St John can provide an equal standard of nursing care, as outlined earlier in this report. Were this to change the County Council's contract monitoring processes would identify problems and work quickly to make any improvements needed.
98. The consultation also raised several issues which will be important whichever model of care is developed, and these will be included in the plans for implementing the service.

99. People said that it is important to maintain high quality care, and that outcomes for people using services should be monitored over time. There is a need to make sure that medical care is available in a crisis, that physiotherapy and occupational therapy are available, as well as GP cover for the service.
100. People told us that it is important to involve families, friends and carers for best outcomes, and that people need choice over their bedtimes, mealtimes and visiting times, wherever they have their care.
101. **The recommendation is therefore that Model A is implemented in North Oxfordshire, meaning that the Intermediate Care Unit in Chipping Norton continues and the full 14 bed service is provided by the Orders of St John Care Trust.**

### **Next steps for implementation**

102. The aim would be to implement Model A by 1 April 2016.
103. Oxford Health NHS Foundation Trust has carried out initial consultation with the staff they employ at the Henry Cornish Care Centre and staff will be able to transfer to work for the Orders of St John Care Trust (with TUPE protection) or move to work for another service provided by Oxford Health. If Model A is implemented, further consultation will need to take place with staff about the timing and details of the process.
104. It is envisaged that approximately 50% of nurses will move to another service, and 50% will remain, although these are only estimates at the current time. The Orders of St John Care Trust will aim to recruit to fill the vacancies as they arise by 1 April 2016.
105. The commercial arrangements for the changes will be put in place by 1 April.
106. The County Council consultation raised several issues which will be addressed in setting up the service for the future:
  - Maintaining high quality of nursing care, and monitoring outcomes over time
  - Availability of medical care in a crisis
  - Importance of physiotherapy and occupational therapy
  - GP cover for the service
  - Home-based care works best for some people
  - Involve families, friends and carers for best outcomes
  - People need choice over their bedtimes, mealtimes and visiting times, wherever they have their care.

### **Financial and Staff Implications**

107. A decision to implement Model A has implications for Oxford Health NHS Foundation Trust staff, which will be addressed primarily through the Trust, as outlined above.
108. Model A is affordable within the current financial envelope, accounting for the loss of the existing subsidy from the former Primary Care Trust from April 2016 onwards. As set out in paragraph 22 above, implementing Model A may deliver a saving of £237,882 per year (£728,600 compared to current costs of £966,482), based on a reduction in the weekly cost per bed to £1,000 from £1,327. Should any savings be realised these may contribute to the wider

savings that have been proposed from remodelling the provision of Intermediate Care in the county.

109. The reduction in cost will depend on the percentage of nursing staff that transfer from Oxford Health NHS Foundation Trust to the Orders of St John Care Trust under TUPE rules. There may be some additional costs incurred initially, depending on the proportion of staff that transfer on NHS terms and conditions. These costs would reduce year on year through people moving on and TUPE arrangements ending. The full benefit of the reduction will only be realised once the all staff are employed under the pay and conditions of the Orders of St John Care Trust.

## **Equalities Implications**

110. A Service and Community Impact Assessment (SCIA) for the proposed changes has been developed and updated following the consultation process (see Annex 4). Currently there have been no negative implications identified for particular groups or those with protected characteristics under the Equality Act 2010.

## **Legal Implications and Risk management**

111. The recommendation will not bring about a significant service change, but a change of organisation providing it. This would not normally have merited a public consultation process.
112. The council has taken all reasonable steps to ensure the consultation process was fair, thorough and transparent.
113. The County Council's consultation included people most closely affected by any change to the way Intermediate Care is provided, including those who have used the existing services and their families.
114. The consultation documents and related communications were clear about the decision-making process following consultation, and that responses will be used to inform the decisions which will be taken by the County Council.
115. The information provided to people was transparent, and new ideas and solutions raised through the consultation have been thoroughly considered.
116. All relevant documents, including responses to correspondence throughout the consultation period, have been published on the consultation portal.
117. Subject to the agreement of the recommendation in this report the County Council will enter into negotiations with the Orders of St John Care Trust to ensure appropriate contractual arrangements are in place with effect from 1 April 2016.

## **RECOMMENDATION**

118. **The Cabinet is RECOMMENDED to agree to move to implementation of Model A: the Intermediate Care Unit in Chipping Norton continues and the full 14 bed service is provided by the Orders of St John Care Trust.**

JOHN JACKSON  
Director of Adult Social Services

**Background papers:**

Annex 1 - Consultation Document

Annex 2 - Consultation Report

Annex 3 - Summary of Chipping Norton Hospital Action Group survey

Annex 4 – Service and Community Impact Assessment

Annex 5 – Response of the Director of Adult Social Services to a letter from the Joint Oxfordshire Health & Overview Scrutiny Committee (attached as an appendix to the Annex)

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01865 328219

January 2016

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## **Public Consultation**

# **The future of provision of Intermediate Care in North Oxfordshire**

**5<sup>th</sup> October to 8<sup>th</sup> December 2015**

### **Introduction**

Oxfordshire County Council is running a public consultation between 5<sup>th</sup> October and 8<sup>th</sup> December 2015 to give the public an opportunity to consider, influence and give your views on two proposed models for providing Intermediate Care in the north of the county. We hope you will take this opportunity to find out more about our proposals and why this situation has come about.

### **The bigger financial picture**

Like the rest of the council, the adult social care services budget is under considerable financial pressure as there is less money coming from central government as well as increasing numbers of people needing more complex support. The council is currently in the process of making approximately £292 million of savings. Those savings began in 2010 and run until 2018. On top of these savings, additional savings of around £50 million will have to be made over the next four years, as the government continues to reduce funding for councils and demand for services continues to rise. Our calculations are based on the Government's broad savings targets across the public sector for the new parliament.

Although there has been relative protection for the National Health Service, it too faces significant financial challenges. Nationally, although the NHS will benefit from additional investment of £8 billion by 2020, it also has to identify annual savings of £22 billion by then as well. For Oxfordshire, this amounts to £270 million. In other words, one-quarter of total NHS spending will have to be redirected. It is clear that this will require significant changes in the way that services are delivered with more people supported at home rather than through bed-based care.

### **Help and care**

We all want to live our lives as best we can, whatever our difficulties, disabilities, physical or mental health problems and circumstances.

We all need help to do this, possibly just for a short time or maybe much longer term or for the rest of our lives. It might be because of an injury or a fall, becoming ill, struggling to manage a long term condition such as diabetes, or because events in our lives have triggered a period of mental ill health or depression. Sometimes several things happen at once and the situation becomes even more complicated and hard to manage. Some of us have friends and family to help, some of us may be coping alone.

In addition to local support given by voluntary and community groups, organisations involved in health and social care services are working together to fundamentally change the way that they are provided. New teams are being developed bringing together professionals (nurses, social workers, health visitors, and occupational therapists) to provide what people need in their communities. Locally and nationally people say they want services to work together, to see the person - not just their illness or disability.

Most help and support is best provided at home. Again, this is what people say they prefer, whether it is medical treatment, rehabilitation or help with personal care such as washing, dressing and using the toilet. People recover more quickly at home and are often able to stay in touch with friends and family. When they are close to the end of their life, most people tell us they want to die at home.

In short, we need to focus on the person and their family, friends and community, not on the system. Intermediate Care is just one part of the picture. Oxfordshire County Council and the Oxfordshire Clinical Commissioning Group fund and support a wide range of services ( see Glossary of services in North Oxfordshire) which people can use to stay safe and be independent at home.

### **What is Intermediate Care?**

Intermediate care services are designed to help people, usually older people, who have an illness or injury to stay at home rather than go into hospital, and to support people to get back home as quickly as possible after a hospital stay.

Intermediate care services can be provided to people in different ways. Although most Intermediate Care in Oxfordshire is currently provided as a bed-based service, it can also be provided as a community service in people's own homes by a team of social care and health staff.

Intermediate Care beds are defined as "short term beds commissioned in care homes that are supported with therapy inputs, aimed at maximising the patient's independence and capacity to undertake activities of daily living". As part of their contractual terms, providers of Intermediate Care beds in Oxfordshire are required to deliver services that:

- Provide nursing supported Intermediate Care bed(s) to meet a range of patient needs, 24 hours per day, 7 days per week
- Actively promotes the health and independence of all those admitted
- Ensure people are cared for in an appropriate setting, with respect to personal privacy, dignity, choice and independence, and are provided with opportunities for rehabilitation and recovery throughout their stay
- Provide a holistic care experience which addresses the physical, psychological, cultural and social needs of patients, their family, friends, and carers
- Facilitate timely discharges from hospital and prompt admissions from the community
- Comprehensively assess the risks associated with the person's needs and care, including any pressure damage and potential to fall, to take action as necessary and develop and document a plan to manage these risks



- Develop and deliver an effective, person-centred, documented care plan(s) that provides enabling care and support to assist patients who are recovering from an acute episode or period of ill health to regain their confidence, motivation and ability to undertake activities of daily living
- Complete and deliver the therapy care plan for the patient, in accordance with its requirements, day and night, on a 7 day per week basis
- Identify a named and suitably qualified key worker(s) to support the patient and act as a point of contact for other members of the Multidisciplinary Team (MDT) and the patient's family and informal carers
- Provide services that are compliant with the Essential Standards of Quality and Safety

The purpose of intermediate care based in the community is to provide a structured programme of therapy-led, supportive and enabling care to service users in order to:

- Assist and enable service users to achieve and maintain an optimum level of health and independence at home or in another community setting
- Reduce inappropriate or avoidable admissions to, and facilitate prompt discharges from hospital (i.e. step up/step down care)
- Enable a full assessment of the service user's needs and future care requirements to be carried out in a non-acute environment where the focus is on promoting independence and a return home

People receiving Intermediate Care are more likely to display some of the following characteristics and as such staff providing this care are trained and equipped to meet these needs:

- General to extreme frailty
- Complex health and social care needs
- Requirement for double-handed care (i.e. care that needs to be provided by two members of staff)
- Dementia
- May require medical review
- Need for recovery and recuperation following an acute inpatient stay
- Sensory impairment
- Communication difficulties including speech impairment
- Cognitive impairment, general confusion or disorientation which may at times give rise to unusual and occasionally challenging behaviour.

Locally, the County Council and the Oxfordshire Clinical Commissioning Group are developing and evaluating new ways to support people in avoiding hospital admissions, to return home more quickly, and to have the care they need at home. This includes developing intermediate care services available to people in their own homes, as well as reablement services. Intermediate care is distinct from reablement services in that it provides more clinical input.

Oxfordshire County Council purchases intermediate care services for the public of Oxfordshire within a set budget. The standard model of Intermediate Care involves a combination of social care and nursing staff, with therapy (such as physiotherapy

or speech therapy) provided by the health service and medical cover provided by GPs. All intermediate care services require this input.

### **How bed-based Intermediate Care is provided to people in Oxfordshire**

The council currently buys the following services in Oxfordshire:

- Henry Cornish Centre in Chipping Norton, delivered by the Orders of St John Care Trust and Oxford Health NHS Foundation Trust (14 beds), it is commissioned jointly with Oxfordshire Clinical Commissioning Group using a pooled budget (section 75 funding)
- Isis Care and Retirement Centre, Oxford, delivered by Orders of St John Care Trust (20 beds)
- Watlington and District Nursing Home, Watlington, delivered by Sanctuary Care (15 beds)

All three incorporate therapy such as Occupational and Physiotherapy and include medical cover from local GP's, aiming to maximise people's independence and support them to live successfully at home if possible.

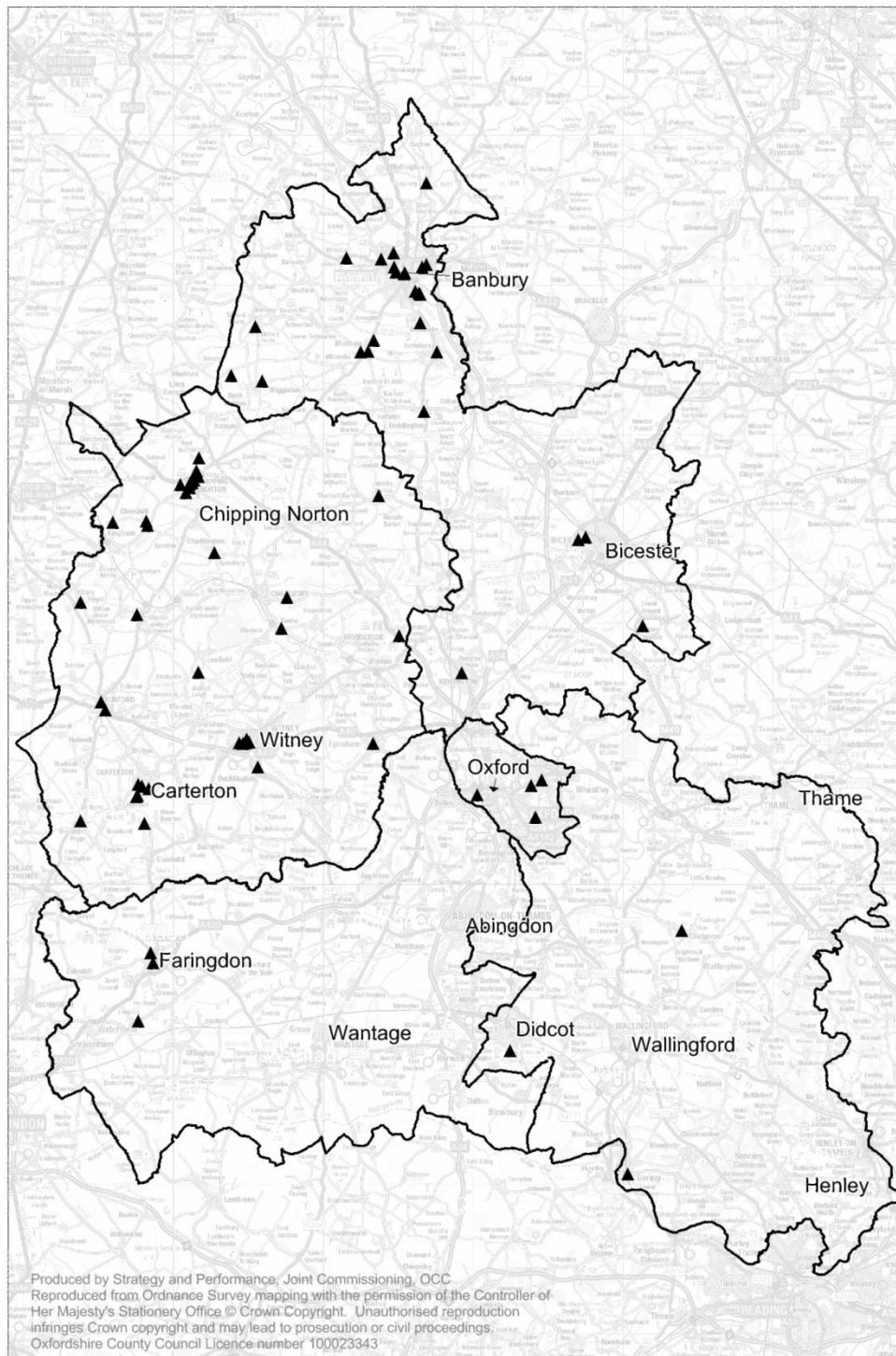
In addition, the Oxfordshire Clinical Commissioning Group has just agreed a new model of care for Henley-on-Thames. This will involve the purchase of Intermediate Care beds in the new Orders of St. John Care Trust care home that is being built.

### **Future use of services**

The County Council has a model for predicting demographic demand for services based on the expected population growth, and has run this model for the last 8 years. Each year the council allocates specific funding to adult social care based on the growth of the population, and these funds are used to purchase additional care to meet this increased demand.

There are 49 Intermediate Care Beds in Oxfordshire; 20 in Oxford; 15 in Watlington in South Oxfordshire and 14 in Chipping Norton. Map 1 shows the home address of people who have used the intermediate care beds in Chipping Norton for six months from the December 2014. Based on a sample, 70% of people using the unit in Henry Cornish Centre are not residents of Chipping Norton and are likely to come from other parts of the county. Other people who were admitted lived in Banbury; Witney; Faringdon; Burford; and Oxford. These beds provide a service not just for Chipping Norton, but for people in a wider area of North Oxfordshire in particular as well as further afield.

Map 1. People who used Intermediate Care in Henry Cornish Centre - sample data  
Dec 2014 - May 2015

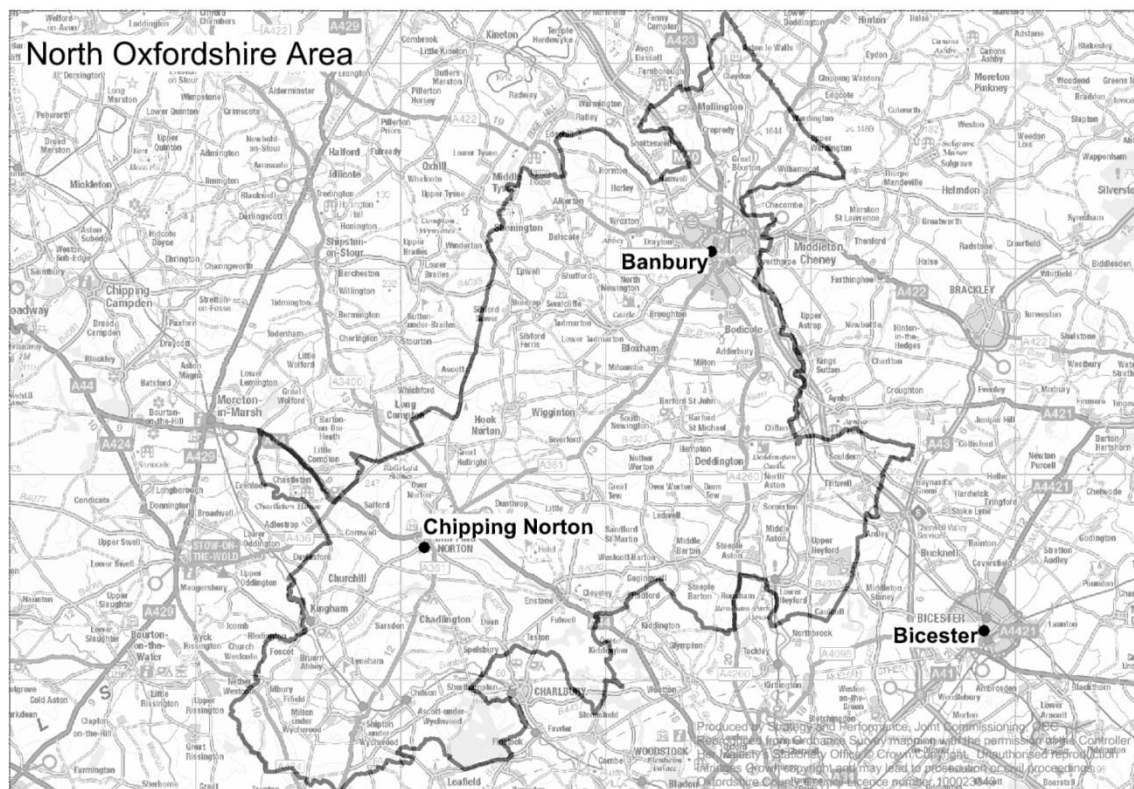


The council continues to support people based on their individual needs. To ensure that it has funds to do this, it allocates money each year based on the changing population (both overall numbers and the specific growth in the older population).

North Oxfordshire<sup>1</sup> has around 15% of Oxfordshire's population but 26% of the people who use social care such as home care and care in care homes, that is paid for by the county council. In part this is because it includes Banbury where we would expect higher levels of people using it, see **Table 1**. In terms of Intermediate Care beds, there are more beds in North Oxfordshire per person than in the rest of the county.

Presently in North Oxfordshire a greater proportion of the population receive both short term or one off services, such as equipment, reablement, Intermediate Care beds and on-going long term support (e.g. home care or permanent care home placement) than in the rest of the county.

Map 2. Showing the area of Oxfordshire Clinical Commissioning Group North Oxon Locality



<sup>1</sup> Defined as the Oxfordshire Clinical Commissioning Group North Oxon Locality

**Table 1:** North Oxfordshire use of services

	North Oxon	Oxon	North Oxon % of whole
Population	93,763	666,082	14.1%
Population 65+	17,368	112,425	15.4%
People receiving Long Term social care support	1,077	4,148	26.0%
People receiving Long Term social care support in a care home	278	1,559	17.8%
People receiving Long Term social care support at home	799	2,589	30.9%
Intermediate Care beds	14	39	35.9%
People receiving reablement in a year	489	2,743	17.8%
People receiving equipment in a year	1,731	11,066	15.6%

### **How the Intermediate Care beds currently work in Chipping Norton**

The current arrangements for running the bed-based Intermediate Care services at the Henry Cornish Care Centre in Chipping Norton came about through a complex history. A report to the Council's Cabinet in 2007 set out the key elements of the proposed development on the site owned by the County Council as follows:

- A 50 bed care home built by the Orders of St. John Care Trust comprising:
  - 36 residential care beds for the elderly, 20 of which will be purchased by the council, while 16 are offered to self-payers; and
  - 14 self-contained intermediate care beds for older people/other convalescents, all of which will be purchased by the council and the, then, Oxfordshire Primary Care Trust
- A community health facility offering primary and community health care services (typically, occupational therapy, radiology, podiatry, physiotherapy, falls and outpatient clinics) with a maternity unit on the first floor (together referred to as the "Community Health Facility"). This section of the building would be operated and managed at a clinical level by the NHS

New arrangements were put in place from March 2014 in which the nursing staff are managed directly by Oxford Health NHS Foundation Trust. The Orders of St John Care Trust provide the accommodation, property, and essential care, domestic and 'hotel' services and is the registered provider.

One of the key principles by which these arrangements have been governed was related to the costs of the current arrangements

In 2011, following the changes to NHS services in Chipping Norton, the arrangements for running and staffing the Intermediate Care Unit were established on a temporary basis and in a different way to other Intermediate Care services in Oxfordshire. Oxford Health NHS Foundation Trust seconded nursing staff to the Orders of St John Care Trust to staff the Intermediate Care Unit. The Orders of St John Care Trust retained the contract to provide the unit, with associated

responsibility for quality and outcomes, while Oxford Health held clinical responsibility as employer of the nursing staff. This secondment arrangement came to an end in February 2014.

### **Why the way that Intermediate Care is provided in Chipping Norton has to change**

The current model of separating the nursing care from the facilities management cannot continue to be afforded within the available and projected budgets.

Presently the service at the Henry Cornish Intermediate Care unit staffed by NHS nurses currently costs £1,323 per week as opposed to £977 per week for a similar service at the Orders of St John Trust Isis House Care and Retirement Centre in Oxford (and a similar amount for the Intermediate Care beds in Watlington).

The cost of the beds in Henry Cornish is being subsidised from a lump sum of £750,000 which had been made available by the former Oxfordshire Primary Care Trust. This meant that arrangements for running and staffing the Intermediate Care Unit were established on a different basis to other Intermediate Care services in Oxfordshire. This lump sum has effectively been contributing a subsidy of just over £174 per bed, per week, so that the real cost is £1,497 per bed, per week. The lump sum will disappear completely in April 2016. See **Table 2** on page 12 for a cost comparison.

Oxford Health NHS Foundation Trust and Orders of St John Care Trust put forward a business case to the council and the Oxfordshire Clinical Commissioning Group (the commissioners) in which it proposed continuing to run the unit through this joint arrangement in the longer term. This would cost nearly £1,800 a week per bed / per week which is nearly twice the cost of the 20 intermediate care beds at the Isis Care & Retirement Centre in Oxford. The model proposed in this business case was turned down by the commissioners (both the County Council and the Oxfordshire Clinical Commissioning Group) on the basis that it did not represent good value for money when compared to other Intermediate Care provision in Oxfordshire and nationally.

The current situation is not sustainable within the present or the long term financial circumstances. The irregular joint management arrangements and the split responsibility for care quality and clinical responsibility between the two organisations are not considered to be workable longer term.

## **The consultation**

### **What are we trying to find out from this consultation?**

Oxfordshire County Council Adult Social Care Services would like to hear people's views on two proposed models for how Intermediate Care will be provided in North Oxfordshire in the future.

### **What is not being consulted on and why?**

This consultation will not include whether or not the NHS will provide the intermediate care beds. This option is not viable as it is unaffordable and does not provide good value for money compared with other similar services.

This consultation is about provision of intermediate care services, and does not include consideration of the future of community hospitals in the county.

### **Proposed Models**

After careful consideration there are two models we are consulting on, Model A and Model B outlined below.

#### **Model A**

**The Intermediate Care Unit in Chipping Norton continues and the full 14 bed service is provided by the Orders of St John Care Trust.**

The Orders of St John Care Trust have developed a model to take over the provision of the Intermediate Care Unit, including the transfer of nursing staff from Oxford Health NHS Foundation Trust. Changing the provider organisation so that the Orders of St John Care Trust provide the Intermediate Care Beds at the Henry Cornish Care Centre would be considerably less costly in the longer term at approximately £1000 per bed per week (compared to the current cost of £1,497).

The Orders of St. John Care Trust would provide the building and employ the staff, and the support from therapists employed by Oxford Health NHS Foundation Trust would continue, along with medical cover provided by GPs funded by Oxfordshire Clinical Commissioning Group.

Whilst the contract for the provision of Intermediate Care beds does not specify the banding of nurses employed to support the beds, the contract asks the provider to determine the appropriate level of staffing within the home. However, it is the service provider's responsibility to ensure the level of staffing is appropriate to meet the needs of patients, as would be the case for any provider, whether NHS or otherwise.

Any organisation contracted by Oxfordshire County Council and the Oxfordshire Clinical Commissioning Group to provide the Intermediate Care beds is required to provide a team of staff who are skilled, experienced and equipped to care for patients with a range of complex medical care needs. The nursing skills and capabilities required of the provider's staff include the following non-exhaustive list:

- Recognise, record and report any change in patients' conditions in a timely manner and take the correct action to meet changing needs. This may include use of specific equipment such as syringe drivers
- Take appropriate action in response to emergency situations; including choking, cardiac events, seizures and anaphylaxis
- Continence care - including male and female catheterisation and the development of strategies to maintain and improve continence
- Assess patients' potential to fall and to implement preventative actions to prevent falls, including thorough documentation, engaging support from other professionals and monitoring

**The council, as commissioners of the Intermediate Care bed service, would continue to ensure that members of staff are properly trained, qualified and supervised, irrespective of the organisation that employs the staff. The service would continue to be inspected by the Care Quality Commission. The County Council carries out six-monthly reviews of intermediate care schemes to check safety and quality standards are upheld, and that the services are working successfully, including aspects such as referrals and discharges. These are multi-disciplinary reviews including therapy staff, Oxfordshire Clinical Commissioning Group, social work staff, the Orders of St John Care Trust and medical input.**

This model is better value than the current arrangements. The reason the service is cheaper through Orders of St John Care Trust, is that the economies of scale i.e. managing 50 beds instead of 36 beds would enable the building to be used more flexibly, and more efficient use of staff time. Existing nursing staff will have the option of transferring to the employment of the Orders of St John Care Trust on their existing terms and conditions. The Orders of St John Care Trust will recruit any additional nursing staff required for the unit. Over time those staff employed on NHS terms and conditions will decrease should they decide to leave or retire. It is likely that the majority of staff would transfer from Oxford Health NHS Foundation Trust to Orders of St John Care Trust to continue delivering the service. The costs quoted in **table 2** below are based on the position once no nursing staff remaining on NHS terms and conditions.

#### **Model B**

**Intermediate Care services based in people's own homes are further developed in North Oxfordshire, including Chipping Norton, and the Intermediate Care Unit at the Henry Cornish Care Centre is closed. The space that this would free up could be used as part of the existing care home already on the site.**

There are currently 49 beds offering bed-based intermediate care across Oxfordshire and with people expected to stay 6 weeks on average, there is capacity to see 338 people a year. From the end of July 2015, we asked hospitals to identify people in hospital who were waiting for an Intermediate Care bed. There has been an average of 10 people per week, varying from 5 to 13. This suggests demand is slightly higher than the 49 beds. Because we cannot predict in any week how much care will be needed, a home based service will be more flexible than one that is building-based and therefore limited to the number of beds available.

Intermediate Care services would be brought to people's own homes, responding to their individual circumstances and needs by providing night visits, waking night cover, therapy, nursing and medical review as needed. The aim would be to meet a range of people's needs up to 24 hours a day 7 days a week, clearly this would linked to cover in emergency situations. This service would be free (not means tested) for a maximum of six weeks. GP cover would be provided to existing patients in their own homes. While Intermediate Care at home will continue to be developed across Oxfordshire, under model B services would be developed more intensively to provide a sustainable, appropriate alternative to bed-based care in the North Oxfordshire area.



People anticipated to benefit from this service include those who:

- As a result of an acute event or admission, including exacerbation of chronic illness have experienced a change in their physical function, confidence or motivation that has resulted in a reduced ability to live independently
- Require double-handed care but who have the potential to reduce to single-handed care following a programme of goal-focused rehabilitation (though the fact that this may not be achieved should not disqualify a service user from the opportunity for receipt of this service)
- Have a dementia or cognitive impairment but have the potential to engage in a programme of rehabilitation and whose future care needs are uncertain
- Need time to recover from an acute episode but no longer require hospital care

The aims and objectives for a home-based intermediate care service is:

- To provide a supported home based service to people who have the potential for further rehabilitation following an acute period of care
- To increase the numbers of people able to be supported in their own home
- To assist the individual to achieve and maintain an optimum level of independence and health
- To ensure that people are cared for in an appropriate setting, with respect to personal privacy, dignity, independence and choice and are provided with opportunities for rehabilitation and recovery wherever possible
- To provide a holistic care experience that addresses the physical, psychological, cultural and social needs not only of the service user but their carers, friends and relatives
- To sustain the service users in their own homes or agreed onward placement by organising and utilising all available services
- To reduce the overall numbers of people being readmitted into acute and admitted to long-term care facilities

There will always be some people whose particular conditions and circumstances mean they need bed-based care. If the decision following consultation is to close the Intermediate Care Unit in Chipping Norton, those people would continue to be able to access bed-based intermediate care in other units in Oxfordshire.

We have produced some case studies to help people understand how intermediate care at home might be delivered see Appendix B

### **Costs comparison**

The council assesses good value by looking at the combination of quality and price; focusing on good quality of care enables people to become independent, and to live in their own home and to carry out everyday tasks themselves. The council use 'unit cost' per week as a value for money indicator as it is easy to make comparisons between providers.

**Table 2:** Comparative costs of current and proposed models

Model of care	Cost per week	Cost per year (based on 14 people at one time)
Service as run currently by Orders of St John Care Trust and Oxford Health NHS Foundation Trust	£1,323 per bed (subsidised through a one-off sum from the former Primary Care Trust which will be used up by April 2016) £1,497 when subsidy ends	£966,482
Sustainable jointly run service, as put forward by Oxford Health and Orders of St John Care Trust	£1,782 per bed	£1,298,000
Model A Bed based	£1000* per bed	£728,600
Model B Home based	£850** average per person	£618,800

\*This figure is an estimate based on the cost of providing Intermediate Care beds through Orders of St John Care Trust in other parts of Oxfordshire (e.g. Isis Care Home Intermediate Care Beds cost £977 / bed / week). Additional costs would be incurred initially as a proportion of nurses would be transferred with protection of pay and conditions (TUPE). These costs would reduce year on year through people moving on and TUPE arrangements ending. The National Audit of Intermediate Care provided in residential care homes (2014 Commissioners Report) found the average cost to be £103 per 'bed day'.

\*\*This figure is based on the average cost of providing home based Intermediate Care beds as reported by NHS Benchmarking in the National Audit of Intermediate Care Commissioners Report 2014. The figure quoted is higher than the national average as care costs in Oxfordshire are known to be higher than many areas.

### **Other viable options or suggestions will be considered for delivering intermediate care in North Oxfordshire**

As part of this consultation we are interested in hearing about other models. We would welcome other proposals that are specific, financially viable, safe and affordable and where the outcomes are clearly beneficial to people who use the service.

If options are put forward during the consultation that the Council considers are viable alternatives to the models proposed, these will be considered by County Council Cabinet as part of the final decision-making process.

### **What other alternatives for the provision of Intermediate Care beds in Chipping Norton have been considered and rejected?**

1. The council has rejected commissioning another NHS provider. Another NHS provider would be a like for like swap and therefore the issues would be the same, as would the budget constraints. The 14 beds are not enough for an NHS option to be affordable.

2. Approaching other care homes in the Chipping Norton area has been considered, however there would be issues about the capacity for them to effectively take on 14 new beds within the budget limitations and potential difficulties in accessing the clinical support required to host Intermediate Care beds.

### **What will the council do in response to this consultation?**

A report on the consultation will be written after the public consultation closes on 8<sup>th</sup> December 2015.

The consultation responses will be an important part of the information used by the council in making its decision about Intermediate Care provision in North Oxfordshire, along with other matters such as affordability and quality.

Oxfordshire County Council will give due consideration to the views expressed and will discuss these outcomes with Oxfordshire Clinical Commissioning Group with a view to agreeing a recommendation that, the Director of Adult Social Services will take to the Cabinet of the County Council which meets on 26th January 2016 and the Cabinet will make the final decision.

### **Supporting Information**

The supporting documents which contain background information are available online and at the Chipping Norton and Banbury libraries.

They are:

- Service and Community Impact Assessment: We have undertaken an assessment of the impact on individuals and groups of these proposed changes
- The consultation questionnaire

### **Have your say**

**The public consultation is open from 5<sup>th</sup> October until 9 am on 8<sup>th</sup> December 2015.**

The views of the community on this issue are important; we want to give people the opportunity to have their say. You are invited to attend the public meeting, and to give your feedback via the questionnaire.

### **Complete the questionnaire**

- Online at [www.oxfordshire.gov.uk/intermediatecare](http://www.oxfordshire.gov.uk/intermediatecare)
- Download a hard copy of the questionnaire and return it to using the email address below.
- Request a hard copy of the consultation document and questionnaire. See contact details below.

We are strongly encouraging people who are able to, to submit comments online , however we recognise that not everyone has access to the internet or has computer skills and comments can be submitted in writing to:

FREEPOST RTRX-GJUL-HXHY  
Engagement Team  
Oxfordshire County Council  
County Hall  
New Road  
OX1 1ND

Please contact us if you have any questions about this consultation or need help or support participate.

### **Public meeting - if you would like to attend the public meeting details are below:**

**Date:** 21 October 2015

**Time:** 7:00 pm - 9:00 pm - doors open 6:30pm

**Where:**

St Mary's Church  
Church Street,  
Chipping Norton, OX7 5NT

<https://www.google.co.uk/maps/search/ox7+5nt/data=!4m2!2m1!4b1>

Disabled parking: A number of spaces can be made available outside the church accessed via Church Road, please **contact us** to book a space. The venue is accessible but if you have a particular disability, diversity, or cultural requirement that you would like us to accommodate please let us know in good time.

Follow the link to car parks: [http://en.parkopedia.co.uk/parking/ox7\\_5nt/](http://en.parkopedia.co.uk/parking/ox7_5nt/)

**Please let us know if you are coming to enable us to make appropriate preparations.**

**Questions can be asked at the public meeting or submitted in advance to the postal address below or [iccn@oxfordshire.gov.uk](mailto:iccn@oxfordshire.gov.uk).**

**Contact us:** E-mail: [iccn@oxfordshire.gov.uk](mailto:iccn@oxfordshire.gov.uk)

Phone the Engagement Team on **01865 323624**

Consultation web address: [www.oxfordshire.gov.uk/intermediatecare](http://www.oxfordshire.gov.uk/intermediatecare)

Engagement Team  
4<sup>th</sup> floor  
County hall  
Oxfordshire County Council  
New Road  
Oxford  
OX1 1ND

## Glossary of terms

**Commissioned** - the council or NHS contract a third party to provide a service to the public

**Person-centred care plan** – *“It means professionals seeing me as a whole person not simply focussing on a list of conditions to be treated. It means designing my health care and support in partnership with me to help me manage my own health and live the life I want.”*

**Clinical Commissioning Groups** are the NHS organisation set up by the Health and Social Care Act 2012 to organise the delivery of NHS services in England. Groups of General Practices that work together to plan and design local health services in England - they do this by 'commissioning' or buying health and care services including: Planned hospital care; Urgent and emergency care; Rehabilitation care. For almost all of Oxfordshire, these functions are undertaken by the Oxfordshire Clinical Commissioning Group (OCCG).

**Orders of St John Care Trust** – provide care for older people in extra care (independent living) housing schemes and, predominantly, in care homes specialising in nursing, dementia and residential care, and also offering intermediate, respite and day care.

**Oxford Health NHS Foundation Trust** - is a community-focused organisation that provides physical and mental health and social care.

**Care Quality Commission (CQC)** - is an executive non-departmental public body of the Department of Health. It was established in 2009 to regulate and inspect health and social care services in England.

**Registered provider** - The regulation of primary care is being aligned with other health and social care services under the Health and Social Care Act 2008. This legislation means that providers of health and adult social care have to be registered with the Care Quality Commission (CQC). The aim of regulation is to ensure that patients can expect all health and adult social care services to meet essential standards of quality, to protect their safety and to respect their dignity and rights wherever care is provided.

**Facilities management** - is the integration of processes within an organisation to maintain and develop the agreed services which support and improve the effectiveness of its primary activities.

**TUPE** - is an acronym for the Transfer of Undertakings (Protection of Employment) Regulations. The purpose of TUPE is to protect employees if the business in which they are employed changes hands. Its effect is to move employees and any liabilities associated with them from the old employer to the new employer by operation of law.

## **Glossary of services in North Oxfordshire**

**Discharge to Assess** - a service which can help a person get home from hospital without waiting to have a full assessment first

**Good Neighbour Schemes** - groups of volunteers, supported by the council, who provide all kinds of informal help for people, such as transport, or visiting for a chat

**Community Information Networks** - people who can help you find out what is available locally and support you to access it

**Assistive technology** - for example alarms to call for help in an emergency; talking food labels; GPS (satellite) devices to help find somebody who has got lost

**Crisis Response** service - gets out to people straight away to help them avoid going into hospital or a care home

**Support at home** - help with day-to-day tasks such as washing, eating, dressing and using the toilet - now bought by the council through block contracts with agencies so that it is secure

**Carers Oxfordshire** – provides information, advice and support for people who care for a family member, friend or neighbour

**Reablement** - a service to help people relearn how to manage independently after an illness or injury

**Alternative formats of this publication are available on request.**

These include other languages, large print, Easy Read, Braille and electronic formats. **Please ring 01865 323624 or email [iccn@oxfordshire.gov.uk](mailto:iccn@oxfordshire.gov.uk)**

**If English is not your first language and you need help to understand this consultation, please contact the Engagement Team with your phone number and the language you speak.**

欲需幫助來理解本次諮詢，請聯絡活動小組並留下您的電話號碼和您使用的語言

यदि इस परामर्श को समझने में आपको मदद की ज़रूरत है, तो कृपया अपने फोन नंबर और आपके द्वारा बोली जाने वाली भाषा के साथ एन्गेज्मन्ट टीम से संपर्क करें।

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**Se necessitar de ajuda para compreender esta consulta, por favor contacte a *Engagement Team* (Equipa de Contacto) indicando o seu número de telefone e a língua que fala.**

جے ایس مشاورت نوں سمجھن لئی تہانوں مدد دی لوڑ اے تے مہربانی کرکے اپنے فون نمبر تے جھڑی زبان تسی بولدے او اوس زبان سنے انگیجمنٹ ٹیم نال رابطہ کرو۔

اگر اس مشاورت کو سمجھنے کے لئے آپ کو مدد درکار ہے تو برائے مہربانی اپنے فون نمبر اور جو زبان آپ بولتے ہیں اس کے ساتھ انگیجمنٹ ٹیم سے رابطہ کریں۔

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# **The Future of Provision of Intermediate Care in North Oxfordshire**

## **Public Consultation**

**October to December 2015**

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# 1. Background and approach

## Introduction

1. This is the report on the consultation exercise called The Future of Intermediate Care in North Oxfordshire run by the council. The public were able to comment on the two models presented and offer other proposals via the council's website, at a public meeting and in writing. Stakeholder groups and partner organisations also took part.
2. All the submissions were read and analysed. This report summarises the responses to show strengths, weaknesses and impacts of the different models, and the concerns raised. The analysis of the questionnaire is grouped by the proposed models. This is followed by detailed comments from particular interest groups.
3. The report is provided to members of the council for consideration at a key point in the decision making process to the County Council Cabinet.

## About Intermediate Care in North Oxfordshire

Intermediate care services are designed to help people, usually older people, who have an illness or injury to stay at home rather than go into hospital, and to support people to get back home as quickly as possible after a hospital stay.

Intermediate care services can be provided to people in different ways. Although most Intermediate Care in Oxfordshire is currently provided as a bed-based service, it can also be provided as a community service in people's own homes by a team of social care and health staff.

Intermediate Care beds are defined as "short term beds commissioned in care homes that are supported with therapy inputs, aimed at maximising the patient's independence and capacity to undertake activities of daily living".

## Consultation approach

The Future of Intermediate Care in North Oxfordshire consultation ran between Monday 5th October and Tuesday 8<sup>th</sup> December 2015. The consultees were

1. Asked to consider the strengths and weaknesses of the two proposed models:

**Model A:** The Intermediate Care Unit in Chipping Norton continues and the full 14 bed service is provided by the Orders of St John Care Trust.

**Model B:** Intermediate Care services based in people's own homes are further developed in North Oxfordshire, including Chipping Norton, and the Intermediate Care Unit at the Henry Cornish Care Centre is closed. The space that this would free up could be used as part of the existing care home already on the site.

2. Invited to give their views on the impacts identified for each proposal in the Service and Community Impact Assessment (SCIA), in particular the potential impact on patients of the Intermediate Care unit and people living in Chipping Norton and surrounding areas.
3. Invited to submit any alternative proposals for the provision of Intermediate Care within North Oxfordshire that were evidence based, provided good quality of care, and be within the budget indicated in the consultation document.
4. Asked if there is any way in which either of the proposed models will have a greater impact on them than other people in the population.
5. Asked if they had any other comments on the proposed change in the Intermediate Care provision in North Oxfordshire as set out in the consultation document?

The consultation comprised:

- An explanation of the council's proposed models using a consultation document, and Service and Community Impact Assessment that was made available in Chipping Norton and Banbury public libraries and from council offices on request.
- Online consultation comprising written background information and a questionnaire.
- One public meeting held in Chipping Norton.
- Two stakeholder meetings.
- Interviews with recipients of Intermediate Care
- Giving people other opportunities to engage in writing via email, letter, petition or social media.
- Raising the profile of the consultation through a range of direct and indirect communications to ensure as many people of possible were aware of the exercise and how to have their say.

### **Supporting communications**

The consultation was publicised throughout the county via posters in council buildings, digital communications (website and social media), paid for advertising in local newspapers, and PR (media releases etc.).

In addition the council also directly informed representatives from the following stakeholder groups about the consultation:

- All county councillors
- All parish councils and town councils in North Oxfordshire
- All public sector partners within Oxfordshire
- Key voluntary sector partners
- Service delivery partners
- Infrastructure organisations in the voluntary and charity sector

A detailed summary of communication/publicity distribution as follows:  
506 posters were distributed with 529 explanatory letters and/or e-mails, to 57 Parish Councils; Chipping Norton Town Council; 49 home support organisations; 14 day centres; 22 GP surgeries, dentists and hospitals; 41 people using services known to the council's Engagement Team; two libraries; six schools; 21 care homes; 30 community groups based in Chipping Norton; 142 contacts within stakeholder organisations (e.g. Age UK, Healthwatch; Talking Health newsletter); 19 local shops and post offices; a letter to staff of Henry Cornish Care Centre; consultation documents in two libraries and Henry Cornish Care Centre; 2 press releases; 4 press adverts. See examples in Annex D.

### Analysis and reporting

All the responses to this consultation have been read and the online data has been cleaned to remove duplicate responses and incomplete responses. The table below summarises the response pattern across all channels. It should be noted however, that the council sought to make the consultation an open and inclusive process, and as such we did not place any limitations on how people could respond. With this in mind, it is possible some people responded through more than one channel.

Activity	Number
Questionnaire responses	32
Public meeting attendees	50
Minutes of meetings	2
Stakeholder meetings	2
Letters	1
Emails	3
Interviews with people with direct experience of care	15

This consultation asked for qualitative responses which have undergone detailed analysis. A summary has been included of these responses. In addition we have reported the responses of particular groups who have personal experience or will be particularly impacted.

In parallel to this process, an indexed deposit of consultation responses is being collated for all councillors to review. This will ensure that all councillors can read at first hand all the comments and representations being made.

Following the publication of this report, officers will continue to use the analysis of the consultation responses to inform Service and Community Impact Assessments (SCIAs) and to support the continued development of the model.

## 2. Main Findings

The findings section is ordered by:

- 1) Questionnaire results
- 2) Personal Experience of care
- 3) Responses from organisations

### 2.1 The questionnaire results

#### Model A

**Strengths:** Of 31 people who answered this question, 23 were able to list some strengths, such as the need to have continuity and to keep beds (15 people) and better care (5), although some commented that this was not the ideal option. One said there was a need for both models. Four did not list any strengths unless there were NHS nursing staff. Another 4 did not list any strengths at all. Other comments are below.

**Weaknesses:** Of 28 people who answered this question only two said there were no weaknesses. 13 people were mainly concerned about reduction in staff skills under the new management, for five people the main weakness was higher cost and three people said the beds were needed. Eight gave other comments, see comments section below.

Verbatim quotes are in italics, other comments are summarised.

#### 2.1.1 Questionnaire responses to Model A:

##### **The Intermediate Care Unit in Chipping Norton continues and the full 14 bed service is provided by the Orders of St John Care Trust.**

This section is reported on in the same way it is laid out in the questionnaire i.e. strengths/weaknesses of each proposal respectively; unidentified impacts in the Service and Community Impact Assessment; alternative proposals; impacts on you; any other comments.

The tables below show the strengths and weaknesses highlighted in the questionnaires. The number of comments does not indicate the number of people, as some people made many comments and others none or one.

#### **Table 1 Model A Strengths**

People were asked what they thought the strengths would be of Model A.

	<b>Number of comments</b>
Reasons of continuity and retaining the beds for the future	16

No strengths	8
Better care	5
Chipping Norton residents being close to home/relatives/friends	2
Support for The Orders of St John Care Trust, noting that they successfully provide services elsewhere in the county.	2
It allows intense rehabilitation by expert therapists leading to significant reduction in acute hospital admissions and readmissions	2
Patients are able to convalesce near family and get their support	1
More immediate response in emergencies	1

**Comments Included:**

- *It's a provision that works and is understood and maintains a basic level of community facilities in the north of the county.*
- *To ensure provision of step-up/down beds for patients requiring bed care.*
- *Community beds are very safe in that an individual's needs can be assessed instantly by nurses immediately at hand in case of emergency.*
- *Should be nurses and Health Care Assistants with recent acute care experience and acute trust training thus able to deal with patients deteriorating/changes in health*
- *The NHS is commissioning sub-acute beds in Community Hospitals and Care Homes in Banbury and Chipping Norton areas to relieve so called 'bed-blocking'.*
- *Many patients presently cared for in community hospitals do need intensive nursing input.*
- *It may be possible to spread the cost, if instead of creating a whole new service; you simply increased the capacity of 'Hospital at Home' to include early discharge from hospital.*
- *Need both hospital and home care to address 'bed-blocking'.*

**Table 2 Model A Weaknesses**

People were asked what they thought the weaknesses would be of Model A.

	<b>Number of comments</b>
Concern change of management may lead to reduced nursing staff expertise	13
Escalation in overall costs	7
Increase in acute hospital admissions	4
Beds are needed for more ill people	3
Reduction in service to county	2
No weaknesses	2
Service not accessible to most of county	1
Site the beds in Banbury	1
Unsustainable model not best for patients	1

**Comments included:**

- *Banbury would be more convenient site for a bed-based service.*

- A suggestion was put forward that people in the community should have the option to be directly admitted to the unit for care instead of attending A&E and / or admission to the acute hospitals in Oxford/Banbury.
- People argued that length of stay was shorter under current provision than previously when under The Orders of St John Care Trust management. A suggestion was made for a full clinical audit of outcomes to be made available if the unit was under The Orders of St John Care Trust management, to enable comparison to when it was under Oxford Health NHS Trust management.
- *Some people need to receive intensive 24 hour inpatient care for a short time to enable them to be discharged home.*
- *Increased cost upstream in the acute sector, lower throughput, and increased delayed transfers of care with the result of costing the public purse more than existing arrangements do.*
- *Potentially no beds to admit to, difficulty in moving people if their need becomes more chronic and they are increasingly unlikely to become independent, or requiring less care, but still unable to move back home because of lack of community support.*
- Staffing issues:
  - *less experienced staff might lead to problems being detected later*
  - *perceived difficulty recruiting and retaining staff under the reduced terms and conditions offered by The Orders of St John Care Trust*
  - *there are already significant pressures on recruitment and retention of NHS staff in Oxfordshire*
  - *potential of less staff training leading to de-motivation.*

### **2.1.2 Questionnaire responses to Model B:**

**Intermediate Care services based in people's own homes are further developed in North Oxfordshire, including Chipping Norton, and the Intermediate Care Unit at the Henry Cornish Care Centre is closed.**

**Strengths:** Of 32 people who answered this question 14 said there were no strengths. Five people said that "people want to be at home". Four people said support systems were better at home. Four people commented that home care was only appropriate for those who were likely to make a good recovery. Five people made different comments which are in the comments section below.

**Weaknesses:** Of 31 people who answered, the primary issue mentioned by 12 was insufficient quality and/or quantity of care/workforce. For five people the main weakness was that there would be more call on A&E and GP services. Three people mentioned isolation as the key issue and three increased cost. Eight gave various other comments, see below.



The tables below show the strengths and weaknesses highlighted in the questionnaires. The number of comments does not indicate the number of people, as some people made many comments and others none or one.

**Table 3 Model B Strengths**

People were asked what they thought the strengths would be of Model B.

	Number of comments
Most patients do want to go home, but there would need to be adequate overnight & daytime support	5
Appropriate for those with good recovery	4
Being close to family and friends offering support systems	4
Better care	2
Will support more people	1
No risk of losing the service	1
Easier for carers	1
Can be assessed more easily	1
Pilot has worked so worth expanding	1
No strengths	14

**Other comments included:**

- *Reassurance of familiar surroundings and convenience for family visiting.*
- *Home based rehabilitation is an important part of a continuum and a valuable service, but it cannot replace bed based care.*
- *Where possible if someone can be in their own home it can be less stressful for the family.*

**Table 4 Model B Weaknesses**

People were asked what they thought the weaknesses would be of Model B.

	Number of comments
Workforce issues <ul style="list-style-type: none"> <li>• care workers are not available in sufficient numbers / availability of trained good quality staff</li> <li>• terms and conditions e.g. travel times/fuel reimbursement/workload versus length of visit</li> <li>• logistics of visits complicated</li> </ul>	12
False economy/short-termism/ more costly in the long run and risk to quality of care	5
Obstacles to accessing services, or services accessing people at home e.g. rurality; logistics re frequency of visits, risk of isolation	5
Safety and risk issues for vulnerable people	4
Risk of increasing inappropriate calls on emergency services due to anxiety / response time too long in emergencies due to rurality/bad weather	4

Those with complex and difficult medical conditions need overnight care / some patients too ill to be cared for at home	2
Loss of facility	2
Risk of (bed blocking) delayed transfer of care from acute sector to home	1
More pressure on GPs	1
All care at home and no community beds could result in increased readmissions	1
Not suitable for some service users who live alone	1
May give false impression of being independent and coping	1

**Other comments included:**

- A GP suggested that a separate emergency team may be needed, but if this covered the whole county is unlikely to be sufficiently safe.
- It was suggested that the care at home services should be reconsidered and restructured to increase efficiency and to avoid duplication. Three said the current Rehabilitation at Home pilot was an unfair comparison as they thought some of the referrals were inappropriate as some service users were not ill enough for the criteria and yet received the service.
- *Not all agency staff are trained adequately and vulnerable people are likely to be put at risk. What extra input is planned for home care and where are the resources required to attract the right calibre of persons to enter the caring profession?*
- *Doesn't provide care to the sick and palliative care to those who can't be nursed at home and require more hours of face to face care. Doesn't enable admission of those with chronic illness who may only need a short stay and GP care instead of acute secondary care - thus reducing pressure on acute beds.*
- *Where are the numbers of staff to manage this and the Multidisciplinary Teams disciplines required to manage a rural spread out area?*
- *There is a risk of the person's condition worsening e.g. someone cannot get to the toilet between care calls because of reduced mobility, then they become incontinent, which is unacceptable.*
- *The medical cover can be provided by a named GP but the nature of the severity of illness of intermediate care patients is that they have to have access to urgent medical response (not wait until the GP is next available for visiting) and to regular medical (doctor) review, not just nurse, OT, physio or carer review.*

Neither Model

One GP commented they didn't like either model, saying that vulnerable people placed at increased risk of harm and poor medical outcomes, which would lead to increased deaths, morbidity and hospital admissions.

### 2.1.3 Unidentified Impacts

The consultation asked if there were any potential impacts from either model that the council haven't had not identified.

Concern was raised that the proposals could *undermine current health services such as the new GP Health Centre especially as is likely to be a centre for innovation in Health Care in the future.*

### 2.1.4 Alternative proposals

People were invited to submit alternative proposals which were costed, safe, and within the budget limitations stated in the consultation paper.

One such proposal was received from Brooklands Nursing Homes Group. This was in essence a suggestion to recommission the service in Banbury which was decommissioned in September 2014 as it had not been possible to secure medical cover to support the 12 beds at Brooklands from 1st July 2014 onwards. The proposal put forward to recommission the beds did not include resolution of this issue.

The council also received 14 suggestions and ideas that were not fully costed proposals. A number were not within the parameters of the consultation, such as suggesting making no changes to the current service provision and retaining NHS staff.

#### Other suggestions are listed here:

- Increase council tax and be transparent about how it is spent.
- Obtain funding from the NHS.
- *Find the money to fund the current arrangement - it is efficient and works / is cost effective and reduces bed blocking in Oxford and Banbury and you need more beds not less.*
- *Draw down from other budgets, such as the NHS budget, given that the overall result of such an exercise would be a reduction in spending for both parties. Continued NHS management (subsidised by the acute sector) would enable the current levels of active therapeutic input to continue for those passing through the unit, keeping their length of stay shorter, and therefore reducing the cost to the Acute Sector that would otherwise be caused by bed-blocking.*
- *A GP suggested spreading the cost by simply increasing the capacity of 'Hospital at Home' to include early discharge from hospital; try to work with Acute Hospitals to help safely facilitate early discharges; not to invent a new service when existing services can be expanded and modified.*
- *To ask Oxford Health/Oxford University Hospitals Trust to take over the finances and running of the unit but as a Community hospital with sub-acute care we have GPs and nurses willing to run it.*
- Examine data, including chronic illness, and explore options of early intervention by local health professionals to admit people directly to Intermediate Care and so prevent acute admissions.

- *Emergency Medical Units are working elsewhere in the county why can't Chipping Norton be used in a similar way to care for those most vulnerable in the community?*

### **2.1.5 Impact on you**

The consultation asked: will either of the proposed models will have a greater impact on you than other people in the population?

A GP said it would impact them as they are overstretched already and would not cope with the extra workload implied by Model B. A small number of people said they would be impacted as potential users of the service in the future if beds were not available. One person said that under Model B they may be discriminated against by care workers in their home on the grounds of their sexual orientation.

### **2.1.6 Any Other comments**

There were a number of comments and questions.

People questioned why the NHS couldn't take over the commissioning of Intermediate Care from the County Council.

The geographical disadvantages to living in a rural area such as in Chipping Norton were raised, and difficulties in accessing medical services particularly without robust transport services.

Some respondents said they wanted details of the budgetary breakdown for evaluation and comparison to comment further.

GPs wanted to be involved in any future design of Model B.

Clarity was requested about the roles and referral criteria of existing services supporting people at home in the community.

## **2.2 Personal Experience of care**

### **Feedback from people who have direct experience of Intermediate Care**

Interviews were conducted to get the views of people who have directly received care in Henry Cornish Centre or at home under the Rehabilitation at Home pilot. 15 people took part, seven had received in-patient care, and six had care at home and two of their carers also participated in the interviews.

### **2.2.1 Views of people who received bed-based Intermediate Care**

All seven people were full of praise for the staff and the quality of care. It was clear that feeling secure and cared for by responsive caring staff was very important. Below is a summary of the main points people raised:

- Four people said they saw no difference between The Orders of St John Care Trust nursing staff, and the NHS nurses providing their care.
- Three said they didn't feel confident the excellent quality of the nursing care would be maintained with a change of provider.
- The majority thought being at home would be inappropriate for them as they would be vulnerable at home and unable to cope.
- The remainder were positive about receiving care at home if the quality of care remained the same as they currently receive.
- Continence: getting to the toilet at night was a major concern.
- Mobility issues and being safe were a concern.
- Three reported an unsuitable home environment to return to.
- Some needed overnight care and couldn't cope alone.
- The importance of the nurses coming when called was highlighted.
- All reported no negative impacts to being in the unit.
- The majority were current or former Chipping Norton residents and didn't experience any issues around family visiting them.
- Two had previous experience of care at home, one was unsatisfactory, and the other possibly had inappropriate timing of carer visits.

### **2.2.2 Views of people who received Intermediate Care at home**

Overall, the eight interviewees (including two carers) found the quality of care was excellent, and were full of praise for all the services. Below is a summary of the main points people raised:

- People are confused by all the different services.
- The majority preferred getting care at home to being in a unit.
- Many said a range of options is important particularly for those who lived alone.
- Having family to help was a great advantage in making it work, so involving them is critical.
- Plenty of equipment was provided to enable independence.
- Control over own environment was very important e.g. choosing bedtime and mealtimes, and being home for drop-in visits from friends.
- Access to medical help in a crisis was not easy.
- There is psychological advantage to being in one's own home.
- The number visited at home by their GP was small.

## **3. Responses from organisations**

### **3.1 Chipping Norton Hospital Action Group**

The Chipping Norton Hospital Action Group has been aware of and involved in discussions with the public sector partners about Intermediate Care recently in 2014, and in 2015 when their representative attended a meeting with David Cameron, Oxfordshire County Council, Oxfordshire Clinical Commissioning Group, and Oxford

NHS Foundation Trust and The Orders of St John Care Trust. They also met with the Director of Adult Social Services and the Leader of the Council in November 2015. A representative of the group made a public address to the Joint Health Overview and Scrutiny Committee at the special meeting on Rebalancing Health and Social Care during the formal consultation period in December 2015.

The Chipping Norton Hospital Action Group submitted the final results summary of the survey they conducted into Intermediate Care in Chipping Norton, and highlighted the depth of feeling and arguments for maintaining the current provision. The summary of the survey, which received in excess of 1400 responses, can be found in Annex B.

Despite being in regular contact with the council, the group didn't collaborate with the council on the content of their survey, which did not address the questions that were being posed by the County Council and that the council were seeking views on. The council do not consider the Chipping Norton Hospital Action Group survey to be objective as it contains a number of inaccuracies and misleading information which the council has repeatedly addressed and answered, and which has been made available on the consultation website. The council was disappointed that the Hospital Action Group didn't encourage people to complete the questionnaire issued as part of the formal consultation.

The Chipping Norton Hospital Action Group asked Oxfordshire County Council in a letter 'to honour the 2014 agreement to keep our beds and nurses in the NHS and award the contract as agreed to Oxford Health NHS Foundation Trust.' A statement from the Prime Minister, as local MP, is included in the letter, and asks that 'Chipping Norton' is included in the review of Community Hospitals planned for 2016. They wrote 'NHS commissioned beds and staff to provide a safe standard of care. In the long term this will reduce patient bed blocking, readmission to larger hospitals and be more cost effective to the NHS. Please see the data presented by the Chipping Norton Hospital Action Group on 3/12/2015 regarding the numbers treated and length of stay and projected cost effectiveness.' The council met with representatives of the group several times this year and during the consultation period, and published the responses to the questions that were posed in the Frequently Asked Questions documents on the consultation website.

[www.oxfordshire.gov.uk/intermediatecare](http://www.oxfordshire.gov.uk/intermediatecare)

### **3.2 West Oxfordshire District Council**

West Oxfordshire District Council response is outlined below:

- Model B not viable given the NHS is looking for additional Intermediate Care beds.
- *Chipping Norton Hospital appeared to offer the opportunity to retain good quality intermediate care beds in the north of the District serving a very wide area.*
- *Neither of the two options was in the best interests of residents or qualified staff in the north of the District, and represents a reduction in quality and health care provision.*
- More patients would have to travel to Banbury and Oxford hospitals.

- *Disappointing that Chipping Norton was not being considered in the wider context of intermediate care beds within Oxfordshire, particularly as it had a role to play in reducing delayed transfer worries.*
- *Represented a further reduction in health care provision for those in the north of the District following the previous decision to change the beds from sub-acute to intermediate care.*
- *Plans need to reflect demographic pressures.*
- *Chipping Norton Hospital Action Group had suggested that there was evidence that using NHS staffing and management significantly reduces the length of stay for patients.*
- *Support the continuation of the current provision until the wider consultation that is planned for community hospital provision across the county is completed.*
- *Not all patients would be fit enough to return home from hospital directly and would need a greater degree of medical care, so beds would enable quicker recovery.*
- *Preferable for people to be cared for at home in certain circumstances, with an adequate level of care.*
- *It was important for people to be cared for close to their families and support network.*

### **3.3 North Oxfordshire Locality Group**

North Oxfordshire Locality Group is the GP forum under the Oxfordshire Clinical Commissioning Group and represents 12 GP practices in North Oxfordshire. An outline of their response is below:

The North Oxfordshire Locality Group meeting notes of 20<sup>th</sup> October 2015 reflect -

- GPs not clear how this is different from other home-based service – pilot to ensure that as few patients end up in residential care in the long run.
- Lack of GP capacity to provide additional medical cover mentioned by several. There is a crisis of recruitment and retention in primary care.
- GP view that some patients too ill to be kept at home. Currently in bed-based care from a wide geographical area

A council representative attended a meeting of the group and noted:

GPs asked for clarity about role of existing services, and commented on the Rehabilitation at Home pilot referral criteria. They stated that bed-based care is 24 hour care; however Model B isn't 24 hour care. They emphasised that there was no GP capacity to provide medical cover in Model B. The stated preference of those present was that patients were better off in a unit getting appropriate care, and they didn't want to lose the beds.

### **3.4 North Oxfordshire Locality Forum**

North Oxfordshire Locality Forum responded by questionnaire (represents Patient Participation Groups – Chair is the public representative who sits on the North Oxfordshire Locality Group)

An outline of their response is below:

- *Wish to maintain a basic level of Community Hospital facilities in the north with capacity to expand when necessary. Recovery is improved by being close to family and friends not far away in the county.*
- *Chipping Norton should be part of countywide review of community hospitals.*
- *Objections to Model A included; fewer GP visits; length of stay longer; less experienced staff; acute hospitals may be reluctant to discharge patients there; and delayed transfers of care and increased costs to the NHS.*
- *Model B: inappropriate to medical needs; inadequate funding for home care; increase in delayed transfers of care.*
- *Responsibility for commissioning at Chipping Norton Community Hospital must be returned to the Oxfordshire Clinical Commissioning Group.*
- *Feedback from the public suggests intermediate care provided by the Orders of St John indicate a lower level of care and less successful outcomes than Oxford Health Foundation Trust.*

### **3.5 Brooklands Nursing Home Group**

Brooklands Nursing Home Group responded by questionnaire, an outline of their response is:

- Both models to address delayed transfers of care.
- Rehabilitation at Home pilot is performing badly and cost not accurate.
- Home-based and bed-based care cannot be compared as it does not take into account the effects upon local GP practises.
- Lack of workforce for Model B.
- Bed-based service can be run better for less.
- Provision of medical cover in Banbury is still an issue.
- Are the commissioning processes robust?

## **4. Public Meeting**

A public meeting took place on 21st October at St Mary's Church Chipping Norton. It was chaired by the Chief Fire Officer; the panel consisted of the Leader of Oxfordshire County Council, the Director of Adult Social Services, and the Cabinet Member for Adult Social Care. The aim was to outline the models in the consultation, to explain the council's financial situation, and to hear local views and to answer questions. Each participant was offered copies of the consultation documents and a summary of the slide presentation.

This event was publicised using posters, press releases, social media, web content, event listings, and press advertising, see examples Annex F. The council wrote to a wide range of stakeholders and asked them to publicise the meetings to their contacts.

Fifty people attended including:

- Chipping Norton Action Group
- District and County Councillors



- Mayor of Chipping Norton
- Shared Strategic Director for both Cotswold and West Oxfordshire District Councils
- West Oxfordshire District Council officer
- St Mary's Church staff and volunteers
- GPs
- Nurses
- Healthwatch Oxfordshire
- Hearing Loss organisation
- Independent Chair Joint Health Overview Scrutiny Committee
- Banbury Sound radio station
- Unison representation
- Oxfordshire Wheel
- The Chief Executive of Oxfordshire Clinical Commissioning Group
- Acting Chief Executive of The Orders of St. John Care Trust
- Members of the public.

**The issues raised by attendees at the public meeting were as follows:**

- a) There was a call for the Chipping Norton War Memorial Hospital<sup>1</sup> to be part of the consultation for community hospitals.
- b) The council was asked to stop the consultation by Chipping Norton Hospital Action Group.
- c) The perception that length of stay was longer at Henry Cornish Care Centre under management of The Orders of St John Care Trust - a full clinical audit of outcomes was called for to allow comparison to Oxford Health NHS Trust management.
- d) Opinion that changing management will have a knock-on effect on worsening bed blocking and could cost an additional £675,000 / year.
- e) Concerns that the quality of care would diminish with change of management, with less skilled well trained nurses.
- f) The patients in Henry Cornish Care Centre tended to have complex nursing needs, require overnight care, and have frequent hospital admissions. Therefore retaining the beds is important.
- g) Opinion that Model B would lead to increased delayed transfer of care from acute hospitals.
- h) There would be difficulty in getting fast emergency response in rural areas.
- i) Opinion that Model B would put more pressure on already over stretched GPs to perform home visits.
- j) A suggestion was put forward to have a mixture of home, hospital and community care.

The questions and answer section of the meeting were summarised in the (FAQ) Frequently Asked Questions document on the council's consultation website.

See Annex A for a full list of those who responded.

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<sup>1</sup> This new community health facility plus the Henry Cornish care home which share the same site is referred to by people in the Chipping Norton area as 'The Community Hospital'.

## 5. Stakeholder Meetings

1. North Oxfordshire Locality Group (including 12 GP practices; 6 practice managers; 1 public representative; 1 Locality Director; 3 Oxfordshire Clinical Commissioning Group officers).
2. Chipping Norton Hospital Action Group meeting with Director of Adult Social Services (November 2015) and correspondence.

### Interviews with care recipients

Fifteen people took part in interviews, seven who have experienced bed-based care; six who experienced care at home; and two carers.

## 6. Conclusion

The following main themes have emerged from the consultation.

### Model A

A strong theme was that of ensuring people who needed a bed-based service could access one in North Oxfordshire. Being close to home and family was said to aid recovery. A reduction in bed-based care in the North was seen as a reduction for the whole county and caring for people in one site was more effective than providing services to 12 people in dispersed in a rural setting. The majority of GPs wanted beds retained for the future in view of the demographics prediction to allow for expansion.

A common theme was that in attempting to reduce costs and save money there was a risk of reduced quality of care. There was a perception that the loss of experienced NHS nursing staff would lead to a reduction in the quality of care and less successful outcomes. Also worries were expressed about there being less staff training input and less skilled nurses under different management arrangements. In both models recruitment and retention of staff was flagged as a concern, and the availability of a reliable workforce to draw from was questioned.

Delayed transfers of care were seen as an increased risk if acute hospitals were not confident of the quality of care in the unit, or if good quality nursing staff could not be recruited under reduced terms and conditions leading to longer stay in beds, increased cost and lower throughput.

The two models of Intermediate Care are not seen as mutually exclusive, and there was some support for offering both in the appropriate circumstances.

### Model B

Supporting people at home was seen as appropriate for those with good recovery, had psychological and social advantages, and in some cases crucial family support. The feedback was although ideally people preferred to be at home; in some circumstances this is not appropriate due to medical or mobility issues. Clarity about

the existing services which support people after discharge from hospital was asked for, and it was suggested these be reconfigured for better efficiency.

GPs said the intensity of visits at home required for people with more complex needs would place impossible demands on the workforce to provide effective 24 hour care. GPs were opposed to Model B as there was no GP capacity to provide medical cover and that there is a crisis of recruitment and retention in primary care.

It was feared that, for some people, spending long periods isolated and alone at home may create anxiety and prompt inappropriate calls on emergency services. Some thought Model B would fail to provide for the needs of the significant number of patients for whom home-based care is inappropriate on discharge from the hospital. They said, this coupled with the risk of readmission to the acute services, would lead to inefficiency and further delayed transfer of care and pressure in the hospital system.

Some people didn't agree with the cost analysis of the home care provision provided by the council, and said that a short term solution to cut costs would not work in the long run. They argued costs in the long run would be higher in Model B due to readmission to acute hospitals, that the assumed costs would be much higher than the national average due to higher living costs and a greater labour shortage in Oxfordshire and problems in organising efficient staff workloads. Travel costs for staff and payment for time travelling between homes was raised as a reason for Model B being unsustainable. Rurality and isolation of individuals was seen to be significant because frail individuals would not have access to urgent medical response, and may have to wait longer for an emergency response. Further, there was comment about risk of harm and questions about the ability to safeguard vulnerable people at home. Distances and inclement weather were mentioned as barriers to accessing services or services accessing people at home.

#### Both Models

There was a view that inpatient care would be better and more appropriate for some people for whom care at home was not medically appropriate, such as those frail people with complex needs. Five people mentioned the need for some people to receive intensive 24 hour care in a unit for a short time to enable them to be discharged home. GPs said they wanted to keep beds in Henry Cornish Care Centre to safeguard bed provision for the future.

#### Neither model

Neither model was supported West Oxfordshire District or Chipping Norton Hospital Action Group as they said both models represent a reduction in quality and health care provision in the North of the county. In addition, one GP and two other individual responses to the questionnaire took this view.

#### General

There was support for retaining the current model with NHS staff provision; however the council has explained why this is not possible or sustainable and therefore not an option it can consider. Questions were asked as to why the commissioning of Intermediate Care beds was the responsibility of the council rather than the NHS,

and there were calls for the commissioning responsibility to return to the NHS. There was strong support for Henry Cornish Intermediate Care beds to be considered in the wider context as part of the Community Hospital Review.

### In Summary

There was a wide range of views expressed and there was not universal support for either model. There was an overarching strength of feeling that the NHS was the preferred provider but this was outside the scope of the consultation. Of the two models significant concern was expressed about how the needs of people would be met if no Intermediate Care beds were available. Model A therefore had higher levels of support than Model B. Model A while not being seen as a perfect solution, was the more acceptable of the two. No other alternative proposals were seen as viable.

## **7. What happens next?**

The council will give full consideration to the findings of this report and any other pertinent information in making a decision about the future of Intermediate Care in North Oxfordshire. A report by the Director of Adult Social Services with recommendations about the course of action will be brought to Cabinet on 26 January 2016.

## **Appendices**

### **Annex A: List of stakeholders who responded**

### **Annex B: Chipping Norton Hospital Action Group Survey Form and Action Group Survey Results**

### **Annex C: Demographic information about consultation participants**

### **Annex D: Examples of Publicity and Communications**

## Appendices

### **Annex A: List of stakeholders who responded**

Public sector partners:

Oxfordshire County Council

West Oxfordshire District Council

Elected Member Chipping Norton Town Council

North Oxfordshire Locality Group of the Oxfordshire Clinical Commissioning Group

Representatives groups or organisations:

Chipping Norton Hospital Action Group

North Oxfordshire Locality Forum

Brooklands Nursing Homes Group

General:

Members of the public

One recipient of Intermediate Care

Individual GPs



## Annex B: Chipping Norton Hospital Action Group Survey Form and Action Group Report on Survey Results

*Thank you for your time it may just make the difference. Chipping Norton Hospital Action Group*

### Chipping Norton War Memorial Community Hospital

Important Information please read



**This is your chance to try to keep the NHS staffing and management of our hospital beds.**  
(This is not about the Day Hospital or Clinics)

After the last consultation the Primary Care Trust (PCT) announced we had kept our Community Hospital status and that a full range of services would be provided on the new London Road site when it opened in 2011. This included a hospital bed service specification appropriate for a Community Hospital. This higher level of Intermediate Care is called Sub-Acute and that is what was specified by the PCT. The service was to be available to all people aged 18 and above and this specification was the basis for the contract.

When the hospital opened it had NHS nurses staffing the beds but they were seconded to the Orders of St John who own the site and run the care home next door. This arrangement was only partially successful probably because clinical management lines were not always clear.

In 2014 OCC decided to award a contract for the staffing and the management of the beds to the NHS (Oxford Health). OxfordHealth introduced new techniques including a Modern Matron and the service improved. We understand patients stayed in hospital for less time and many more received treatments such as physiotherapy. This improvement is likely to have saved the NHS large sums of money (we calculated £750,000 a year) because it could have reduced bed blocking in the major hospitals.

Last year, without a public consultation, the County Council (OCC) downgraded the specification for our beds from that consistent with a Community Hospital to one used alongside a care home setting. We think OCC had no authority to do that as these were promised as NHS beds and specified as Sub-Acute. Now, to save money, OCC plan to take the contract away from the NHS (OxfordHealth) and give it to the Orders of St John despite our group pointing out that OxfordHealth improved the service. OCC say they will save money by using fewer qualified nurses. We are also worried, that recently, the Orders of St John said they do not wish to provide the same level of service as OxfordHealth as it is completely over the top. We do not agree and we think patients will not agree either.

OCC is saying that it cannot afford the present service arrangement and that if we do not accept the Orders of St John staffing and managing the beds we might lose them altogether.

We do not understand why OCC is involved in what were promised and specified as NHS beds. We think the NHS should pay for and commission these beds not the County Council.

**Only you can decide what you want, The Hospital Action Group cannot make that decision for you. We are just trying to make sure you have all the information you need and give you the chance to express your views at a meeting and in our survey overleaf or by writing to OCC directly.**

What do we want you to do?

**Put the date of Thursday December 3rd 2015 in your diary and come to St Mary's Church in Chipping Norton at 7pm for a public meeting.**

Every person there can make a difference. OCC will only listen if there are lots of people there. This is your chance to do something and ask questions. You can also express your views in public

In addition turn over the page and complete the questionnaire. Your views will be included in a report which we will send to OCC, The head of NHS England and the Prime Minister.

We need to know what you think and the more people who fill in the questionnaire the more powerful the message will be. **After completing your answers bring the form to the Church meeting or put it in a collection box located nearest to you before Monday November 30th (See list overleaf.)**

Or post it to Mr R Townley, 28, Over Norton Road, Chipping Norton. OX7 5NR

**Be sure to come to the meeting in St Mary's Church Chipping Norton on Thursday December 3<sup>rd</sup> because we will be presenting the very first results from your completed surveys.**

Please answer the questions below by ticking the box next to answer you have chosen

1. Who do you feel is best able to provide hospital bed care?  
The NHS ( ) Oxfordshire County Council (OCC) ( ) Makes no difference ( )
2. Before reading this leaflet today were you aware that OCC, had in 2014, downgraded the specification for the hospital beds in Chipping Norton? Yes ( ) No ( )
3. Do you believe Chipping Norton Hospital is a Community Hospital and should have a full range of services with NHS staffed beds? Yes ( ) No ( )
4. Do you feel our hospital beds should cater for patients of all ages (18 and above) or concentrate on the elderly? All ages (18 and above) ( ) the elderly ( )
5. **Apart from this notice and the meeting we are holding** do you feel OCC has kept you well informed about the changes it is planning to make? Yes ( ) No ( )
6. If in order to save money OCC removed our NHS nurses and used fewer qualified nurses from the Orders of St John to staff our beds How happy would you be with that plan?  
Very happy ( ) Reasonably happy ( ) Quite unhappy ( ) Extremely unhappy ( )
7. With OCC saying that **if we do not agree with its plan we could lose the beds completely** do you feel it is a threat aimed at people in the community? Yes ( ) No ( )
8. If OCC cannot afford to provide a proper Community Hospital type bed service do you think the beds should be handed back to the NHS (Oxford Clinical Commissioning Group) to be run as was originally promised by the PCT? Yes ( ) No ( )
9. The Hospital Action Group believes OCC should make no changes at Chipping Norton until a county-wide review which is taking place in 2016 concerning all Community Hospitals has been completed. This way our healthcare service needs, including in-patient beds, can be properly evaluated and a county-wide strategy developed. Do you agree? Yes ( ) No ( )
10. If the only way to keep 14 beds in Chipping Norton is for them to be staffed and managed by the Orders of St John with fewer qualified nurses, and not the NHS would you accept that?  
Yes willingly ( ) Yes reluctantly ( ) Yes very reluctantly ( ) No ( )

Any other comments

Name or Names (if more than one completing the form) .....  
Address or postcode.....

When you have completed this questionnaire either bring it to St Mary's Church on Thursday December 3rd or put in one of the collection boxes listed below **not later than Monday November 30th**  
Boxes are located at :- **Chipping Norton** Coop Grocery, Guildhall, Hailey Road Stores, Doctor's Surgery. **Ascot under Wychwood** Shop, **Chadlington** Post Office (Café de la Post) **Charlbury** Coop or Post Office **Churchill** Chequers **Enstone** Shop **Great Tew** Sweetpeas **Kingham** Shop/Post Office **Middle Barton** Shop/Post Office **Milton under Wychwood** Coop **Salford** John Grantham, Stonecross **Shipton under Wychwood** Post Office or Doctor's Surgery

You can also express your views by writing to Cllr I Hudspeth Leader OCC at County Hall, New Road, Oxford OX1 1ND or email [ian.hudspeth@oxfordshire.gov.uk](mailto:ian.hudspeth@oxfordshire.gov.uk) before December 7<sup>th</sup>

**Remember you will be one of the first to hear the survey results if you come to the meeting in St Mary's Church in Chipping Norton on Thursday December 3rd**

## Chipping Norton Hospital Action Group 2015 Survey Results

People ask OCC to think again and return the beds to NHS commissioning

- Over 1400 responses were received showing people in the community are concerned about their Community Hospital and want their voice to be heard by the County Council, David Cameron our MP and Jeremy Hunt Secretary of State for Health
- We understand our 1400 responses is significantly more than the number of replies returned to OCC as part of its consultation. We can only conclude that the

poor publicity and distribution of the OCC documents meant people were unable to participate as clearly our survey shows they wished to do

- The analysis of the answers in our survey shows the following:- (note not all respondents answered every question)
  1. 1403 (99%) of those who responded felt that the NHS is best for providing hospital bed based care. Just 6 (0.5%) felt it made no difference and 6 (0.5%) felt OCC was the right organisation to run hospital beds.
  2. The vast majority 1119 (80%) were unaware that OCC had downgraded the Sub-Acute specification for the beds in 2014 with 280 (20%) saying they were aware of a change. This finding supports the Action Group view that the change was done without any public consultation and OCC did little to tell the whole story about what was planned. Awareness in Chipping Norton may have been higher after a local news item this year but that was still well after the event. It is very significant that 80% did not know of the OCC downgrade.
  3. Almost everyone (99.6%) confirmed that Chipping Norton is a Community Hospital. OCC is clearly wrong to deny the hospital's Community Hospital status. We note the David Cameron has written to OCC advising them that ***Chipping Norton is a Community Hospital and should be treated as one.*** He repeated that belief in a statement read out to the December 3<sup>rd</sup> meeting
  4. Consistent with a Community Hospital service 1255 (93%) of respondents believe the hospital should cater for 'All ages 18 and over'. This was the basis on which the Primary Care Trust wrote the specification and contract in 2011. Just 96 (7%) thought the focus should be on the elderly
  5. 1369 (98%) said they feel OCC has **not** kept people informed about the changes it is planning to make. The Independent Reconfiguration Panel in a letter copied to OCC/OCCG dated October 23<sup>rd</sup> stated *'It appears that information about the consultation has so far only been posted on the county council website. The council together with its NHS partners and all those with an interest in the outcome need to assure themselves this is sufficient'*. **Clearly the people in our community do not feel it was sufficient.**
  6. On the question as to whether people were happy with the OCC plan to save money by removing NHS staffing and management and through the use of fewer qualified nurses from the Orders of St John 1375 (97%) are unhappy with **well over three quarters being extremely unhappy**. 6 people were very happy and 33 reasonably happy
  7. When asked if they felt the statement that if people did not accept the OCC plan Chipping Norton would have no Intermediate Care Beds at all was a threat to the community **1277 (99.2%) out of 1287 respondents felt it was a**



**threat.** The Action Group believes it is impossible for any meaningful dialogue or consultation can take place against such a threatening background. People obviously feel the OCC statement was meant to intimidate.

8. When asked if the beds should be returned to the NHS if OCC has a budget problem an even higher percentage **99.8% felt they should**. This is not unexpected as the beds were promised to the Community as NHS beds following the Primary Care Trust consultation. Sir Barry Norton the Leader of WODC has written to OCC stating that everyone involved at the time understood the beds to be NHS beds to a Sub-Acute standard. The Prime Minister thinks the same. Clearly the Chipping Norton beds should be commissioned by the NHS.
9. Consistent with the Community's belief that Chipping Norton is a Community Hospital 1404 (98.6%) of respondents feel no decision should be taken regarding Chipping Norton's hospital beds until a full countywide review of community hospitals is completed in 2016. The Action Group feels this is the logical and only sensible course of action. Others including The Prime Minister, WODC, Healthwatch, County Councillor Hilary Biles have all made this request to OCC. We ask OCC to reconsider this particularly as we know up to 150 Intermediate Care Beds are to be contracted to relieve bed blocking (75 longer term)
10. When asked if the only way to keep the beds in Chipping Norton was to accept the OCC plan only 4 out of 1264 said they would do this willingly. **676 (49%) would agree very reluctantly with a further 174 (13%) doing so reluctantly. However 522 (38%) said No they would not accept the plan.** Although a majority would reluctantly or very reluctantly accept the change more than a third said they would not. This surprisingly high number of no votes probably stems from the fear in the community that once the beds are removed from NHS staffing and management standards will fall and the distinction between Hospital and Care Home will be gradually lost with the beds ending up as Care Home not Hospital beds. Just 4 people out of 1383 respondents said they would accept the change willingly

This survey was undertaken by the Action Group because it is felt that OCC is not fulfilling its obligations to fully engage with the people of the community for a proposed change of this nature. Indeed we have seen that the County Council did not consult at all in 2014 when it downgraded the specification for the beds. The huge response of 1400 replies demonstrates that people want to be heard so it is disappointing OCC declined to attend the Public Meeting on December 3<sup>rd</sup>.

Overwhelmingly people are not happy to have the NHS staffing and management of the beds taken away.

People do not feel OCC has kept them informed and the overall message is one which asks OCC to think again especially given the latest bed blocking relief (delayed transfer of care) initiative.

Our conclusion is that OCC should give thought to the proposal that the beds be returned to sole NHS commissioning. This would make total sense in view of the OCC budget issue, the countywide bed blocking problem and the need to contract beds to relieve pressure on Acute Hospitals referred to in Q9.

It would also resolve an unanswered question which is why OCC has any involvement at all in commissioning what were promised as NHS beds

Thank you Chipping Norton Hospital Action Group.

DRAFT

## Annex C: Demographic information about consultation participants

### Demographic information from questionnaire responses

32 Questionnaires were returned.

#### Ethnicity:

28 ticked White (British, Irish, Any other white background)

3 preferred not to say

1 blank

#### Age Group:

35-44	4
45-54	9
55-64	7
65-74	5
75-84	2
85 or over	2
Prefer not to say	2
(blank)	1
<b>Grand Total</b>	<b>32</b>

#### Gender:

Female	16
Male	13
Prefer not to say	1
(blank)	2
<b>Grand Total</b>	<b>32</b>

#### How are you responding to this consultation? As a

Patient/Former Patient	2
Relative/Carer	0
Member of Staff HCC	0
Chipping Norton Resident	15
Oxfordshire Resident	15
Elected Member	1
Stakeholder	4
Other	5

(Two people said they had been recipients of care, but one was a GP in the 45-54 age bracket.)

#### Specify:

An elected Member of Chipping Norton Town Council

Local GP's

GP in Banbury

GP's in Chipping Norton

Residents of OX7  
Member of Talking Health OCCG

### Postcodes of respondents

OX2: 1	OX16: 1
OX4: 1	OX17: 1
OX5: 2	OX11: 1
OX7: 20	OX25: 1
OX15: 3	

### Public Meeting 21st October 2015: demographic information

People were encouraged to sign in, but less than half did. A headcount showed 50 members of the public and stakeholders attended the event.

**The Attendees postcodes:** 38 of those who signed in live in OX7, two were from bordering counties, and one from Oxford.

### Ethnicity:

White (British, Irish, any other white background)

**Gender:** Male 10; Female 11

### I am responding as...

Member of staff or former member of staff of the Intermediate Care unit at the Henry Cornish Centre	2
Chipping Norton Resident	19
Elected Member	2
Stakeholder	1
<b>TOTAL</b>	<b>24</b>

### Age:

18-24	0
25-34	0
35-44	2
55-64	4
65-74	3
75-84	2
<b>TOTAL</b>	<b>11</b>

## **Annex D: Examples of Publicity and Communications**

### **Media: Oxfordshire County Council press release**

## **Consultation into intermediate care underway**

The consultation into the future of provision of Intermediate Care in North Oxfordshire has gone live.

The consultation will run until December 7<sup>th</sup> and will give the public an opportunity to consider two proposed models of care and give their views on how intermediate care will be provided in the north of the county

The consultation will be about two models of care:

### **Model A**

The Intermediate Care Unit in the Henry Cornish Centre in Chipping Norton continues and the full 14 bed service is provided by the Order of St John Care Trust.

### **Model B**

Intermediate Care services based in people's own homes are further developed in North Oxfordshire, including Chipping Norton, and the Intermediate care Unit at the Henry Cornish Care Centre is closed. The space could be moved into use as part of the existing Care Home already on the site.

The consultation will not involve an option for the existing arrangement in Chipping Norton to continue. At present nursing staff are managed directly by Oxford Health NHS Foundation Trust and the Orders of St John Care Trust provide the accommodation, property, essential care, domestic and 'hotel' services and is the registered provider. This arrangement cannot be afforded within the available and projected council budgets.

If other viable options are put forward during the consultation, where they are affordable and realistic, these will be considered as part of the final decision-making process. Proposals would need to be specific, financially viable, safe and affordable.

A report on the consultation will be written after the public consultation closes on 7<sup>th</sup> December 2015.

Oxfordshire County Council will give due consideration to the views expressed, and the Director of Adult Social Services will make a recommendation to the Cabinet of the County Council which meets on 26th January 2016 and the Cabinet will make the final decision.

The consultation will involve a variety of ways for people to contribute:

### **Questionnaire**

- Online at [www.oxfordshire.gov.uk/intermediatecare](http://www.oxfordshire.gov.uk/intermediatecare)
- Download a hard copy of the questionnaire and return it using the email address below.
- Pick up a copy in Chipping Norton or Banbury Library
- Request a hard copy of the consultation document and questionnaire.

**or in writing to:**

FREEPOST RTRX-GJUL-HXHY  
Engagement Team  
Oxfordshire County Council  
County Hall  
New Road  
OX1 1ND

**Public meeting**

Date: 21 October 2015  
Time: 7:00-9:00 pm - doors open 6:30pm  
St Mary's Church  
Church Street,  
Chipping Norton, OX7 5NT  
<https://www.google.co.uk/maps/search/ox7+5nt/data=!4m2!2m1!4b1>

**Further information**

Email: [iccn@oxfordshire.gov.uk](mailto:iccn@oxfordshire.gov.uk)  
Phone the Engagement Team on **01865 323624**

Oxfordshire County Council Cabinet member Councillor Judith Heathcoat said:  
"We hope people will take full advantage of this opportunity to let us know their views on how intermediate care can best be provided in the north of our county. We know this is an issue close to the hearts of people in and around Chipping Norton but it also impacts on a much wider population across the north of Oxfordshire and beyond. We hope that all those who may be affected respond to our consultation. We will take account of the feedback we receive when we come to make our decision about the future direction of intermediate care in the area."

Ends

Notes to editors:

**What is intermediate care?**

Intermediate care services are designed to help people, usually older people, who have an illness or injury to stay at home rather than go into hospital, and to support people to get back home as quickly as possible after a hospital stay.

Intermediate care services can be provided to people in different ways. Although most intermediate care is provided as a bed based service, it can also be provided as a community service in people's own homes by a team of social care and health staff.

There is a growing body of evidence nationally that health and social care services are better provided in people's own homes where possible, both in terms of clinical outcomes and people's experience of the care. Care at home can be flexible and tailored to the individual, and enables people to maintain their family lives, and their independence.

**Example of Press advert**



# The Future of Intermediate Care in North Oxfordshire

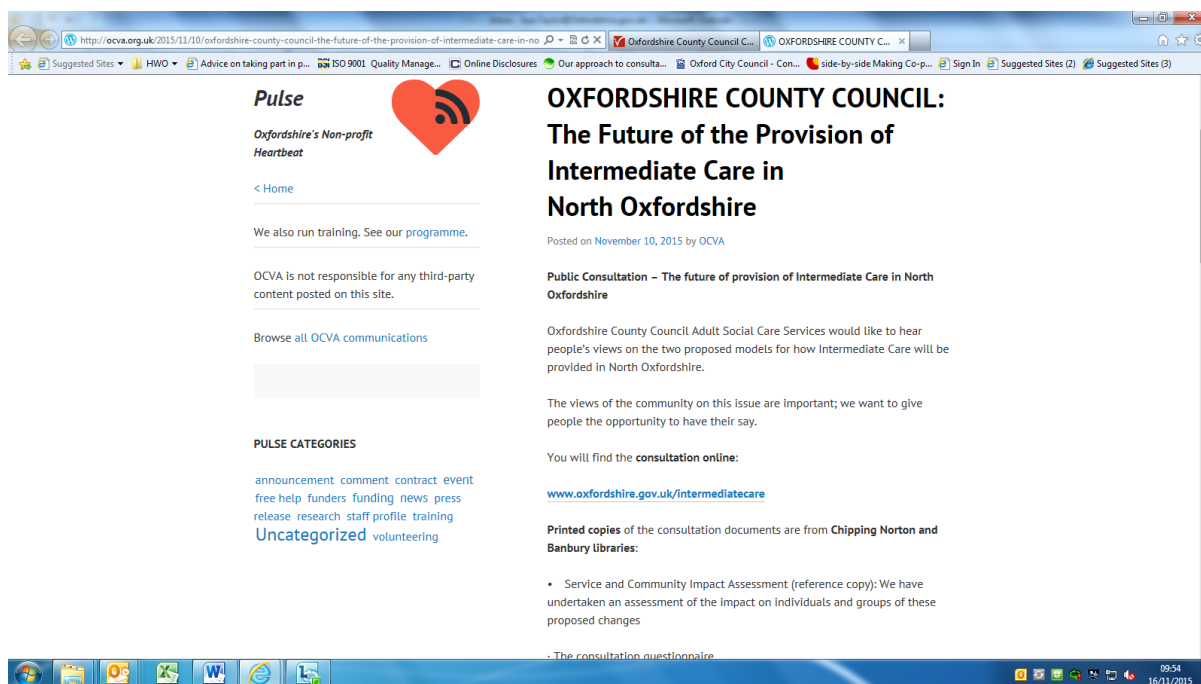
## Have your say

Public meeting:  
**Wednesday 21 October, 7pm – 9pm**  
St Mary's Church, Church Street,  
Chipping Norton

For more information and to have your say:

- visit [www.oxfordshire.gov.uk/intermediatecare](http://www.oxfordshire.gov.uk/intermediatecare)
- pick up a copy of the consultation document at Chipping Norton library

**Consultation ends: 9am, Tuesday 8 December**



## Chipping Norton News Blog

# Chipping Norton News

### [Chipping Norton hospital beds – Your views wanted!](#)

Posted on [October 7, 2015](#) by [Chipping Norton News](#)

### **Consultation and Public Meeting**

**Wed 21<sup>st</sup> October St Mary's Church, 7-9pm doors open 6.30**

As reported in this month's Chipping Norton News, Oxfordshire County Council have officially started their public consultation, between 5 Oct and 8 December, on the future of the 14 Intermediate Care Beds currently staffed by nurses from Oxford Health NHS Trust. They are not technically in the 'War Memorial Community Hospital' but are based in a specially equipped adjoining building maintained by the Orders of St John Care Trust who run the Henry Cornish Care Centre next door. The County say they cannot continue with this staffing as it is too expensive and complex to manage.

The County say 'Intermediate Care services are designed to help people, usually older people, who have an illness or injury to stay at home rather than go into hospital, and to support people to get back home as quickly as possible after a hospital stay. Intermediate Care services can be provided to people in different ways, as a bed-based service, or as a community service in people's own homes by



a team of social care and health staff.' The County would like to hear views on their future options for providing this care in North Oxfordshire. One specific option is to have the full 14 bed service provided by staff from OSJCT, who run the care home. The County say this will not be a change of service from currently. The County Council has a contract to buy IC beds off OSJCT elsewhere. A second option is to provide more care at home, close the unit and, if beds are needed, provide them elsewhere in the County. Their proposals aim to save around £700,000 per year, when health and social care budgets are big issues. They say 'other viable options or suggestions will be considered'.

Local Councillors, Oxfordshire Healthwatch and the Chipping Norton Hospital Action Group are raising several concerns which they will expect to hear answered in the Consultation. First, HAG say the service has been, or is being, downgraded from 'sub-acute' medically-led care of the kind provided previously at Chipping Norton and in all Oxfordshire's Community Hospitals. HAG suggest OSJCT cannot provide that higher level of service. Second, there are concerns that this will leave the north of the County with little community hospital cover, nor indeed intermediate care cover, for bed care at all. Thirdly, with wider uncertainty over resources and new 'models of care', Chipping Norton should be included in a wider review of community hospital and intermediate care to ensure they are being treated fairly – and should not have to be given this narrow choice.

Full details of the Consultation can be found at <https://consultations.oxfordshire.gov.uk/consult.ti/ICbeds/consultationHome> or at The Guildhall. Responses from all are encouraged – online, or submitted to FREEPOST RTRX-GJUL-HXHY Engagement Team, Oxfordshire County Council, County Hall, New Road, OX1 1ND.  
Chipping Norton News Team

### **Talking Health - OCCG**

Message from Oxfordshire Clinical Commissioning Group

FRIDAY 9 OCTOBER 2015

#### **New Things**

- **INTERMEDIATE CARE CONSULTATION**

To take part in the Oxfordshire County Council's consultation on the provision of intermediate care in North Oxfordshire [click here](#)

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## Chipping Norton Hospital Action Group 2015 Survey Results

### People ask OCC to think again and return the beds to NHS commissioning

- Over 1400 responses were received showing people in the community are concerned about their Community Hospital and want their voice to be heard by the County Council, David Cameron our MP and Jeremy Hunt Secretary of State for Health
- We understand our 1400 responses is significantly more than the number of replies returned to OCC as part of its consultation. We can only conclude that the poor publicity and distribution of the OCC documents meant people were unable to participate as clearly our survey shows they wished to do
- The analysis of the answers in our survey shows the following:- (note not all respondents answered every question)
  1. 1403 (99%) of those who responded felt that the NHS is best for providing hospital bed based care. Just 6 (0.5%) felt it made no difference and 6 (0.5%) felt OCC was the right organisation to run hospital beds.
  2. The vast majority 1119 (80%) were unaware that OCC had downgraded the Sub-Acute specification for the beds in 2014 with 280 (20%) saying they were aware of a change. This finding supports the Action Group view that the change was done without any public consultation and OCC did little to tell the whole story about what was planned. Awareness in Chipping Norton may have been higher after a local news item this year but that was still well after the event. It is very significant that 80% did not know of the OCC downgrade.
  3. Almost everyone (99.6%) confirmed that Chipping Norton is a Community Hospital. OCC is clearly wrong to deny the hospital's Community Hospital status. We note the David Cameron has written to OCC advising them that **Chipping Norton is a Community Hospital and should be treated as one**. He repeated that belief in a statement read out to the December 3<sup>rd</sup> meeting
  4. Consistent with a Community Hospital service 1255 (93%) of respondents believe the hospital should cater for 'All ages 18 and over'. This was the basis on which the Primary Care Trust wrote the specification and contract in 2011. Just 96 (7%) thought the focus should be on the elderly
  5. 1369 (98%) said they feel OCC has **not** kept people informed about the changes it is planning to make. The Independent Reconfiguration Panel in a letter copied to OCC/OCCG dated October 23<sup>rd</sup> stated *'It appears that information about the consultation has so far only been posted on the county council website. The council together with its NHS partners and all those with an interest in the outcome need to assure themselves this is sufficient'*. **Clearly the people in our community do not feel it was sufficient.**
  6. On the question as to whether people were happy with the OCC plan to save money by removing NHS staffing and management and through the use of fewer qualified nurses

from the Orders of St John 1375 (97%) are unhappy with **well over three quarters being extremely unhappy**. 6 people were very happy and 33 reasonably happy

7. When asked if they felt the statement that if people did not accept the OCC plan Chipping Norton would have no Intermediate Care Beds at all was a threat to the community **1277 (99.2%) out of 1287 respondents felt it was a threat**. The Action Group believes it is impossible for any meaningful dialogue or consultation can take place against such a threatening background. People obviously feel the OCC statement was meant to intimidate.
8. When asked if the beds should be returned to the NHS if OCC has a budget problem an even higher percentage **99.8% felt they should**. This is not unexpected as the beds were promised to the Community as NHS beds following the Primary Care Trust consultation. Sir Barry Norton the Leader of WODC has written to OCC stating that everyone involved at the time understood the beds to be NHS beds to a Sub-Acute standard. The Prime Minister thinks the same. Clearly the Chipping Norton beds should be commissioned by the NHS.
9. Consistent with the Community's belief that Chipping Norton is a Community Hospital 1404 (98.6%) of respondents feel no decision should be taken regarding Chipping Norton's hospital beds until a full countywide review of community hospitals is completed in 2016. The Action Group feels this is the logical and only sensible course of action. Others including The Prime Minister, WODC, Healthwatch, County Councillor Hilary Biles have all made this request to OCC. We ask OCC to reconsider this particularly as we know up to 150 Intermediate Care Beds are to be contracted to relieve bed blocking (75 longer term)
10. When asked if the only way to keep the beds in Chipping Norton was to accept the OCC plan only 4 out of 1264 said they would do this willingly. **676 (49%) would agree very reluctantly with a further 174 (13%) doing so reluctantly. However 522 (38%) said No they would not accept the plan**. Although a majority would reluctantly or very reluctantly accept the change more than a third said they would not. This surprisingly high number of no votes probably stems from the fear in the community that once the beds are removed from NHS staffing and management standards will fall and the distinction between Hospital and Care Home will be gradually lost with the beds ending up as Care Home not Hospital beds. Just 4 people out of 1383 respondents said they would accept the change willingly

This survey was undertaken by the Action Group because it is felt that OCC is not fulfilling its obligations to fully engage with the people of the community for a proposed change of this nature. Indeed we have seen that the County Council did not consult at all in 2014 when it downgraded the specification for the beds. The huge response of 1400 replies demonstrates that people want to be heard so it is disappointing OCC declined to attend the Public Meeting on December 3<sup>rd</sup>.

Overwhelmingly people are not happy to have the NHS staffing and management of the beds taken away.

People do not feel OCC has kept them informed and the overall message is one which asks OCC to think again especially given the latest bed blocking relief (delayed transfer of care) initiative.

Our conclusion is that OCC should give thought to the proposal that the beds be returned to sole NHS commissioning. This would make total sense in view of the OCC budget issue, the countywide bed blocking problem and the need to contract beds to relieve pressure on Acute Hospitals referred to in Q9.

It would also resolve an unanswered question which is why OCC has any involvement at all in commissioning what were promised as NHS beds

Thank you Chipping Norton Hospital Action Group. If you require more information please call Clive Hill on 01608 683252

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## Service and Community Impact Assessment (SCIA) January 2016

### Front Sheet:

#### Directorate and Service Area:

Social and Community Services – Joint Commissioning

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

The provision of Intermediate Care in Chipping Norton in Henry Cornish Care Centre under the management of The Orders of St John Care Trust.

[www.oxfordshire.gov.uk/intermediatecare](http://www.oxfordshire.gov.uk/intermediatecare)

#### Responsible owner / senior officer:

John Jackson, Director of Adult Social Services

#### Date of assessment:

January 2016

#### Summary of judgement:

This assessment considers the potential impacts of a change in provider of the existing bed-based Intermediate Care services at the Henry Cornish Care Centre in Chipping Norton. The Orders of St John Care Trust will be the new provider, ending the existing joint arrangement with Oxford Health NHS Foundation Trust.

This does not represent a significant change in the service and is not expected to have any impact on the quality or accessibility of services. As the Intermediate Care beds will continue to be accessible based on need and will be specified to the same standard as they currently, there will not be any disproportionate impact on people who share protected characteristics or from particular areas of the county as a result of changing the provider.

Changes to the provider of the service will impact on staff at the Intermediate Care Unit in Chipping Norton employed by Oxford Health NHS Foundation Trust. The Trust have been responsible for consulting staff on proposed changes, and will work with the Orders of St John Care Trust to effectively manage the transition arrangements including the transfer of any staff.

## **Detail of Assessment:**

### **Purpose of assessment:**

To assess the potential impacts of changing the provider of the Intermediate Care Unit in Chipping Norton (Model A). The assessment includes mitigation for potential risks, and will be updated throughout and following the consultation process.

### **Reasons and context for undertaking the assessment:**

Section 149 of the Equalities Act 2010 (“the 2010 Act”) imposes a duty on the Council to give due regard to three needs in exercising its functions. This proposal is such a function. The three needs are:

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

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

The need to advance equality of opportunity involves having due regard to the need to:

- remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
- take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs of other people, and
- encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- take steps to meet the needs of disabled people which are different from the needs of people who are not disabled and include steps to take account of a person’s disabilities.

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

These protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief



- sex
- sexual orientation
- marriage and civil partnership

## **Social Value**

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934<sup>1</sup> might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

## **Context / Background:**

Intermediate Care services are designed to help people stay at home and prevent them from going into hospital if they become ill or are injured, and to support people to return home from hospital as soon as they can. These services, such as rehabilitation, therapy and reablement, improve people's ability to manage independently and live their lives as well as they can.

The County Council is the lead commissioner for Intermediate Care services in Oxfordshire and commissions a range of bed-based and home-based services across the county. These link closely to a range of NHS-provided services as part of the overall provision of health and social care in the county to ensure that people have access to the right care and support, at the right time and provided in the most appropriate way.

In North Oxfordshire, bed-based services are currently sited in Chipping Norton at the Henry Cornish Care Centre, a building owned by the Orders of St John Care Trust. The accommodation, domestic services and facilities management are provided by the Orders of St John Care Trust, while Oxford Health NHS Foundation Trust provides the nursing care. There are also 12 commissioned places of home-based care provided on a pilot basis by Oxford University Hospitals NHS Foundation Trust in a service called Rehabilitation at Home.

Locally, the County Council and the Oxfordshire Clinical Commissioning Group are developing and evaluating new ways to support people in avoiding hospital admissions, to return home more quickly and to have the care they need at home.

If the bed-based services are to continue, the way they are provided would need to change as they are not sustainable or affordable in their current form going forward. The Orders of St John Care Trust put forward a business case for a sustainable way of running the Intermediate Care Unit in Chipping Norton, about which some local people and politicians have expressed considerable concern.

<sup>11</sup> [EC Procurement Threshold for Services](#)

In light of this concern, along with the move to consider more services being provided in people's own homes and the unsustainability of the status quo in Chipping Norton, a decision was taken at County Council Cabinet on 15 September 2015 to carry out a public consultation into the provision of Intermediate Care services in North Oxfordshire.

The public consultation ran from 5 October to 8 December 2015 and considered 2 models:

A: The Intermediate Care Unit in Chipping Norton continues and the full 14 bed service is provided by the Orders of St John Care Trust.

B: Intermediate Care services based in people's own homes are further developed in North Oxfordshire, including Chipping Norton, and the Intermediate Care Unit at the Henry Cornish Care Centre is closed. The space could be moved into use as part of the existing Care Home already on the site.

The consultation also asked for any other options to be put forward, to be considered as part of the final decision-making process where they were affordable, realistic, safe and able to deliver positive outcomes for people.

## **Proposals:**

Following the consultation, it is proposed that Model A (bed-based care managed by the Orders of St John Care Trust) is adopted and implemented for the provision of Intermediate Care in North Oxfordshire.

The aim would be to implement Model A by 1 April 2016.

Oxford Health NHS Foundation Trust has carried out initial consultation with the staff they employ at the Henry Cornish Care Centre and staff will be able to transfer to work for the Orders of St John Care Trust (with TUPE protection) or move to work for another service provided by Oxford Health. If Model A is implemented, further consultation will need to take place with staff about the timing and details of the process.

It is envisaged that approximately 50% of nurses will move to another service, and 50% will remain, although these are only estimates at the current time. The Orders of St John Care Trust will aim to recruit to fill the vacancies as they arise by 1 April 2016.

The County Council consultation raised several issues which will be addressed in setting up the service for the future:

- Maintaining high quality of nursing care, and monitoring outcomes over time
- Availability of medical care in a crisis
- Importance of physiotherapy and occupational therapy
- GP cover for the service

- Home-based care works best for some people
- Involve families, friends and carers for best outcomes
- People need choice over their bedtimes, mealtimes and visiting times, wherever they have their care.

### Evidence / Intelligence:

There were 232 referrals received during the period December 2014 to May 2015 for bed-based care intermediate care. Of these people approximately a third were aged between 61 years and 80 years old, and two-thirds were aged over 80 years. There were two and a half times more women than men referred. The acute sector is the greatest source of referrals.

### Proportions of postcode OX7 patients in 2015 (year to date) in Henry Cornish Care Centre

Below is the assembled data from the three Oxfordshire Intermediate Care units for Intermediate Care bed admissions for the period April through October 2015.

	Resident in OX7 before admission to ICB Unit			
ICB Unit	No	Yes	Total	% from OX7
Henry Cornish	52	29	81	36%
Isis	57		57	0%
Watlington	61		61	0%
<b>Grand Total</b>	<b>170</b>	<b>29</b>	<b>199</b>	

This shows 36% of Henry Cornish beds were filled with postcode OX7 patients. No OX7 patients were admitted to either of the other units. We cannot comment on whether people went to a completely different type of provision.

### Post code district of patients treated in Chipping Norton in 2015 (YTD)

The information provided is for the post code district ensuring individuals are not identifiable.

Post code district	Total
OX1	1
OX15	7
OX16	9
OX17	3
OX18	5
OX2	1
OX20	3
OX26	6
OX28	7
OX29	4
OX4	3
OX5	2

OX7	29
SN7	1
<b>Grand Total</b>	<b>81</b>

The area affected by these proposals is Oxfordshire.

The estimated costs associated with the change of provider to The Orders of St John Care Trust bring the overall cost of the provision on intermediate care in North Oxfordshire within the available funding envelope:

<b>Model of care</b>	<b>Cost per week</b>	<b>Cost per year (based on 14 people at one time)</b>
Service as run currently by Orders of St John Care Trust and Oxford Health NHS Foundation Trust	£1,327 per bed (subsidised through a one-off sum from the former Primary Care Trust which will be used up by April 2016) £1,467 when subsidy ends	£966,482
Alternative model for jointly run service, as put forward by Oxford Health and Orders of St John	£1,782 per bed	£1,298,000
<b>Model A</b> The Intermediate Care Unit in Chipping Norton continues and the full 14 bed service is provided by the Orders of St John Care Trust.	£1000* per bed	£728,600

This figure is the estimated cost of providing Intermediate Care beds through the Orders of St John, based on the cost in other parts of Oxfordshire (e.g. Isis Care Home Intermediate Care Beds cost £977/bed/week). Additional costs would be incurred initially as a proportion of nurses would be transferred with protection of pay and conditions (TUPE). These costs would reduce year on year through people moving on and TUPE arrangements ending. The National Audit of Intermediate Care provided in residential care homes (2014 Commissioners' Report) found the average cost to be £103 per 'bed day' (ie £721 per week).

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

Feedback from individuals and organisations via the consultation on Model B (Intermediate Care services based in people's own homes and closing the Intermediate Care beds in Henry Cornish Care Centre) was considered by the council. Concerns were raised about Model B which in summary included availability and quality of workforce; increased cost in the long run; obstacles to access due to rurality; fear of increased risk of harm. GPs said it would impact them as they are overstretched already and would not cope with the extra workload implied by Model

B. People expressed great concern about having no bed-based Intermediate Care in the area and felt it is not workable at this point. Some felt that making sure there would be enough care and support at home was not viable in the context of a great deal of pressure on organisations providing care, both financially and in terms of workforce.

Brooklands Nursing Homes Group put forward a proposal which was in essence a suggestion to recommission the service which had previously been decommissioned because it was not possible to secure medical cover for the beds. Further investigation by commissioners from the council showed that this situation had not changed and therefore the council couldn't consider the proposal as viable.

It is not possible to maintain the status quo (i.e. services run as currently by Orders of St John Care Trust and Oxford Health NHS Foundation Trust) as this is not sustainable within the present financial envelope or the long term financial situation facing the council. The irregular joint management arrangements and the split responsibility for care quality and clinical responsibility between the two organisations were a pragmatic response to the circumstances at a particular time, and are not considered to be workable longer term.

## Impact Assessment:

Identify any potential impacts of the policy or proposed service change on the population as a whole, or on particular groups. It might be helpful to think about the largest impacts or the key parts of the policy or proposed service change first, identifying any risks and actions, before thinking in more detail about particular groups, staff, other Council services, providers etc.

It is worth remembering that 'impact' can mean many things, and can be positive as well as negative. It could for example relate to access to services, the health and wellbeing of individuals or communities, the sustainability of supplier business models, or the training needs of staff.

We assess the impact of decisions on any relevant community, but with particular emphasis on:

- Groups that share the nine protected characteristics
  - age
  - disability
  - gender reassignment
  - pregnancy and maternity
  - race – this includes ethnic or national origins, colour or nationality
  - religion or belief – this includes lack of belief
  - sex
  - sexual orientation
  - marriage and civil partnership
- Rural communities
- Areas of deprivation

We also assess the impact on:

- Staff
- Other council services
- Other providers of council services
- Any other element which is relevant to the policy or proposed service change
- How it might improve the economic, social, and environmental of the area affected by the contract **if** the Public Services (Social Value) Act 2012 applies

For every community or group that you identify a potential impact you should discuss this in detail, using evidence (from data, consultation etc.) where possible to support your judgements. You should then highlight any mitigating actions you will take to either lessen the impact, or to address any gaps in understanding you have identified.

If you have not identified an impact on particular groups, staff, other Council services, providers etc. you should indicate this to demonstrate you have considered it.

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

This bed-based model is not different from that currently being provided and there is no anticipated change in the level or quality of service as the same service specification would apply. The change in employer of the staff is the only difference between the status quo and Model A, at the level of service delivery.

There are risks perceived by the local community to quality of care; some people have questioned whether the quality of the nursing that will be provided will be of the same standard as the NHS. Orders of St John Care Trust are an established partner to the council, and run a similar service at the Isis House Care and Retirement Centre in Oxford. The Council carries out multi agency reviews of all Intermediate Care bed homes in Oxfordshire. The council, as commissioners of the Intermediate Care bed service, would continue to ensure that members of staff are properly trained, qualified and supervised, irrespective of the organisation that employs the staff. We are confident that the service will be of appropriately high quality, as at present.

Should there be any change to this, it would be identified swiftly through the council's multi agency reviews and the Care Quality Commission's inspections. Any information about this will be communicated and shared with people, and appropriate steps would be taken to address any issues or areas for improvement, working alongside the provider organisation.

The County Council consultation raised several issues which will be addressed in setting up the service for the future:

- Maintaining high quality of nursing care, and monitoring outcomes over time
- Availability of medical care in a crisis
- Importance of physiotherapy and occupational therapy

- GP cover for the service
- Involve families, friends and carers for best outcomes
- People need choice over their bedtimes, mealtimes and visiting times, wherever they have their care.

**As such, no differential impacts have been identified on people who share protected characteristics, or based on where people live, as a result of this change in service provider.**

### **Impact on Staff:**

<b>Risk</b>	<b>Mitigation</b>
<p>Staff might be negatively affected by a decision to change the provider, with concerns about their job security, pension etc.</p> <p>This, and any potential turnover of staff, could have a negative impact on quality of service</p>	<ul style="list-style-type: none"> <li>• Staff have been consulted by Oxford Health NHS Foundation Trust and will have the option to move to Orders of St John Care Trust (with their pay and terms and conditions protected under TUPE) or to move to work for Oxford Health NHS Trust elsewhere.</li> <li>• New nursing staff would be employed directly by Orders of St John Care Trust and would be expected to have the necessary qualifications and skill levels to deliver the service safely and effectively. This is part of the contract and part of the regulations.</li> <li>• The council, as commissioners of the Intermediate Care bed service, would continue to ensure that members of staff are properly trained, qualified and supervised, irrespective of the organisation that employs the staff.</li> <li>• Should any concerns be identified, appropriate steps would be taken to address any issues or areas for improvement, working alongside the provider organisation.</li> </ul>

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

Recruiting an appropriate workforce to deliver the service safely and effectively may be a risk. This is mitigated by Orders of St John Care Trust having a good track record of recruiting good quality nursing and social care staff. Staff would be expected to have the necessary qualifications and skill levels to deliver the service

safely and effectively. The council will have robust contract management systems in place.

### Impact on providers:

Potential impact on Oxford Health NHS Trust staff as outlined above under “Staff”.

### Social Value

*If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area.*

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

Retaining services in the area will maintain local employment opportunities.

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

N/A

### Action plan:

Action	By When	Person responsible
County Council Cabinet (proposal re consultation)	15 September 2015	John Jackson Director of Adult Social Services, Oxfordshire County Council
Joint Health Overview and Scrutiny Committee	17 September 2015	John Jackson Director of Adult Social Services
Public Consultation	5 October to 7 December 2015	Oxfordshire County Council Engagement Team
Staff Consultation	Initial consultation July 2015	Oxford Health NHS Foundation Trust
County Council Cabinet (report on consultation and recommendations)	26 January 2016	John Jackson Director of Adult Social Services
Joint Health Overview and Scrutiny Committee	4 February 2016	John Jackson Director of Adult Social Services
Implementation of new model	April 2016	John Jackson Director of Adult Social Services



<b>Monitoring and review:</b>
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As per action plan above

**Person responsible for assessment:** John Jackson Director of Adult Social Services

Version	Date	Notes (e.g. Initial draft, amended following consultation)
1	25 September 2015	Draft
2	14 January 2016	Amended following consultation report

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Oxfordshire County Council  
New Road  
Oxford  
OX1 1ND

John Jackson, Director of  
Adult Social Services

Cllr Yvonne Constance  
Chairman of HOSC

Sent via email

15<sup>th</sup> January 2016

Dear Yvonne,

**Henry Cornish Centre Intermediate Care Service Provision**

Thank you for your recent letter. We wish to make the following points in response. The text in bold are the issues raised in your letter.

1. **That the intention of the consultation exercise, as stated in the Cabinet paper on 15 September 2014, has not been fully achieved. The Cabinet paper stated:**

***“The public consultation will allow for wider engagement with the people of North Oxfordshire and others affected by Intermediate Care provision, to hear the range of ideas and views which they have about Intermediate Care.***

***The public, organisations and individuals with an interest in Intermediate Care provision will be engaged through meetings, questionnaires and focus groups. The ways people can get involved will be widely publicised including through the local media, newsletters and digital platforms such as Twitter.”***

**HOSC would like to know if the consultation responses (quality and quantity) demonstrate evidence of achieving the objectives.**

We consider that the objectives as set out in the Cabinet paper in September have clearly been achieved.

The Cabinet report following consultation and supporting papers that will be considered on 26<sup>th</sup> January, sets out in detail the many actions that were taken to promote the consultation and the multiple opportunities for engagement that were offered.

In summary the actions taken were as follows:

1. The consultation document and accompanying questionnaire were made available on the County Council's online consultation portal and through the Oxfordshire Clinical Commissioning Group's online consultation tool 'Talking Health'. Hard copies were also made available in shops, local libraries and health settings, including the Henry Cornish Care Centre in Chipping Norton.

2. A range of supporting documents were made available, including:
  - Responses to Frequently Asked Questions
  - Responses to correspondence from members of the Chipping Norton Hospital Action group
  - Impact Assessment examining both models and possible effects on communities, groups and organisations in North Oxfordshire
  - Papers documenting decision-making about the Intermediate Care Unit and its contract specification
  - Definition of Intermediate Care.The supporting documents were kept updated during the consultation and new information was added as appropriate.
3. As well as the formal consultation document and the questionnaire which accompanied it, the County Council contacted people and organisations directly to ask their views. This included a wide range of voluntary and community organisations, organisations providing care and support, and people who have care and support needs. The council also held a Public Meeting in Chipping Norton on 21 October 2015.
4. The range of the consultation was across all of North Oxfordshire. Although the existing Intermediate Care bed-based provision is in Chipping Norton, the rest of the North of the county will also be affected by how future provision is planned and developed. There was, however, an acknowledgement that people in Chipping Norton have strong opinions as to the future of the provision they have now, and this was reflected in the spread of information.
5. 506 posters were distributed with 529 explanatory letters and/or e-mails, to 57 Parish Councils; 49 home support organisations; 14 day centres; 22 GP surgeries, dentists and hospitals; 41 local people using services known to the council's Engagement Team; two libraries; six schools; 21 care homes; 30 community groups based in Chipping Norton; 142 contacts within stakeholder organisations (e.g. Age UK, Healthwatch); 19 local shops and post offices.
6. A letter about the consultation was sent to all staff at the Henry Cornish Care Centre.
7. Cherwell and West Oxfordshire District Councils were asked for their views, and individual Councillors from both Districts and the County Council received information about the consultation.
8. A meeting was held with the North Oxfordshire Locality Group of the Oxfordshire Clinical Commissioning Group, representing 12 GP surgeries.
9. The consultation was advertised through local media, with quarter-page adverts in all the local press, and statements released to the media in August, September and October.
10. Social media was used, including a Twitter feed (4823 views) and a contribution to the Chipping Norton Blog on 7 October.

11. People who had received bed-based Intermediate Care at the Henry Cornish Care Centre and some who had experience of using Intermediate Care at home were interviewed, along with their families.

As with any consultation, the quality of responses varied considerably. However, there were some very well considered responses from individuals and organisations, and some valuable contributions to the consultation through the public and stakeholder meetings. These have been reflected in the Cabinet report and have helped to inform the recommendation.

The number of responses does not necessarily reflect a lack of awareness or understanding of the consultation. Indeed, the consultation documents were downloaded from the Council website over 120 times.

The Chipping Norton Hospital Action Group also undertook their own survey and gathered a significant number of responses (over 1400). We have significant reservations about the way the questions are asked with the result that many questions could be considered to lead the responder to a particular answer, along with the misleading historical and background information given in the introduction. However, the number of responses demonstrates a strength of feeling in the area. We have expressed to the Action Group our disappointment that they conducted their own survey rather than encouraging people to contribute to the formal consultation, particularly given our concerns about the validity of their results. However, in continuing to be open and transparent throughout the processes, and ensuring decision-makers are fully informed, we have included the results of the survey within the Cabinet report, whilst making clear that they did not form part of the formal consultation.

**2. That the Council's policy on consultation (as described on the website) has not been fully implemented – the policy states the following key principles:**

**“The council follows six key principles of consultation:**

- keep an open mind and run consultations in an open and honest way**
- be clear about what we are consulting on and what we will do with the findings**
- give all relevant parties the chance to have their say**
- provide sufficient time and information to enable people to engage**
- take views expressed in consultations into account when we make decisions**
- provide effective and timely consultation feedback” (as cited on the Council Website)”**

**Concerns have been raised by HOSC about the wording in the publicity posters, “Have your say on Intermediate Care Provision in North Oxfordshire”. It is noted that the publicity does not mention the Henry Cornish Centre, Order of St John Care Trust or NHS. It is not clear that people were being asked for their views on the Order of St John Care Trust and not the NHS providing the care or that the intermediate care unit at the Henry Cornish Care Centre be closed. In particular, HOSC has raised concerns that the second key principle ‘be clear about what we are consulting on’ and the fourth key principle ‘provide sufficient information to enable people to engage’, have not been fulfilled.**

We consider that the consultation has unquestionably fulfilled the Council's policy on consultation, as set out in the response to the previous question.

Whilst it is true that the consultation posters did not include all the specific details of the consultation, they did promote the public meeting and provide clear links to the council website for more information. However, the feedback from HOSC about the level of detail on the posters will be considered in promoting future consultations, so thank you for the feedback.

As set out above, the posters were only one part of the activity undertaken to promote the consultation, and copies of the consultation document itself were made widely available.

3. **The actions suggested and agreed (and noted in the minutes) at the HOSC meeting in September have not been fully implemented: “Members of the Committee felt it was essential that the fine line between intermediate care and home care and sub- acute care at Community Hospitals be made clear within the consultation. John Jackson commented that was very helpful and that he would attempt to address the issue that sub- acute and intermediate care had very different processes. He added that also that there would be a map of the county showing where people requiring intermediate care beds would be going and the same for those people requiring sub -acute care.”).**

The consultation document including frequently asked questions, Cabinet papers, and correspondence with the Chipping Norton Action Group have all made clear that the distinction that is often drawn between sub-acute and intermediate care is inaccurate and indeed unhelpful. These documents have all been made available on the Council website as part of the consultation, the key points of which can be summarised as follows:

Intermediate Care is broadly defined as services designed to help people, usually older people, who have an illness or injury to stay at home rather than go into hospital, and to support people to get back home as quickly as possible after a hospital stay. Intermediate Care services can be provided to people in different ways.

Although most Intermediate Care in Oxfordshire is currently provided as a bed-based service, it can also be provided as a community service in people’s own homes by a team of social care and health staff.

However it is provided, Intermediate Care as currently defined in Oxfordshire includes visiting therapeutic input from health services. Some definitions of Intermediate Care include Reablement services. These services are usually provided to people at home, and have similar aims to Intermediate Care services. However, they do not include visiting therapeutic input from health services.

When the proposals for the new Primary Care Centre and Care home development in Chipping Norton were agreed in 2007, it was clearly stated at the time that the beds in the Henry Cornish Care Centre were required for Intermediate Care. The County Council Cabinet report in March 2007 states that:

*'In summary, a 50 bed registered residential and nursing care home and a separate but closely located and linked community health facility will be built on Rock hill Farm, a site owned by the County Council. The care home will include 14 beds to be **purchased by the Oxfordshire PCT for the provision of intermediate care services**. The County Council will purchase 20 beds. The community health facility will have on the ground floor a range of community and primary care health facilities and on the first floor a maternity unit. The community health facility will be managed operationally and clinically by the*

*NHS (the PCT for the community and primary care facilities and the Oxford Radcliffe Hospitals NHS Trust for the maternity unit), with a facilities management agreement with the OCP for soft and hard facilities management.'*

The current specification for the provision of Intermediate Care beds in Oxfordshire states that the service is designed for people who 'do not have acute or sub-acute nursing needs'. Sub-acute beds, then, could be defined as simply beds for people who *do* have these nursing needs, but do not have acute nursing needs which could only be met in an acute hospital setting.

There is a belief that the beds have provided 'sub-acute care' since 2011 which is not correct. The 2011 specification did refer to 'sub-acute intermediate care'. However, it is not the same as the specification applied to community hospitals in Oxfordshire where 'sub-acute' care can be provided, and is much more closely aligned with the current specification for Intermediate Care beds.

It is fair to say that there has been a great deal of confusion about how these different terms were used and what they mean. It was partly in response to this lack of clarity that we decided to review and confirm the specification for all the Intermediate Care beds commissioned by the council in Oxfordshire. The principles for the specification were shared with the Chipping Norton Hospital Action Group prior to it being finalised in November 2014. The specification is not significantly different in terms of activity or outcomes to that which was used to commission the Intermediate Care beds in Chipping Norton from 2011.

The consultation document included a map showing where people who used Intermediate Care in Henry Cornish Centre came from in the period Dec 2014 - May 2015 (see page 5). This was considered to be most relevant in supporting the consultation as it demonstrated that the beds served an area wider than Chipping Norton (and indeed in many cases beyond North Oxfordshire as well), thus helping to demonstrate the area that would need most capacity if providing intermediate care at home rather than in a bed-based setting (in line with Model B in the consultation). It was not considered helpful or appropriate to try to distinguish between intermediate and sub-acute care, for the reasons outlined above.

Yours sincerely,



**John Jackson**  
**Director of Adult Social Services**

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# OJHOSC

Oxfordshire Joint Health  
Overview & Scrutiny Committee

14<sup>th</sup> January 2016

Dear Cabinet

Oxfordshire Joint Health Overview and Scrutiny Committee (OJHOSC) met on 5 December 2015, and although not on the agenda, a number of OJHOSC's members raised concerns regarding the consultation process being undertaken by Oxfordshire County Council (regarding the Henry Cornish Centre Intermediate Care service provision).

This matter had formally been brought to the OJHOSC on 17 September 2015 where it was agreed that the results of the consultation and the recommended/agreed course of action be discussed at the OJHOSC in February 2016. However, OJHOSC members were now concerned that this timescale does not provide an opportunity to express any concerns prior to the Cabinet decision on 26 January 2016.

OJHOSC members were concerned about the effectiveness of the consultation process and wanted reassurance that, as a minimum, it met the OCC policy on Consultation and that the actions agreed at the September OJHOSC meeting were implemented.

Therefore, the OJHOSC is concerned:

1. That the intention of the consultation exercise, as stated in the Cabinet paper on 15 September 2014, has not been fully achieved. The Cabinet paper stated:

*"The public consultation will allow for wider engagement with the people of North Oxfordshire and others affected by Intermediate Care provision, to hear the range of ideas and views which they have about Intermediate Care. The public, organisations and individuals with an interest in Intermediate Care provision will be engaged through meetings, questionnaires and focus groups. The ways people can get involved will be widely publicised including through the local media, newsletters and digital platforms such as Twitter."*

HOSC would like to know if the consultation responses (quality and quantity) demonstrate evidence of achieving the objectives. OJHOSC notes the response rates:

- 7 people were consulted as part of the 'Interview Process' (of people currently receiving Intermediate Care)
  - 32 questionnaires were returned
  - 44 attendees signed in to Public Meeting
2. That the Council's policy on consultation (as described on the website) has not been fully implemented – the policy states the following key principles:

"The council follows six key principles of consultation:

# OJHOSC

Oxfordshire Joint Health  
Overview & Scrutiny Committee

- keep an open mind and run consultations in an open and honest way
- be clear about what we are consulting on and what we will do with the findings
- give all relevant parties the chance to have their say
- provide sufficient time and information to enable people to engage
- take views expressed in consultations into account when we make decisions
- provide effective and timely consultation feedback” (as cited on the Council Website)”

Concerns have been raised by OJHOSC about the wording in the publicity posters, “Have your say on Intermediate Care Provision in North Oxfordshire”. It is noted that the publicity does not mention the Henry Cornish Centre, Order of St John Care Trust or NHS. It is not clear that people were being asked for their views on the Order of St John Care Trust and not the NHS providing the care or that the intermediate care unit at the Henry Cornish Care Centre be closed. In particular, OJHOSC has raised concerns that the second key principle ‘be clear about what we are consulting on’ and the fourth key principle ‘provide sufficient information to enable people to engage’, have not been fulfilled.

3. The actions suggested and agreed (and noted in the minutes) at the OJHOSC meeting in September have not been fully implemented: *“Members of the Committee felt it was essential that the fine line between intermediate care and home care and sub- acute care at Community Hospitals be made clear within the consultation. John Jackson commented that was very helpful and that he would attempt to address the issue that sub- acute and intermediate care had very different processes. He added that also that there would be a map of the county showing where people requiring intermediate care beds would be going and the same for those people requiring sub -acute care.”*


We raise these matters with you today to support and inform your decision making on this matter.

Yours sincerely,



Yvonne Constance

OJHOSC Chairman



Martin Barrett

OJHOSC Deputy Chairman

Division(s): N/A
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## **CABINET – 26 JANUARY 2015**

### **Adult Social Care: Short Term Community Services**

**Report by John Jackson, Director of Adult Social Services**

#### **Introduction**

1. Short term support (also called intermediate care) refers to a range of services that are usually used to support people following a period of illness or an event which has made them less able to get by in their day to day lives, for example, after a stay in hospital or an injury. They aim to:
  - promote faster recovery from illness;
  - avoid unnecessary acute hospital admission;
  - prevent premature admission to long term residential care;
  - support timely discharge from hospital;
  - and enable people to regain their independence.
2. In Oxfordshire, these non-bed-based, community services include:
  - Hospital discharge support (including “discharge to assess” services)
  - Reablement Services
  - Support at home in a social care crisis
3. The current system of short term support in Oxfordshire has evolved piecemeal with services created in response to perceived problems and without a proper strategic consideration of the pathway as a whole. There are currently at least seven different services in place, with overlapping referral criteria, service models, and delivery mechanisms. It is difficult for professionals or members of the public to understand the most appropriate route that people should follow through them to meet their specific needs.
4. Our overall system faces a substantial delayed transfer of care issue with many patients being cared for in an inpatient bed when they are medically fit for discharge. There is a significant home care workforce challenge, and a gap between demand and capacity. The current short term services fail to play their part in helping to address these issues and support people to avoid bed based care, or to be discharged effectively.
5. Alongside this, other issues include: demographic projections which predict significant increases both in demand and in people's level of need; and the severe financial pressure facing the council. These short term services are key to preventing escalation of need, a corporate priority, and reducing the overall costs to the whole health and social care system. There is a known gap in capacity for services to support discharge to the community. Oxfordshire Clinical Commissioning Group, our key partner in commissioning intermediate care, acknowledge the difficult decisions that need to be made by the council to

address the financial pressures. They are keen to work with us to find a system wide solution but cannot support any reductions to spend in these areas.

## **The new strategic pathway**

6. The new pathway for non-bed-based services brings together the existing service functions to avoid hospital and care home admissions, and to support people to be discharged from hospital. It aims to form a coherent support, enabling people to move rapidly into independence, where this is possible. It will support people with a wide range of levels of need: from settling-in support for people leaving hospital or picking up an uninjured person after a fall; to short-term help relearning daily living skills; to overnight or live-in care for people with high-level, complex needs.
7. We are expecting increased demand through this pathway due to an ageing population. We are also expecting the service user case mix to changes as the health and social system changes to move away from bed-based services to more services provided at home.
8. This pathway consists of two services: the Urgent Response and Telecare Service; and the Hospital Discharge and Reablement Service. These services will replace, not duplicate, existing short-term community services.

## **Urgent Response & Telecare Service**

9. This service will support people in social care crisis in the community. People can access the response when needed through their telecare alarm or by phone through a health or social care professional. The service aims to support the ambulatory pathway to avoid hospital admissions, and prevent inappropriate use of respite beds.
10. All services which provide a rapid response require spare staff capacity (a buffer) to be able to respond quickly and effectively when needed. By combining all the services with a rapid response, this buffer can be provided more consistently (meaning fewer declined referrals), more effectively (leading to a quicker pick up time) and more cost effectively.
11. The existing services, which will be combined into the Urgent Response and Telecare Service, are:

<b>Name</b>	<b>Provider</b>	<b>Volumes</b>	<b>2015/16 budget (OCC funding)</b>
Alert Service 24/7 response & call monitoring & telecare assessment	Community Voice	4100 registered service users, of whom 3300 use the 24/7 response; 500 visits per month	£1,335,000
Crisis Response Service	Abicare	656 service users in 2014/15 of whom 480 required more than one visit	£617,000
Emergency Carers	Community	3700 registered service users;	£180,000

Name	Provider	Volumes	2015/16 budget (OCC funding)
Support Service	Voice	approx. 100 visits per year	
<b>Total</b>			<b>£2,147,000</b>

12. One of the Council budget options proposes to save £200k by reducing duplication and overheads, to create a more cost effective and responsive service. Therefore, subject to council approval of that budget option, the provisional budget for 2016/17 is £1,947,000.
13. There is a well-developed market for telecare and response services. Our modelling suggests that a council-led tender process could attract a good quality provider for approximately £1.8m, a saving of an additional £100k. The total saving of £300k, compared to the current budget, will be achieved with minimal impact on service delivery (as the savings come from removing the costs of duplication in the current delivery).
14. A procurement for the Urgent Response and Telecare Service will take six months; work has already begun preparing tender documents with the intention of going to the market in a standard County Council procurement process in March, subject to Council approval. If this process is approved and continues, contracts will be awarded by June for the service to start 1 October 2016.
15. **Cabinet is recommended to approve this service model and procurement approach.**

## Hospital Discharge & Reablement Service

16. Contracts for the existing services below will be allowed to end on 30 September 2016, and the services brought together to create the new Hospital Discharge & Reablement Service.

Name	Provider	Volumes	2015/16 budgets	
			OCCG funding	OCC funding
D2A	Day And Nightcare Assistance	348 new service users plus 277 with extended stays	-	£1,200,000
Reablement	Oxford Health NHS Foundation Trust	2760 service users plus 654 with post-reablement home care	-	£4,400,000*
Home From Hospital	British Red Cross	578 service users with 2248 visits	-	£38,000
Supported Hospital Discharge Service	Oxford University Hospitals NHS Foundation Trust	Approx 1,900 people in 2014/15	£1,500,000	
<b>Total</b>			<b>£7,138,000</b>	

\* includes £1.5m NHS contribution via Better Care Fund

17. There are two Council budget options which relate to reablement: a proposal to save £440k by reviewing and redesigning hospital discharge services; and an

option to save £300k by delivering more effective, lower cost community-based reablement. This means that, subject to council approval of that budget option, the total budget for 2016/17 for a combined service would be £6,398,000, including £1.5m from Oxfordshire Clinical Commissioning Group and £1.5m NHS contribution via Better Care Fund.

#### *Outcomes Based Commissioning*

18. The changes to short term support and reablement are being considered as part of Outcomes Based Commissioning for Older People, a broader programme of work being progressed across Oxfordshire for the provision of urgent care, which was previously approved by Cabinet ([16 September 2014](#)).
19. In February 2015, two NHS Trusts, Oxford University Hospitals NHS Foundation Trust and Oxford Health NHS Foundation Trust were successfully designated Most Capable Provider by Oxfordshire Clinical Commissioning Group to redesign and rationalise the service delivery infrastructure, pathways and clinical capability for the provision of urgent care services, with a particular focus on older people and adults with complex health and social care needs. A contractual 'outcomes-based' approach is being progressed, using an Alliance contracting approach with a pooled budget and incentivisation for delivery over a five year (fixed price) resource.
20. Oxford University Hospitals NHS Foundation Trust and Oxford Health NHS Foundation Trust have proposed bringing together the work of their current discharge support and reablement services (Supported Hospital Discharge Service and Oxfordshire Reablement Service) to deliver an improved and more efficient service for patients prior to the start of any Alliance Outcomes Based Contract.

#### *Required activity and outcomes*

21. The Hospital Discharge and Reablement Service will work with people leaving hospital and those in the community to increase their abilities and independence. Our aim is that everyone should have the opportunity to receive reablement before they begin long term care. This is both better for the individual as it gives them a better chance of regaining their previous levels of health and activity and is cheaper for the council as it does not need to provide as many long term care packages.
22. We therefore want to ensure that there is sufficient reablement to provide this opportunity. The proposed plan will move Oxfordshire from a position where it is providing reablement to fewer people than the national average to a position where it is providing top quartile performance, both in numbers of people receiving reablement and the number of those who leave the service requiring no ongoing support.
23. Modelling agreed by health providers and health and social care commissioners, suggests that in 2016, 110,000 direct contact hours of

reablement and discharge provision are required in Oxfordshire, to support 6,000 people. This rises to 120,000 hours for 6,750 people in 2020.

24. In 2014/15, the Department of Health introduced a new national measure within the Adult Social Care Outcome Framework - 2D: 'the proportion of those new clients who received short-term services during the year, where no further request was made for ongoing (i.e. on-going financial commitment) support'. As last year was the first time these figures have been produced it could be seen as experimental. Oxfordshire's figure was 64.1%, the national average was 72.2%, and a figure of 80% would place Oxfordshire just outside the top quartile.

#### *Service delivery options*

25. There are various options for delivering this service, including splitting it into two services, one focussed on hospital discharge and one on community reablement. This has the benefits that the community service could focus solely on referrals from the community without being deflected by the pressure to accept hospital discharges, and it lowers the risk of having one underperforming service which is unable to meet our needs. However it increases duplication, potentially reduces the overall capacity, and introduces the risk that a community service would be unable to build the complex relationships required to increase community referrals from the various NHS services in the hospital avoidance ambulatory pathway.
26. To achieve the most cost-effective service and the most efficient, streamlined pathway, we are recommending the option to keep one combined service for hospital discharge and community reablement. However the option to split the service could be revisited at a later date if the risk of underperformance became a more significant factor.
27. A combined reablement service could be achieved in three ways:
  - The *continuity of provider* approach:
    - This would use the NHS most capable provider process to roll the service into an existing Oxfordshire Clinical Commissioning Group contract for health services, where the value of the reablement services would represent less than 10% of the broader contract.
    - Funding would sit in the pooled budget and the reablement elements of the broader service would continue to be monitored and managed as part of a county council contract management process.
    - Improvement and delivery trajectories towards the desired number of hours (110,000 pa) and outcomes (80% people requiring no ongoing support) would be agreed as clear gateways within the contract, which would have a total cost of £6.4M pa.
  - The *in house* approach:
    - This would result in the current services moving into the Council, sitting alongside operational social work teams.
    - More work needs to be done to develop the costs and structures associated with this model but experience from other local authorities indicates an in house model could deliver 110,000 hours

for a total cost of approx. £6.5M pa, depending on the levels of therapy and social work input.

- The *procurement* approach:
  - It would take six months to procure the service with a formal tender process, with the Council acting as lead commissioner.
  - Procurement advice based on the current local and national state of the market, together with soft market testing, indicate that a reablement service could be procured from the market for approx. £4.95M pa.

28. The pros and cons of each approach are laid out in the table below:

Approach	Pros	Cons
<b>Continuity of provider</b>	<ul style="list-style-type: none"> <li>• Achieves a stable service managed by a single health provider</li> <li>• Current NHS providers are fully embedded in the complex referral pathways (and operate some of the referring services) so are better able to control flow to the service</li> <li>• Simpler for clients being discharged to move from one NHS service to another</li> <li>• If current providers can increase efficiency, delivers better savings home care spend (potentially over £4m) than with the procurement approach (see below)</li> <li>• Provider commitment to meeting increased demand on flat cash basis so better long term value</li> <li>• Achieves stable workforce (last time the service was tendered 60% of staff left the service)</li> </ul>	<ul style="list-style-type: none"> <li>• Risk that current providers are unable to deliver the increased number of hours and improved outcomes for people which are required - the Oxfordshire Reablement Service is currently operating below targets</li> <li>• Costs of the service are potentially higher than they would be if we go out to the market</li> </ul>
<b>In house</b>	<ul style="list-style-type: none"> <li>• By transferring staff with skills in supporting and working with older people within the council, this could increase workforce capacity in a workforce limited environment. This would also reduce council redundancy costs, whilst retaining skilled and trained staff.</li> <li>• Spend similar to Continuity of Provider approach which is lower than current services</li> </ul>	<ul style="list-style-type: none"> <li>• Would take more set up time which is not available</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>• Would create a clear, flexible social-care-focussed service</li> <li>• Market testing suggests that this would deliver the cheapest service, if a new provider was found. Savings could be up to £1.4M (on top of the budget options already proposed to council)</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of tendering for this service, and from the current home care market, suggests that there is a high risk that a tender process may not find a provider capable of delivering the service</li> <li>• A new provider would have to build many complex relationships with NHS services which may impact on its effectiveness both in the short and longer term</li> <li>• Significant risk of workforce instability and negative impact on service delivery while procurement takes place</li> <li>• Could increase costs of</li> </ul>



Approach	Pros	Cons
		<p>health services for Oxfordshire Clinical Commissioning Group</p> <ul style="list-style-type: none"> <li>• A non-integrated reablement service potentially creates more hand-offs for clients being discharged from hospital.</li> </ul>

29. The biggest single issue facing social care is the capacity of the workforce. Last time the service went out to market, 60% of the staff left the service, having a major impact on delivery through the tender period and in year one of the contract. This would have knock on effects to system flow and whole system issues such as delayed transfers of care.
30. There is a significant risk that a new provider would take time to recruit enough staff to deliver the new hours required and the possibility of going straight to tender may destabilise the existing workforce. The Continuity of Provider approach ensures a stable workforce which in turn gives the service the best chance of increasing its outcomes. Oxford Health NHS Foundation Trust has held the existing contract since 2012 and performance on outcomes has increased each year. A new provider without the history and skill mix may struggle to reach the target for no ongoing care.
31. In 2015, 1125 people started a new home care package and an additional 379 started home care via direct payment. Of these only 513, fewer than 50%, had been through reablement. If 80% of the 1125 people had received reablement - 900 people, and 80% of these people - 720 people had been successfully reabled, then the council would save over £4 million per year.
32. Therefore consideration of the different approaches suggests that, although the spend directly on the service may be up to £1.4m less by taking the Procurement approach, if successful the Continuity of Provider approach would save over £2m more overall by reducing home care costs. The Continuity of Provider approach could deliver the most progressive, preventive service for the best overall public value.
33. To mitigate the risks of this approach and give commissioners confidence that providers are on track to deliver increased performance (and resultant increased value for money), we would require the health provider to pass agreed gateways over the next twelve months. These gateways include the number of hours delivered, and the outcomes of the service. In the event the provider fails a gateway, commissioners would default to the procurement approach.
34. Contractually, Oxfordshire Clinical Commissioning Group would have a rolling 6 month contract in place with the provider, renewed quarterly, with provider commitment to continue delivering for 6 months at contracted rate in the event of gateway failure. Once the final gateway is passed the service contract would move to sit in line with other health contracts – ideally within a broader five year

contract. The work of the existing services with non-NHS providers, which end on 30 September 2016, will be absorbed into this contract from 1 October.

35. The total hours of reablement in each gateway target excludes therapy (which is provided by the community therapy service outside this contract), but includes assessment (as this is a core function of reablement), and post reablement domiciliary care (care for those who have reached their reablement potential but need some ongoing support and have not yet transferred to another provider) provided directly by the service.
36. The outcomes targets in the gateways are stretch targets with an aspiration to get to a top quartile performing service. Health commissioners, who are significant funders of this service, have asked that we allow flexibility in the gateway targets while the Outcomes Based Commissioning Agreement is agreed.
37. The payment arrangements for the current Oxfordshire Reablement Service are based on delivery of activity which has enabled commissioners to invest underspends in alternative services to help mitigate the impact of underperformance on the system. Providers have asked that the new contract is block-funded as this allows them to invest in service provision but a fully block contract exposes commissioners to financial risk arising from any underperformance. It is recommended that we move to a composite payment mechanism which is part block and part activity based to minimise the risks to commissioners while allowing some service investment funding.

*Post short term support and seasonal flexibility*

38. We anticipate that there will still be some demand for post reablement domiciliary care after people have received reablement. Although our new help to live at home (domiciliary care) contracts require a two day response for planned referrals (which all post short term support would be) the current average sourcing period is 11 days.
39. On top of the contracted hours of reablement, the service will be required to provide appropriate support to keep people at home and safe in the event that help to live at home cannot pick up care. The spend on post short term support is in addition to the budgets identified in this paper and will come from home care pooled funding. It is chargeable at average home care rates and mechanisms will be put in place to ensure that people are appropriately charged.
40. There are periods in the year where demand is higher than at other times, particularly the December/January/February (winter) period. We will expect providers to staff their services accordingly as there will be no additional funding to cover this.

## **Financial and Staff Implications**

41. The financial implications are laid out in detail in the paper. Subject to council approval of the budget options and a successful tender for the Urgent Response & Telecare Service, savings from service efficiencies could come to £1.04m from budgets totalling £9.3m.
42. There are financial risks to the providers of providing increased levels of service with the same year-on-year budget over the term of the contract, with issues of staff cost inflation and savings on Oxfordshire Clinical Commissioning Group investment. The perspective of the current provider is that wage inflation will require the £6.4m year one budget to be increased on an annual basis, and it is anticipated by them that this will reach a cumulative impact of £1.5m by year five.
43. These issues need to be resolved before the Outcomes Based Commissioning Agreement is agreed.
44. There is very little impact on council staff as all the people working in these services are employed by external providers. The Urgent Response & Telecare Service may change providers when tendered; staff working primarily on the current service would have the right to transfer to the new employer. There may be some job losses in the combined service as the reduction in duplication could mean fewer people are needed to deliver the same level of service. In the Hospital Discharge & Reablement Service, staff would have to transfer to the new Alliance organisation which may be disruptive but the new service requires more capacity than the existing ones so we are not expecting there to be job losses within the NHS providers.

## **Equalities Implications**

45. No group will be particularly disadvantaged by these proposals.
46. The telecare element of the Urgent Response and Telecare Service is likely to be available to self-funders at a lower cost than the current council service, making it more affordable for those who wish to purchase the service for themselves.

## **RECOMMENDATIONS**

47. **The Cabinet is RECOMMENDED to approve:**
  - (a) **the service model and procurement approach for the Urgent Response and Telecare Service;**
  - (b) **the Continuity of Provider approach to deliver a combined Hospital Discharge & Reablement Service (including community reablement);**
  - (c) **the proposed gateways, including the option to change the approach to the procurement option if the provider fails to meet**

**the gateway targets, delegating final approval of the gateways to the Director of Adult Social Services.**

**JOHN JACKSON**

Director of Adult Social Services

Background papers: Demand; Current Service Performance, Proposed gateways for Hospital Discharge & Reablement Service, Budget, Spend, and Activity for November 2014 to October 2015 (confidential, circulated to Cabinet Members only)

Contact Officers:

Eleanor Crichton, Commissioning Manager & Benedict Leigh, Strategic Commissioner, Adults Tel: (01865) 323784

January 2016

Division(s): N/A
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## **CABINET – 26 JANUARY 2016**

### **OXFORDSHIRE MINERALS & WASTE DEVELOPMENT SCHEME (SEVENTH REVISION) 2016**

**Report by Director of Environment and Economy**

#### **Introduction**

1. The Council must prepare, maintain and publish a Minerals and Waste Development Scheme, setting out the Council's programme for preparing the Minerals and Waste Local Plan. The original Oxfordshire Minerals and Waste Development Scheme came into effect in May 2005. Six revisions of the Scheme have been produced since then, most recently in December 2014.

#### **Need for Revision of Development Scheme**

2. The Minerals and Waste Development Scheme 2014 focused on preparation of the Minerals and Waste Local Plan: Part 1 – Core Strategy. It set out a timetable for publication of the Core Strategy in February 2015, for representations to be made, submission for independent examination in April 2015 and adoption in December 2015. Technical work required in the preparation of the Core Strategy took longer than envisaged and it was actually published in August 2015 and submitted in December 2015; and it is now expected to be adopted in November 2016. Consequently, the timetable for the Core Strategy in the Development Scheme needs to be revised.
3. The 2013 Development Scheme did not include preparation of a Site Allocations document. In the light of government policy in the National Planning Policy Framework (March 2012) and having due regard to the National Planning Practice Guidance (March 2014), which made it clear that where possible minerals and waste local plans should include specific sites, the 2014 Development Scheme was revised to include preparation of the Minerals and Waste Local Plan: Part 2 – Site Allocations. Since preparation of the Core Strategy was already at an advanced stage, it was decided to prepare the plan in two parts in order to avoid delay to the Core Strategy. It was not possible to provide a timetable for the Site Allocations document at that stage and the 2014 Development Scheme said a programme would be decided after the Core Strategy has reached examination.
4. Representations have been made on the published Core Strategy (August 2015) concerning the Council's two-part approach to preparation of the Minerals and Waste Local Plan. Some of these have questioned the legitimacy of a two-part plan but the legislation on local plans allows for this and whilst government policy favours single local plan documents it does not preclude a multi-document approach where this is justified. Other representations question the Council's commitment to a Site Allocations

document in the absence of a programme for its preparation in the Development Scheme. In view of this, I now consider that it would be appropriate to publish a timetable for the Site Allocations document, so that it is available for the Core Strategy examination. This would make clear the Council's commitment to preparing the Site Allocations document, to sit alongside the Core Strategy and form a complete Minerals and Waste Local Plan.

## **Revised Minerals and Waste Development Scheme 2016**

5. A draft revised Minerals and Waste Development Scheme 2016 is set out in Annex 1. This sets out a programme for preparation of the Minerals and Waste Local Plan. This includes preparation of both Part 1 – Core Strategy and Part 2 – Site Allocations, to timetables that will see a complete new plan put in place at the earliest opportunity.
6. For the Core Strategy, the remaining principal target dates in the revised programme are:
  - Examination hearings – May 2016;
  - Publish Inspector's report – August 2016;
  - Council adopts plan – November 2016.
7. For the Site Allocations document, the principal target dates in the programme are:
  - Commence preparation – June 2016;
  - Consultation on draft document – September 2017;
  - Publish proposed submission document – May 2018;
  - Submit to Secretary of State – August 2018
  - Examination hearings – November 2018;
  - Publish Inspector's report – February 2019;
  - Council adopts plan – April 2019.
8. Previous versions of the Development Scheme have included preparation of supplementary planning documents on a Minerals and Waste Development Code of Practice and on Restoration and After-use of Minerals and Waste Sites. These are not priority documents and therefore are not included in the revised programme; but the possible future need for them should be kept under review.
9. I consider this revised programme for the Core Strategy and the programme for the Site Allocations document to be realistic taking into account experience with preparing plan documents to date; the work required to prepare the necessary documentation and evidence base for the publication, submission and examination stages of the process; requirements for engagement and consultation with stakeholders and the public, including under the duty to co-operate; sustainability appraisal, strategic environmental assessment and other technical assessment work; and available resources.

10. Approval of the revised Minerals and Waste Development Scheme 2016 by the Cabinet is required before it can be brought into effect. The Scheme must then be published on the Council's website.

### **Financial and Staff Implications**

11. The new Minerals & Waste Plan is included within the work priorities of the Environment and Economy Directorate and is in part being progressed within the existing mainstream budget for the Council's minerals and waste policy function. In addition, a special reserve was created to help fund the abnormal costs of plan preparation (including the commissioning of specialist background technical studies) and independent examination. By the end of this financial year, some £62,000 of that reserve will remain. This will need to be topped up by an estimated £33,000 in 2016/17 to cover the costs of the Core Strategy examination. Further additional funding will be required in 2016/17 and the following two years for preparation of the Site Allocations document.

### **Equalities Implications**

12. None specifically identified.

### **Legal Implications**

13. Under the Planning and Compulsory Purchase Act 2004 (as amended), the County Council is required to prepare a minerals and waste local plan and a statement of community involvement and to maintain an up to date minerals and waste development scheme. The European Waste Framework Directive, 2008 (2008/98/EC), as transposed through the Waste (England and Wales) Regulations 2011, requires waste planning authorities to put in place waste local plans.

### **Risk Management**

14. If a new Minerals and Waste Local Plan, including both a strategy and site allocations, is not adopted (for example, if it were abandoned, or found to be "unsound" following examination), the County Council would have no up to date and locally-determined land-use policy framework against which to regulate proposals for new mineral working and waste management in Oxfordshire. Such a diminution of local control over these operations would leave the authority with much less influence over the location of future minerals and waste operations and make it heavily reliant on the NPPF and National Planning Policy for Waste, which are considerably less comprehensive and detailed in their coverage of these matters. Having an up to date Minerals and Waste Development Scheme in place will help the Council to demonstrate that the Minerals and Waste Local Plan is both legally compliant and "sound" when it is independently examined.

## **RECOMMENDATION**

**15. The Cabinet is RECOMMENDED to**

- (a) approve the Oxfordshire Minerals and Waste Development Scheme (Seventh Revision) 2016 at Annex 1, subject to final detailed amendment and editing, to have effect from 4 February 2016;**
- (b) authorise the Deputy Director Strategy & Infrastructure Planning to:**
  - (a) carry out any final detailed amendment and editing of the Oxfordshire Minerals and Waste Development Scheme that may be necessary, in consultation with the Cabinet Member for Environment;**
  - (b) take the necessary steps to bring the revised Scheme into effect from 4 February 2016 and publish the revised Scheme, in accordance with Sections 15 and 16 of the Planning and Compulsory Purchase Act 2004 (as amended).**

**SUE SCANE**

Director, Environment and Economy

Background papers: None

Annex: Oxfordshire Minerals and Waste Development Scheme (Seventh Revision) 2016

Contact Officer: Peter Day  
Minerals and Waste Team Leader, Tel. Oxford 815544



**Oxfordshire Minerals and Waste Local Plan**

**OXFORDSHIRE MINERALS AND WASTE  
DEVELOPMENT SCHEME  
(Seventh Revision) 2016**

**February 2016**



**Oxfordshire Minerals and Waste Local Plan**

**OXFORDSHIRE MINERALS AND WASTE  
DEVELOPMENT SCHEME  
(Seventh Revision) 2016**

**February 2016**

**This revision of the Oxfordshire Minerals and Waste  
Development Scheme came into effect on 4 February 2016**

Planning Regulation (Minerals & Waste Policy)

Environment & Economy

Oxfordshire County Council

Speedwell House

Oxford

OX1 1NE

[www.oxfordshire.gov.uk](http://www.oxfordshire.gov.uk)

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## **1. INTRODUCTION**

### **Purpose of the Oxfordshire Minerals and Waste Development Scheme**

- 1.1 The County Council is preparing a new Oxfordshire Minerals and Waste Local Plan. The Oxfordshire Minerals and Waste Development Scheme sets out the programme for the production of this plan and the planning policy documents (local development documents) that will make up the plan.
- 1.2 Under the Planning and Compulsory Purchase Act 2004 (as amended), all local planning authorities must prepare and maintain a local development scheme. Minerals and waste planning authorities (such as Oxfordshire County Council), which have responsibility to prepare plans and determine planning applications for minerals and waste development, must prepare and maintain a minerals and waste development scheme.
- 1.3 The Minerals and Waste Development Scheme must specify: the local development documents that are to be prepared and which of these are to be development plan documents (which will form part of the development plan for Oxfordshire); the subject matter and geographical area to which each development plan document is to relate; and the timetable for the preparation and revision of the development plan documents. It also includes information about minerals and waste planning policies for the county, and about the opportunities for people to be involved in the plan-making process.
- 1.4 The Oxfordshire Minerals and Waste Development Scheme, 2005 was brought into effect on 16 May 2005. Six revisions of the Scheme have been produced by the County Council, in March 2006, March 2007, April 2009, May 2012, December 2013 and December 2014. The most recent of these revisions is now out of date and this revised Minerals and Waste Development Scheme 2016 updates and replaces it.
- 1.5 The Oxfordshire Minerals and Waste Development Scheme (Sixth Revision) 2016 was approved by the County Council Cabinet on 26 January 2016 and came into effect on 4 February 2016.
- 1.6 The Development Scheme will be further reviewed, revised as necessary and rolled forward on a regular basis to take account of progress on preparation of the Local Plan and

monitoring. The most recent version of the Development Scheme will be published on the County Council website at:

[www.oxfordshire.gov.uk/mineralsandwaste](http://www.oxfordshire.gov.uk/mineralsandwaste)

or information can be obtained by contacting us at:

Planning Regulation (Minerals & Waste Policy Team)

Environment & Economy, Oxfordshire County Council

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## 2. OXFORDSHIRE MINERALS AND WASTE LOCAL PLAN

### Purpose and Composition of the Minerals and Waste Local Plan

- 2.1 The current Oxfordshire Minerals and Waste Local Plan was adopted in 1996 and is now out of date. A new plan is needed that is in line with current legislation and national planning policy and provides for the minerals and waste development needs of Oxfordshire over the next 15+ years. The new Oxfordshire Minerals and Waste Plan will replace the 1996 Minerals and Waste Local Plan and will cover the period to the end of 2031.
- 2.2 The new Minerals and Waste Local Plan will comprise of two main parts:
- Part 1 – Core Strategy; and
  - Part 2 – Minerals and Waste Site Allocations.
- 2.3 The **Minerals and Waste Local Plan: Part 1 – Core Strategy** will be a development plan document and will cover the whole county of Oxfordshire. It will set out the Council's vision, objectives, spatial strategy, core policies and implementation framework for the supply of minerals and management of waste in Oxfordshire over the period to the end of 2031. The spatial strategies for minerals and waste will include strategic locations for development, supported by criteria based policies for the identification of specific sites and the consideration of planning applications for development. The spatial strategies will be illustrated on key diagrams.
- 2.4 The **Minerals and Waste Local Plan: Part 2 – Site Allocations** will be a development plan document and will cover the whole county of Oxfordshire. It will make provision and identify sites for minerals and waste management development in Oxfordshire over the period to the end of 2031, in accordance with the spatial strategy and criteria based policies in the Core Strategy; and provide the detailed policy framework for minerals and/or waste management development management decisions.
- 2.5 A **Proposals Map** will be prepared to show any proposals that are geographically defined, including specific minerals and waste site allocations, mineral safeguarding areas and safeguarded minerals and waste sites and facilities. This will replace the existing Proposals Map that forms part of the Oxfordshire Minerals and Waste Local Plan (1996). The new Proposals Map will be amended and up-dated as required whenever new development plan documents with spatial policies are produced.

- 2.6 The minerals and waste matters shown on the Proposals Map should also be included on the proposals maps prepared by the Oxfordshire District Councils as part of their new local plans.
- 2.7 The Minerals and Waste Local Plan, together with the local plans prepared by Oxfordshire's District Councils will comprise the statutory development plan for Oxfordshire. The development plan is the basis on which planning decisions are made.
- 2.8 The Minerals and Waste Local Plan: Part 1 – Core Strategy and Part 2 – Site Allocations will replace the saved policies of the Oxfordshire Minerals and Waste Local Plan, adopted in 1996. Chapter 4 provides further information about saved policies and their replacement by new development plan document policies.

#### **Other Minerals and Waste Local Plan Documents**

#### ***Statement of Community Involvement***

- 2.9 The Statement of Community Involvement sets out the Council's policy and approach for involving communities and stakeholders in the preparation, review and alteration of local (minerals and waste) development documents; and in planning applications that the County Council determines.
- 2.10 The first Oxfordshire Statement of Community Involvement was adopted by the Council in November 2006, following consultation and examination by a government-appointed inspector. This was replaced by the Revised Oxfordshire Statement of Community Involvement, which was adopted by the Council in March 2015. It relates to the whole of Oxfordshire. It is not a development plan document (i.e. it does not form part of the development plan for Oxfordshire).
- 2.11 The Revised Oxfordshire Statement of Community Involvement reflects changes since 2006 in legislation and procedures affecting the way that local development documents are prepared, including provisions and requirements for community and stakeholder engagement and consultation. It was adopted following consultation on a draft in September/October 2014. (Statements of Community Involvement do not now have to be submitted for examination.)

### ***Supplementary Planning Documents***

- 2.12 Supplementary planning documents may be prepared as part of a plan, where they can help applicants make successful planning applications or aid infrastructure delivery. They are not development plan documents (i.e. they do not form part of the development plan for the area).
- 2.13 The County Council may prepare supplementary planning documents on Minerals and Waste Development Code of Practice; and Restoration and After-use of Minerals and Waste Sites. But these are not priority documents and they are not currently included in the Council's programme for the Oxfordshire Minerals and Waste Local Plan.

### ***Annual Monitoring Reports***

- 2.14 The County Council has produced Oxfordshire Minerals and Waste Annual Monitoring Reports for each year from 2005 and they are published on the County Council website. They report on the implementation of the Minerals and Waste Development Scheme and on the extent to which development plan policies are being achieved. The most recent report, for 2014, covers the period 1 April 2013 to 31 March 2014. The report for 2015 is in preparation and is due to be published early in 2016.
- 2.15 Monitoring reports are required to be produced and published at least annually. The County Council will monitor the effectiveness of policies and proposals in achieving the vision, spatial strategy and objectives of the Minerals and Waste Local Plan; and will assess:
- whether objectives and targets in the Plan are being met or are on track to be met and, if not, the reasons why;
  - what impact the policies of the Plan are having on other targets, at national, sub-national or local level;
  - whether any policies need to be replaced or amended to meet sustainable development objectives;
  - what action should be taken if any policies need to be replaced or amended.

- 2.16 The Annual Monitoring Reports do not form part of the Oxfordshire Minerals and Waste Local Plan but they are essential for monitoring the preparation and implementation of the plan and for indicating when and how review and revision needs to be carried out. The Council will use the results of monitoring in considering what, if any, changes need to be made to the Oxfordshire Minerals and Waste Local Plan, when such changes need to be brought forward, and whether any other documents need to be prepared. Programmes for any such changes will be included in future reviews of the Minerals and Waste Development Scheme.
- 2.17 Figure 1 (page 21) shows the relationship between the different Minerals and Waste Plan Documents.

### **Relationship of Minerals and Waste Local Plan to other Policies, Plans and Strategies**

#### ***National Planning Policy***

- 2.18 The Government's National Planning Policy Framework (NPPF) was published and came into effect in March 2012. This single policy document replaced 44 previously existing national policy documents, including planning and minerals planning statements and guidance documents (PPSs, PPGs, MPSs and MPGs). Planning Policy Statement 10: Planning for Sustainable Waste Management (PPS10) was not replaced by the NPPF but has now been replaced by separate new National Planning Policy for Waste, October 2014.
- 2.19 The Minerals and Waste Local Plan will be prepared to have regard to and be consistent with national policy. It will also have regard to the new National Planning Practice Guidance, published from March 2014.
- 2.20 The Government partially revoked the South East Plan on 25 March 2013. This revocation included all the minerals and waste policies of the plan, which ceased to have effect from that date.

#### ***Oxfordshire Sustainable Community Strategy***

- 2.21 In 2008 the Oxfordshire Partnership agreed 'Oxfordshire 2030', the Sustainable Community Strategy for Oxfordshire. This sets out a long-term vision for Oxfordshire's future. It

identifies strategic objectives and priorities around four ambitions: to create a world class economy for Oxfordshire; to have healthy and thriving communities; to look after our environment and respond to the threat of climate change; and to reduce inequalities and break the cycle of deprivation. The Oxfordshire Minerals and Waste Local Plan will have appropriate regard to Oxfordshire 2030 and it will seek to reflect aspects of this Sustainable Community Strategy that have a land use perspective relating to minerals and waste.

### ***Oxfordshire Joint Municipal Waste Management Strategy***

- 2.22 The Oxfordshire Joint Municipal Waste Management Strategy 'No Time to Waste' was approved by the former Oxfordshire Waste Partnership (the County Council and the 5 District Councils in Oxfordshire) in January 2007. This waste strategy does not form part of the development plan, but it is an important material consideration for spatial planning. It provides a framework for the management of municipal waste in the county and sets local waste management targets. It identified a need for increased recycling and composting and for new waste treatment facilities, to significantly reduce the quantity of biodegradable municipal waste sent to landfill. A five year review of the Strategy was carried out in 2012 and in January 2013 the County Council and 5 District Councils agreed a revised Joint Municipal Waste Management Strategy which was adopted by all the partner councils to replace the document agreed in 2007. The Minerals and Waste Local Plan will have appropriate regard to the revised Strategy.

### ***Oxfordshire Local Transport Plan***

- 2.23 The Minerals and Waste Core Strategy will also have regard to the Oxfordshire Local Transport Plan. A new Plan – Connecting Oxfordshire: Local Transport Plan 2015-2031 (LTP4) was adopted by the County Council in September 2015. This replaces the previous Oxfordshire Local Transport Plan 2011-2030 (LTP3). It has the following goals: to support jobs and housing growth and economic vitality; to reduce transport emissions; to protect and enhance Oxfordshire's environment and improve quality of life; and to improve public health, air quality, safety and individual wellbeing. LTP4 includes a Freight Strategy

### ***Oxfordshire Strategic Economic Plan***

- 2.24 The Oxfordshire Strategic Economic Plan was published by the Oxfordshire Local Enterprise Partnership (OxLEP) in March 2014. It is closely related to the Oxfordshire and Oxford City Deal that was agreed with the Government in January 2014 and the Oxfordshire Growth Deal that was secured in January 2015. The Strategic Economic Plan sets out a strategic

economic vision and objectives that reflect priorities for economic growth to 2030 and a related programme for growth. This will have implications for mineral supply and waste management requirements in Oxfordshire over the plan period and the Minerals and Waste Local Plan will have appropriate regard to the Strategic Economic Plan.

- 2.25 Figure 2 (page 22) shows the relationships between the Oxfordshire Minerals and Waste Local Plan and other plans and strategies.

DRAFT

### **3. PROGRAMME FOR PREPARATION OF MINERALS AND WASTE LOCAL PLAN**

- 3.1 Table 1 (page 16) is a schedule of the local (minerals and waste) development documents that the County Council proposes should make up the Oxfordshire Minerals and Waste Local Plan. It identifies which of the documents are to be development plan documents and the subject matter and geographic area to which each document relates; and it shows the current programme for their preparation, with the key stages towards adoption.
- 3.2 This revised Minerals and Waste Development Scheme covers the period to April 2019 and shows that the County Council will focus on preparation of the Minerals and Waste Local Plan: Part 1 – Core Strategy, followed by preparation of the Minerals and Waste Local Plan: Part 2 – Site Allocations. It includes a timetable for preparation of the Core Strategy, up to adoption in November 2016; and a timetable for preparation of the Minerals and Waste Local Plan: Part 2 – Site Allocations from commencement in June 2016 to adoption in April 2019. The need and programme for any other documents, will be decided at a later date. This position reflects the government's changes to procedure, policy and guidance made through the Localism Act 2011, the National Planning Policy Framework (March 2012) and the Planning Practice Guidance (March 2014).

#### **Statement of Community Involvement**

- 3.3 In March 2005, the County Council commenced preparation of the Statement of Community Involvement, the Minerals and Waste Core Strategy and the Minerals and Waste Sites documents. The Statement of Community Involvement was prepared on a faster timetable than the other documents, over a period of 21 months, and was adopted in November 2006.
- 3.4 In the light of changes in legislation and procedures since 2006, the Statement of Community Involvement has been revised. A draft was published for public consultation in September 2014. Following changes in legislation and procedures, Statements of Community Involvement no longer have to be submitted for examination. Comments received on the consultation draft were taken into account and some amendments were made to the document. The Revised Oxfordshire Statement of Community Involvement was adopted by the County Council in March 2015.

#### **Minerals and Waste Local Plan: Part 1 – Core Strategy**

- 3.5 The County Council carried out initial consultation on Minerals and Waste Issues and Options in June 2006, followed by consultation on Minerals and Waste Core Strategy Preferred Options in February 2007. Progress on plan preparation was then held up due to uncertainty over plan content and process and government proposals for changes to the development plans system.
- 3.6 Preparation of the Core Strategy was resumed after the government's revised Regulations on preparing plans and Planning Policy Statement 12 'Local Spatial Planning' were published in June 2008.
- 3.7 Following work on generation of options during 2009, focused consultation with stakeholders on minerals strategy options was undertaken, in two phases, in February/March and July 2010. A report on local aggregates supply was produced for the County Council by Atkins (consultants) in January 2011. Further work on generation of strategy options for waste was carried out in the first half of 2011. Following agreement by the Cabinet, the draft minerals and waste planning strategies were published for consultation in September 2011.
- 3.8 Following consideration of the responses to the consultation documents, the Minerals and Waste Core Strategy proposed submission document was approved by the County Council on 3 April 2012. This document was published on 25 May 2012, for representations to be made by 16 July 2012. The Core Strategy was then submitted, unchanged, to the Secretary of State on 31 October 2012 for independent examination.
- 3.9 The Planning Inspector appointed to carry out the independent examination of the Core Strategy raised issues over the adequacy of the evidence base in relation to the recently published National Planning Policy Framework and its compliance with the new duty to co-operate. In view of this, the examination was suspended in February 2013. In July 2013 the County Council resolved to withdraw the Minerals and Waste Core Strategy and to prepare a revised Oxfordshire Minerals and Waste Local Plan in accordance with a new Minerals and Waste Development Scheme.
- 3.10 The Minerals and Waste Core Strategy that was submitted in October 2012 was withdrawn in July 2013 and the Council commenced the preparation of a revised Minerals and Waste Local Plan: Core Strategy in summer 2013. A timetable for preparation of the revised Core Strategy as quickly as possible, was included in the Minerals and Waste Development Scheme (Fifth Revision) December 2013. This was rolled forward with some small changes to the timetable in the Sixth Revision, in December 2014. Some further changes have now been made to the timetable, which is set out in Table 1 (page 16).



- 3.11 The Localism Act 2011 made changes to the provisions for preparing plans in the Planning and Compulsory Purchase Act 2004, including bringing in a duty to co-operate in the preparation of local plans; and new Regulations came into force in April 2012. PPS12 was replaced by the government's new National Planning Policy Framework in March 2012. In March 2013 the South East Plan was largely revoked (including revocation of all minerals and waste policies). New National Planning Practice Guidance was published in March 2014. New National Planning Policy for Waste was published in October 2014. The timetable for preparation of the revised plan has been drawn up in the light of these legislative and policy changes.
- 3.12 A draft revised plan was published for consultation in February/March 2014. The responses to that consultation were subsequently considered by the Council and changes to the plan were made, taking due account of national planning policy and guidance. Following approval by the County Council in March 2015, the Core Strategy proposed submission document was made publicly available in July 2015 and was formally published in August 2015, for representations to be made. A total of 152 duly made representation were received on the plan and it was submitted to the Secretary of State for independent examination in December 2015, without any further changes being made to it.
- 3.13 The timetable is for the examination hearings to be held in May 2016 and the Inspector's report to be received in August 2016. Subject to a favourable report being received, the Core Strategy would then be adopted by the County Council in November 2016. These timings are however dependent on the Inspector appointed to carry out the examination and are therefore best estimates.

#### **Minerals and Waste Local Plan: Part 2 – Site Allocations**

- 3.14 The Minerals and Waste Local Plan must be prepared in accordance with current government policy in the National Planning Policy Framework (March 2012) and the National Planning Policy for Waste (October 2014) and having due regard to the National Planning Practice Guidance. Government policy now strongly favours production of a single local plan document but the way in which provision for mineral working and waste management development is made in the plan is a matter for the Council to decide taking into account local circumstances. There is an urgent need for a new plan to replace the out of date Minerals and Waste Local Plan (1996). Since preparation of the Core Strategy was already at an advanced stage, the Council took the decision to continue with the preparation of the plan in two parts. The Council considered that this approach would provide the quickest and most effective way to put in place an up to date local policy framework for decision making on planning applications for minerals and waste

developments. The inclusion of specific site allocations in the Core Strategy would have caused significant delay (by at least a year) to its progress towards adoption due to the need to carry out detailed site assessment and consultation on site options. The Core Strategy part of the Plan has therefore been progressed as it is, with a separate Site Allocations part of the Plan to be produced subsequently.

- 3.15 The Minerals and Waste Development Scheme (Sixth Revision) December 2014 did not include a timetable for preparation of the Minerals and Waste Local Plan: Part 2 – Site Allocations. It stated that the programme for the Site Allocations document would be decided after the Core Strategy reaches the examination stage. In the light of representations received on the Core Strategy concerning the Council’s two-part approach to preparation of the Minerals and Waste Local Plan, the Council now considers that it would be appropriate to publish a timetable for the Site Allocations document, so that it is available for the Core Strategy examination. This makes clear the Council’s commitment to preparing the Site Allocations document, to sit alongside the Core Strategy and form a complete Minerals and Waste Local Plan.
- 3.16 The County Council published Issues and Options consultation papers for the then proposed Waste and Minerals Site Proposals and Policies Documents in February and April 2007 respectively. Work on those documents was not progressed beyond that as it was decided to focus on preparation of the Minerals and Waste Core Strategy. However, work that went into the preparation of those consultation papers, the responses to the consultations and subsequent work on mineral and waste sites was used to inform the preparation of the withdrawn Minerals and Waste Core Strategy and has been used to inform the preparation of the revised Minerals and Waste Local Plan: Part 1 – Core Strategy. This includes assembly of information on potential minerals and waste development sites nominated by developers and landowners for possible inclusion in the Site Allocations document, for use in testing the delivery of strategy options for the Core Strategy.
- 3.17 The timetable for preparation of the Site Allocations document is set out in Table 1 (page 16). Preparation is proposed to commence in June 2016, following the examination of the Core Strategy. There will be an initial period of evidence gathering, following which engagement and consultation with community and stakeholders will be carried out between September 2016 and February 2017, in particular on site options. Following assessment of options, public consultation on a draft Site Allocations document will take place in September – October 2017. The proposed submission version of the plan will then be prepared and will be published for representations to be made in May 2018. The Site Allocations document will be submitted for examination in August 2018, with hearings being held in November 2019 and the Inspector’s report received in February 2019; and the plan is expected then to be adopted in April 2019.

- 3.18 The County Council considers this to be the fastest practicable timetable taking into account requirements for identification, consultation on and assessment of site options; preparation of evidence base documents; engagement under the duty to co-operate; consultation with stakeholders; sustainability appraisal, strategic environmental assessment and habitats regulations assessment; drafting of the plan; consideration of representations; the independent examination process; preparation by the Inspector of his/her report and recommendations; consideration of the Inspector's report and the adoption process; committee reporting procedures and timetables; and the resources available for the project.

#### **Other Documents**

- 3.19 Earlier versions of the Development Scheme included preparation of supplementary planning documents on a Minerals and Waste Development Code of Practice and on Restoration and After-use of Minerals and Waste Sites. These are not priority documents and therefore are not included in this revision of the Development Scheme; but the possible future need for them will be kept under review.
- 3.20 Annex 1 (page 23) sets out profiles of the minerals and waste development documents that are to be prepared. For each document it gives an overview, briefly describing the role and subject of the document, its coverage and status, together with a timetable for the key stages in preparation and a summary of the arrangements for production.

#### **Proposals Map**

- 3.21 The Minerals and Waste Plan: Core Strategy includes key diagrams to illustrate the spatial strategies for minerals and waste development. A Proposals Map has not been prepared for the Core Strategy as it does not include site specific proposals. A proposals map will be produced when the Site Allocations document is prepared to show proposals that are geographically defined, including specific minerals and waste site allocations, mineral safeguarding areas and safeguarded minerals and waste sites and facilities. When the Site Allocations document has been adopted, this will replace the existing Minerals and Waste Proposals Map (including inset maps) in the Oxfordshire Minerals and Waste Local Plan (1996). The content of the Proposals Map should be shown on the proposals maps of the District Local Plans covering Oxfordshire. The Proposals Map will subsequently be revised whenever a new development plan document or a revision of a development plan

document that includes site specific proposals is adopted, to ensure it shows the up to date adopted policy position.

### **Monitoring and Review**

- 3.22 The Minerals and Waste Local Plan will require a robust approach to future monitoring and review of the plan and particularly of minerals supply and demand in Oxfordshire and of waste management needs. This will be done through Annual Monitoring Reports linked to an annual review of the Local Aggregate Assessment and periodic review of the Waste Needs Assessment.

### **Plan Appraisal and Assessment**

- 3.23 The policies and proposals in the Minerals and Waste Plan will be assessed for their contribution to the aims of sustainable development. Sustainability appraisal of plans is required under the Planning and Compulsory Purchase Act 2004 and strategic environmental assessment of plans is required under the European Directive on Strategic Environmental Assessment. The County Council is combining these in a single appraisal and assessment process, which will be carried out as an integral part of plan preparation. A sustainability appraisal scoping report has been prepared which describes the key environmental, social and economic issues for Oxfordshire and sets out sustainability objectives to assess the policies in plan documents. A sustainability appraisal report has been produced for the Minerals and Waste Local Plan: Part 1 – Core Strategy.
- 3.24 Minerals and waste development documents must also be subject to Habitats Regulations Assessment, under the European Habitats Directive, to assess the likely effects of plans, either alone or in combination with other plans and projects, on sites which have been designated as being of European importance for the habitat or species they support. A Habitats Regulations Assessment of the Minerals and Waste Local Plan: Part 1 – Core Strategy has been undertaken.

### **Resources**

- 3.25 The programme for preparation of the Minerals and Waste Local Plan: Part 1 – Core Strategy and Part 2 – Site Allocations takes into account the availability of staff and financial resources relative to the work expected to be required. Whilst there are uncertainties with

the plan preparation process, the County Council considers the programme in this scheme to be realistic, subject to no significant unforeseen circumstances arising.

- 3.26 The plan will be prepared in-house by the Council's Minerals and Waste Policy Team, comprising Team Leader (project manager) and two Planning Officers, under the direction of the Planning Regulation Service Manager and the Deputy Director Strategy and Infrastructure Planning. The team will, as required, draw on: administrative and technical support from within the wider Service; specialist input, particularly on transport, ecology and archaeology, from elsewhere within the Council; and input on communications from within the Directorate and Council.
- 3.27 External consultants and temporary staff will be used where necessary, in particular if required to provide additional capacity at times of peak workload and specialist input that is not available within the Council. This may include support on: Local Aggregate Assessment; Waste Needs Assessment; Sustainability Appraisal; Habitats Regulations Assessment; Strategic Flood Risk Assessment; and facilitation of stakeholder meetings.

#### **Council Procedures and Reporting Protocols**

- 3.28 The Council has set up a Minerals and Waste Local Plan Cabinet Advisory Group comprising thirteen County Council members, chaired by the Cabinet Member for Environment (who has responsibility for the Minerals and Waste Local Plan), supported by key officers. This Group will enable elected members to be engaged in and provide guidance to officers on preparation of the plan, prior to formal decision making by Cabinet and full County Council.
- 3.29 Decisions at key stages in the preparation of the Minerals and Waste Local Plan will be made by the Cabinet Member for Environment, Cabinet or full County Council, according to the requirements of legislation and Council procedure. The proposed submission document, submission and adoption stages of plan documents will require full County Council resolution.

#### **Potential Risks to the Programme**

- 3.30 The plan preparation process has a number of risk elements, including:
- Staff Resources;

- Funding;
- The democratic decision making process;
- Capacity of other organisations to input to documents;
- Capacity of the Planning Inspectorate;
- Changes in legislation or national policy;
- 'Soundness' of plan documents;
- Legal challenge to plan preparation process.

The County Council has procedures in place to mitigate these risks.

**Table 1**

**Oxfordshire Minerals and Waste Local Plan**

**Schedule and Programme of Proposed Local (Minerals and Waste) Development Documents**

<b>Document Title,  Status and Geographic Area</b>	<b>Summary of Subject Matter</b>	<b>Chain of Conformity</b>	<b>Commence Preparation</b>	<b>Community Engagement &amp; Consultation  (Reg. 18)</b>	<b>Publish Proposed Submission Document  (Reg. 19)</b>	<b>Submit to Secretary of State  (Reg. 22)</b>	<b>Independent Examination  (Reg. 24)</b>	<b>Inspector's Report  (Reg 25)</b>	<b>Adoption  (Reg. 26)</b>
<b>Statement of Community Involvement</b>  Non - Development Plan Document  Covers the whole of Oxfordshire	To set out the Council's policy on community involvement in local (minerals and waste) development documents and planning applications	Must be in conformity with legislative requirements	<i>Commenced March 2005</i>	<i>Issues &amp; options consultation Sept 2005; Preferred options consultation Oct 2005</i>	<i>n/a</i>	<i>Submitted Feb 2006</i>	<i>Hearing held July 2006</i>	<i>Inspector's Report received July 2006</i>	<i>Adopted Nov 2006</i>
<b>Review of Statement of Community</b>	As above	As above	<i>Commenced May 2014</i>	<i>Public consultation on draft revised SCI Sept –</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>March 2015</i>

<b>Involvement</b>				Oct 2014					
As above									
<b>Minerals and Waste Local Plan: Part 1 – Core Strategy</b>  Development Plan Document  Covers the whole of Oxfordshire	To set out the Council's vision, objectives, spatial strategy and core policies for the supply of minerals and management of waste in Oxfordshire over the period to 2031	Must conform with legislative requirements and national planning policy *	Commenced March 2005	<i>Initial issues &amp; options consultation June 2006;</i>  <i>Initial preferred options consultation Feb 2007;</i>  <i>Further engagement &amp; consultation on issues and options and preferred options Feb 2010 – Jan 2011;</i>  <i>Consultation on draft (preferred) minerals &amp; waste strategies Sept – Oct 2011</i>  <i>Consultation on revised draft Core Strategy Feb – March 2014</i>	<i>Published for representations to be made</i>  Aug 2015	Submitted for examination Dec 2015	Examination Hearings May 2016	Receive and publish Inspector's report Aug 2016	Adopt Core Strategy Nov 2016
<b>Minerals and Waste Local Plan: Part 2 – Site</b>	To make provision and identify sites for minerals and	Must be in conformity with the Core	Commence June 2016 (after Core Strategy	Community and stakeholder engagement and consultation on site	Publish for representations to be	Submit for examination Aug 2018	Examination hearings Nov 2018	Receive and publish Inspector's	Adopt Site Allocations document



<b>Allocations</b>	waste management development for Oxfordshire, in accordance with the Core Strategy; and provide the detailed policy framework for development management decisions	Strategy	examination)	options	made			report	April 2019
Development Plan Document				Sept 2016 – Feb 2017	May 2018			Feb 2019	
Covers the whole of Oxfordshire				Consultation on draft Site Allocations document					
				Sept – Oct 2017					

Regulation (Reg.) numbers refer to The Town and Country Planning (Local Planning) (England) Regulations 2012.

Stages in italics have already been completed.

\* National planning policy is contained in the National Planning Policy Framework, March 2012 and National Planning Policy for Waste, October 2014.

The need for any supplementary planning documents (e.g. minerals and waste development code of practice; and restoration and after-use of minerals and waste sites) will be kept under review; these documents are not included in this Development Scheme.

#### **4. EXISTING (SAVED) MINERALS AND WASTE PLANNING POLICIES**

- 4.1 The Oxfordshire Structure Plan 2016, setting out the strategic policy framework for development in Oxfordshire, was adopted on 21 October 2005. All the policies in it were automatically 'saved' for three years from that date, i.e. until 20 October 2008. In September 2008 the Secretary of State issued a Direction listing those policies of the Structure Plan which were saved beyond that date. On 6 May 2009 the South East Plan (the regional spatial strategy) was approved by the Secretary of State. This replaced the saved policies of the Oxfordshire Structure Plan 2016, except for three saved policies which were not replaced. These included policy M2 on locations for sharp sand and gravel working. (The other two policies are not directly relevant to minerals or waste.) All other Structure Plan policies expired on 6 May 2009.
- 4.2 The South East Plan was partially revoked on 25 March 2013, including revocation of all minerals and waste policies. The revocation order also revoked the September 2008 Direction relating to the Oxfordshire Structure Plan except in respect of policy H2(a), which does not concern minerals or waste. All of the minerals and waste policies in the Oxfordshire Structure Plan 2016 have now expired.
- 4.3 The policies in the Oxfordshire Minerals and Waste Local Plan, adopted in 1996, were automatically 'saved' for three years from 28 September 2004, i.e. until 27 September 2007. In September 2007 the Secretary of State issued a Direction listing those policies of the Minerals and Waste Local Plan which are saved beyond that date. The saved policies are listed in Table 2 (page 19). These will continue in force until replaced by new policies when new development plan documents are adopted. Until then they will form part of the development plan for Oxfordshire. Policies not listed in the Direction expired on 27 September 2007.
- 4.4 A schedule of all saved minerals and waste policies in the Structure Plan and the Minerals and Waste Local Plan stating when they are proposed to be replaced, and by which new development plan document, is set out in Annex 2 (page 31). The relationships between the saved plans and the new development plan documents proposed in this Development Scheme are illustrated in Figure 1 (page 21).

**Table 2**

**Saved Policies that form part of the Oxfordshire Minerals and Waste Local Plan**

<b>Plan</b>	<b>Policy</b>	<b>Period Saved</b>
Oxfordshire Minerals and Waste Local Plan	SD1 – Sand and gravel landbanks	All saved from 27.09.08 until replaced by new policies in development plan documents when adopted
	SD2 – Small sand and gravel extensions	
	SD3 – Limestone and chalk quarries	
	SD4 – Ironstone extraction	
	SD5 – Clay extraction	
	SD7 – Rail head sites	
	SD9 – Rail head safeguarding	
	SD10 – Mineral safeguarding	
	SD11 – Prior extraction	
	W2 – Waste from elsewhere	
	W3 – Recycling proposals	
	W4 – Recycling in the countryside	
	W5 – Screening waste plant etc	
	W6 – Langford Lane site	
	W7 – Landfill	
	PE2 – Mineral working outside identified areas	
	PE3 – Buffer zones	
	PE4 – Groundwater	
	PE5 – River Thames etc	
	PE7 – Floodplain	
	PE8 – Archaeological assessment	

PE9 – Archaeological remains
PE10 – Woodland and forestry
PE11 – Rights of way
PE12 – Public access
PE13 – Restoration and after-use
PE14 – Nature conservation
PE18 – Determining applications
PB1 – Processing plant etc
PB2 – Removal of plant etc
SC3 – Sutton Courtenay: traffic routeing
SW1 – Sutton Wick: area for working
SW2 – Sutton Wick: access restriction
SW3 – Sutton Wick: access requirement
SW4 – Sutton Wick: rate of production
SW5 – Sutton Wick: after-uses
SH1 – Stanton Harcourt: areas for working
SH2 – Stanton Harcourt: Sutton bypass
SH3 – Stanton Harcourt: traffic routeing
SH4 – Stanton Harcourt: traffic routeing requirements
SH5 – Stanton Harcourt: after-uses
SH6 – Stanton Harcourt: after-use management
CY1 – Cassington – Yarnton: area for working
CY2 – Cassington – Yarnton: conveyors and haul routes
CY3 – Cassington – Yarnton: after-uses

	CY4 – Cassington – Yarnton: pedestrian and cycle routes	
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Figure 1

**Oxfordshire Minerals and Waste Local Plan – How the Separate Documents Fit Together**

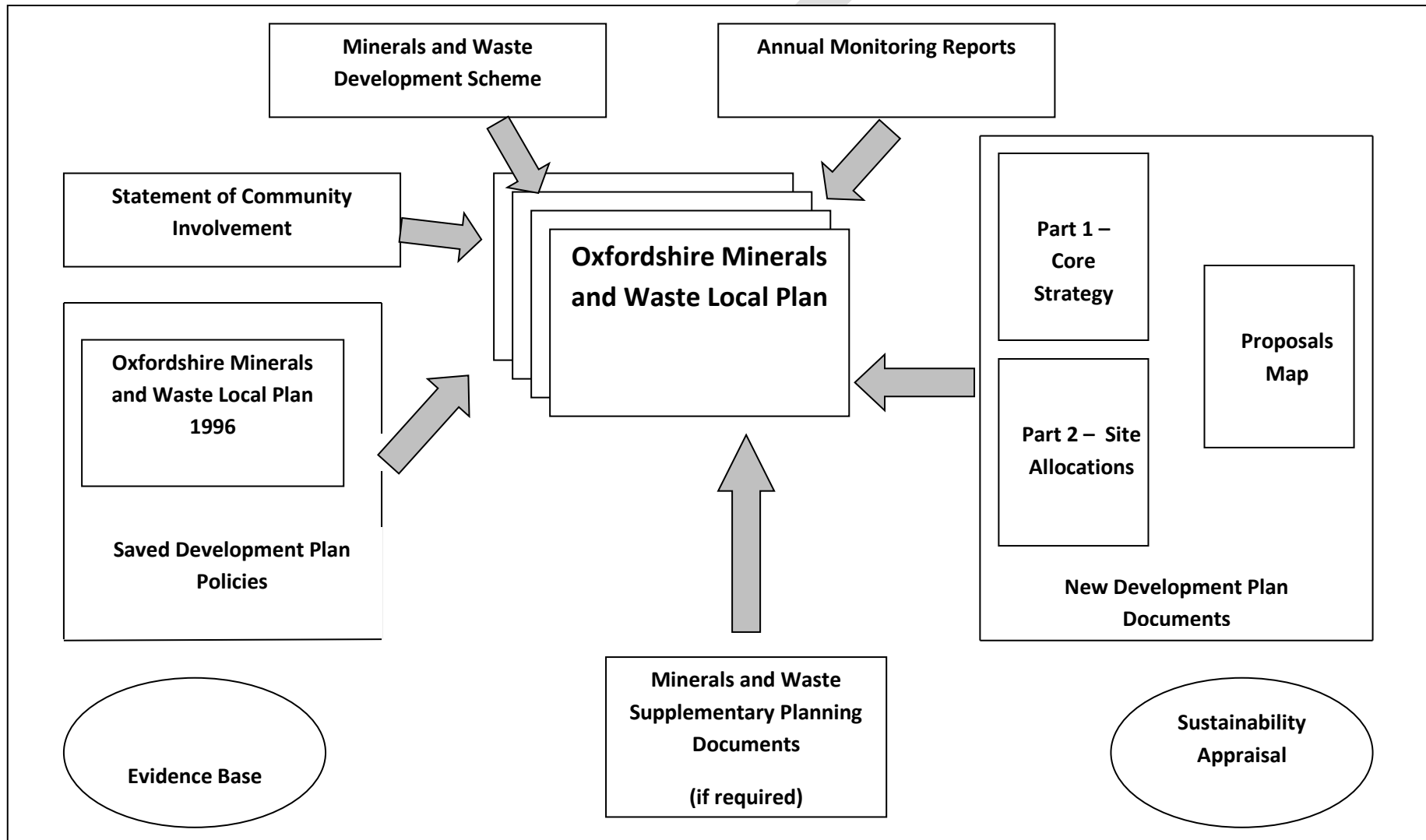
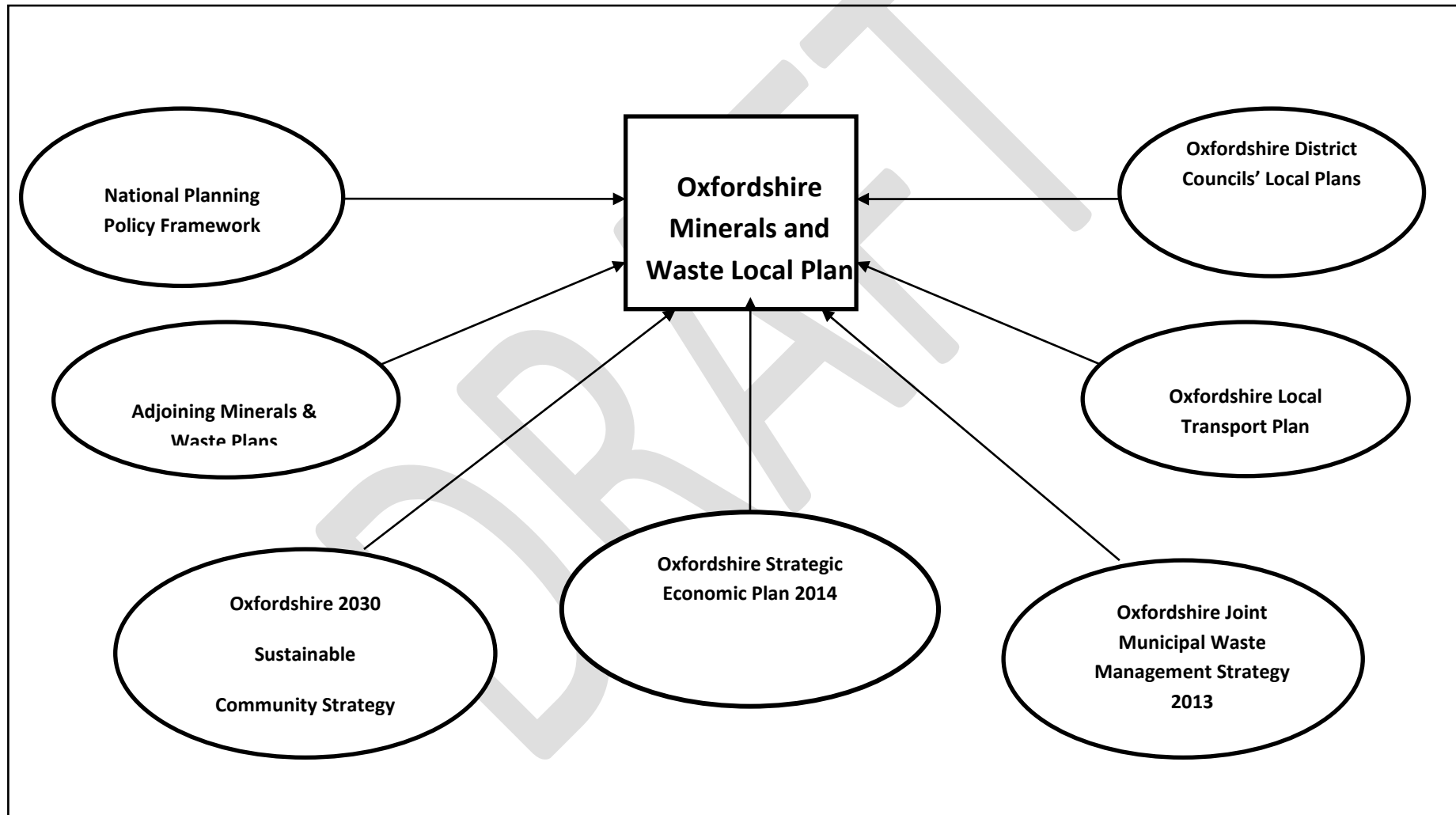


Figure 2

Relationships between Oxfordshire Minerals and Waste Local Plan and Other Strategies and Plans



## ANNEX 1

### PROFILES OF MINERALS AND WASTE DEVELOPMENT DOCUMENTS

#### Statement of Community Involvement

This has been replaced by the Revised Statement of Community Involvement.

#### Overview

#### Role and Subject

Oxfordshire County Council's service level agreement with stakeholders and the community covering engagement in the plan-making process and in planning applications.

**Coverage** The administrative area of Oxfordshire.

**Status** Non – Development Plan Document.

It must at least meet minimum requirements in the regulations and should have regard to the Council's corporate communications policy and the Oxfordshire Sustainable Community Strategy.

#### Timetable

Stage	Dates
Commence preparation of document	Commenced March 2005



Stakeholder & community engagement	Completed May – Sept 2005
Consultation on draft document	Completed Sept – Oct 2005
Submission to Secretary of State	Submitted February 2006
Commence Independent Examination	Hearing held July 2006
Receipt of Inspector's Report	Received July 2006
Adoption of Statement of Community Involvement	Adopted November 2006

## Revised Statement of Community Involvement

This replaces the Statement of Community Involvement adopted in 2006.

### Overview

#### Role and Subject

Oxfordshire County Council's policy and standards for consultation, engagement and involvement of consultees, stakeholders and other interested members of the community in the plan-making process and planning applications.

**Coverage** The administrative area of Oxfordshire.

**Status** Non – Development Plan Document.

It must at least meet minimum requirements in the regulations and should have regard to the Council's corporate communications policy and the Oxfordshire Sustainable Community Strategy.

#### Timetable

Stage	Dates
Commence preparation of document	Commenced May 2014
Stakeholder & community engagement – Consultation on draft document	Completed Sept – Oct 2014

Adoption of Revised Statement of Community Involvement	Adopted March 2015
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## Minerals and Waste Local Plan: Part 1 – Core Strategy

### Overview

#### Role and Subject

Strategic document setting out the vision, objectives, spatial strategies, core policies and implementation framework for meeting known and anticipated requirements for the supply of minerals and management of waste in Oxfordshire over the period to the end of 2031. It will include minerals, waste and common core policies and spatial strategies for minerals and waste, including strategic locations for minerals and waste developments supported by criteria based policies for the identification of specific sites and the consideration of planning applications for development. The spatial strategies will be shown on key diagrams. The Core Strategy will identify significant relationships with other relevant strategies and plans and with other local authority areas. It will include policies covering all types of minerals and waste development, and will include general development control policies.

**Coverage** The administrative area of Oxfordshire.

**Status** Development Plan Document.

It must be consistent with relevant national planning policy (particularly the NPPF and National Planning Policy for Waste), and will have regard to the National Planning Practice Guidance and the Oxfordshire Sustainable Community Strategy.

#### Timetable

Stage	Dates
Commence preparation of document – Evidence gathering + Stakeholder & community engagement	Commenced March 2005 Work ongoing

Consultation on Issues & Options	Consulted June – August 2006
Consultation on Initial Preferred Options	Consulted Feb – March 2007
Further evidence gathering and assessment	November 2008 – December 2009
Consultation on scope of Sustainability Appraisal	May 2009
Stakeholder and community engagement on Revised Options and Preferred Options	February 2010 – January 2011
Consultation on draft (preferred) Minerals and Waste Strategies	September – October 2011
Consultation on revised Minerals and Waste Core Strategy	February/March 2014
Publish Proposed Submission Document for Representations	August 2015
Submit document to Secretary of State	December 2015
Independent Examination Pre-Hearing Meeting	February 2016

Independent Examination Hearings	May 2016
Receive and Publish Inspector's Report	August 2016
Adoption of Core Strategy	November 2016

### Arrangements for production

Organisational Lead	Deputy Director Strategy and Infrastructure Planning.
Political Management	Cabinet Member for Environment; other County Council members involved through the Minerals & Waste Local Plan Cabinet Advisory Group, Cabinet and full County Council at appropriate stages.
Internal Resources	MWLP Project Team (Project Manager + 2 Planning Officers) plus administrative and technical support; specialist input as required, particularly on transport, ecology and archaeology; and input from Corporate Communications Team as required.
External Resources	<p>Consultant to facilitate stakeholder group meetings;</p> <p>Consultant to prepare Local Aggregate Assessment;</p> <p>Consultant to advise on Waste Needs Assessment;</p> <p>Consultants to advise on and undertake Sustainability Appraisal and Habitats Regulations Assessment;</p> <p>Consultant to undertake Strategic Flood Risk Assessments (partly in conjunction with district councils);</p> <p>Consultants or temporary staff to give additional capacity for workload peaks.</p>

External Stakeholder  
Resources

Oxfordshire Partnership;  
Oxfordshire Growth Board;  
Minerals and Waste Forum (Stakeholder Group);  
Oxfordshire Minerals and Biodiversity Stakeholder Group;  
South East England Aggregate Working Party;  
South East Waste Planning Advisory Group;  
Nuclear Legacy Advisory Forum;  
Duty to Co-operate bodies.

External Community &  
Stakeholder Involvement

Consultation bodies and other stakeholders canvassed for their views on issues and options and, as appropriate, advice sought on reasonable options.

## Minerals and Waste Local Plan: Part 2 – Site Allocations

### Overview

#### Role and Subject

Document making provision and identifying specific sites for minerals and waste developments in Oxfordshire over the period to 2031 and setting out policies for control of development of those sites. It will in particular identify sites within the minerals strategy areas and in accordance with the waste strategy in the Core Strategy, in order to deliver these strategies. This document will also identify mineral safeguarding areas and safeguarded minerals and waste sites and facilities. In addition it may include more detailed policies for making decisions on planning applications for minerals and waste and related development within identified sites and elsewhere, building on general policies in the Core Strategy.

**Coverage** The administrative area of Oxfordshire.

**Status** Development Plan Document.

It will be consistent with the Core Strategy and consistent with national planning policy (particularly the NPPF and National Planning Policy for Waste), and will have regard to the National Planning Practice Guidance and the Oxfordshire Sustainable Community Strategy.

#### Timetable

Stage	Dates
Commence preparation of document – Evidence gathering, identification of options and initial assessment	June 2016
Stakeholder and community engagement; Consultation on site options	September 2016 – February 2017



Consultation on draft document	September – October 2017
Further evidence gathering and assessment; Preparation of revised document for publication	November 2017 – April 2018
Publish Proposed Submission Document for Representations	May 2018
Submit Document to Secretary of State	August 2018
Independent Examination Hearings	November 2019
Receive and Publish Inspector's Report	February 2019
Adoption of Site Allocations Document	April 2019

#### Arrangements for production

Organisational Lead

Deputy Director Strategy and Infrastructure Planning.

Political Management

Cabinet Member for Environment; other County Council members involved through the Minerals & Waste Local Plan Cabinet Advisory Group, Cabinet and full County Council at

appropriate stages.

Internal Resources	MWLP Project Team (Project Manager + 2 Planning Officers) plus administrative and technical support; specialist input as required, particularly on transport, ecology and archaeology; and input from Corporate Communications Team as required.
External Resources	<p>Consultant to facilitate stakeholder group meetings;</p> <p>Consultants to advise on and undertake Sustainability Appraisal and Habitats Regulations Assessment;</p> <p>Consultant to undertake Strategic Flood Risk Assessments;</p> <p>Consultants or temporary staff to give additional capacity for workload peaks.</p>
External Stakeholder Resources	<p>Oxfordshire Partnership;</p> <p>Oxfordshire Growth Board;</p> <p>South East England Aggregate Working Party;</p> <p>South East Waste Planning Advisory Group;</p> <p>Nuclear Legacy Advisory Forum;</p> <p>Duty to Co-operate bodies.</p>
External Community & Stakeholder Involvement	Consultation bodies and other stakeholders canvassed for their views on issues and options and, as appropriate, advice sought on reasonable options.

## Proposals Map

### Overview

#### Role and Subject

Map showing graphic expression on an Ordnance Survey base of locationally specific policies and proposals in adopted development plan documents, in particular in the Minerals and Waste Local Plan: Part 2 – Site Allocations, and any relevant saved policies and proposals for minerals and waste. It will include spatial representation of policies and proposals for minerals and waste management development and of any other relevant policies such as environmental designations, constraints and safeguarded areas and sites.

**Coverage** The administrative area of Oxfordshire.

**Status** Integral part of Development Plan Documents.

#### Timetable

The Proposals Map will be prepared in parallel with preparation of the Minerals and Waste Local Plan, in particular Part 2 – Site Allocations (see document profiles above), and will be revised as and when any other development plan document that is prepared or revised is adopted, so as to illustrate geographically the application of the policies in the document or revision.

#### Arrangements for production

The Proposals Map will be produced when the Minerals and Waste Local Plan: Part 2 – Site Allocations is prepared and adopted and the arrangements for producing it will be as for that document (see document profiles above). The contents of the Proposals Map will be shown on the Proposals Maps of the District Local Plans covering Oxfordshire.

## ANNEX 2

### SCHEDULE OF SAVED MINERALS AND WASTE POLICIES AND THEIR PROPOSED REPLACEMENT

#### Oxfordshire Minerals and Waste Local Plan

Policy No.	Subject of Policy	To be replaced / deleted	When (estimate)	Replaced in which DPD (provisional)
SD1	Sand and gravel landbanks	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
SD2	Small sand and gravel extensions	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
SD3	Limestone and chalk quarries	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
SD4	Ironstone extraction	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
SD5	Clay extraction	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
SD7	Rail head sites	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
SD9	Rail head safeguarding	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
SD10	Mineral safeguarding	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
SD11	Prior extraction	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy

W2	Waste from elsewhere	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
W3	Recycling proposals	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
W4	Recycling in the countryside	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
W5	Screening waste plant etc	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
W6	Langford Lane site	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
W7	Landfill	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE2	Mineral working outside identified areas	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE3	Buffer zones	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE4	Groundwater	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE5	River Thames etc	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE7	Floodplain	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE8	Archaeological assessment	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE9	Archaeological remains	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE10	Woodland and forestry	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE11	Rights of way	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE12	Public access	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy

PE13	Restoration and after-use	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE14	Nature conservation	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
PE18	Determining applications	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
PB1	Processing plant etc	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
PB2	Removal of plant etc	Replaced	November 2016	Minerals and Waste Local Plan: Part 1 – Core Strategy
SC3	Sutton Courtenay: traffic routeing	Replaced	April 2019	Minerals and Waste Local Plan: Part 2 – Site Allocations
SW1	Sutton Wick: area for working	Replaced	April 2019	Minerals and Waste Local Plan: Part 2 – Site Allocations
SW2	Sutton Wick: access restriction	Replaced	April 2019	Minerals and Waste Local Plan: Part 2 – Site Allocations
SW3	Sutton Wick: access requirement	Replaced	April 2019	Minerals and Waste Local Plan: Part 2 – Site Allocations
SW4	Sutton Wick: rate of production	Replaced	April 2019	Minerals and Waste Local Plan: Part 2 – Site Allocations
SW5	Sutton Wick: after-uses	Replaced	April 2019	Minerals and Waste Local Plan: Part 2 – Site Allocations
SH1	Stanton Harcourt: areas for working	Replaced	April 2019	Minerals and Waste Local Plan: Part 2 – Site Allocations
SH2	Stanton Harcourt: Sutton bypass	Replaced	April 2019	Minerals and Waste Local Plan: Part 2 – Site Allocations
SH3	Stanton Harcourt: traffic routeing	Replaced	April 2019	Minerals and Waste Local Plan: Part 2 – Site Allocations
SH4	Stanton Harcourt: traffic routeing requirements	Replaced	April 2019	Minerals and Waste Local Plan: Part 2 – Site Allocations
SH5	Stanton Harcourt: after-uses	Replaced	April 2019	Minerals and Waste Local Plan: Part 2 – Site Allocations

SH6	Stanton Harcourt: after-use management	Replaced	April 2019	Minerals and Waste Local Plan: Part 2 – Site Allocations
CY1	Cassington – Yarnton: area for working	Replaced	April 2019	Minerals and Waste Local Plan: Part 2 – Site Allocations
CY2	Cassington – Yarnton: conveyors and haul routes	Replaced	April 2019	Minerals and Waste Local Plan: Part 2 – Site Allocations
CY3	Cassington – Yarnton: after-uses	Replaced	April 2019	Minerals and Waste Local Plan: Part 2 – Site Allocations
CY4	Cassington – Yarnton: pedestrian and cycle routes	Replaced	April 2019	Minerals and Waste Local Plan: Part 2 – Site Allocations

Alternative Formats of this publication can be made available on request. These include other languages, large print, Braille, audio cassette, computer disk or e-mail

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**CABINET – 26 January 2016**

## **BUSINESS MANAGEMENT AND MONITORING REPORT QUARTER 2 2015-2016**

**Report by Head of Policy, Maggie Scott**

### **Introduction**

1. This paper provides details of performance for quarter two (July-September 2015) for the Cabinet to consider. Performance dashboards are included at Annex 1 for information and discussion.
2. The **key achievements against our Corporate Priorities** this quarter are:

#### **A Thriving Economy**

- Provisional results published by the Department for Education in October show that, on average, Oxfordshire pupils continue to perform above the national average at Key Stage 4: 59.1% achieved 5 or more GCSEs at A\*-C (including English and Maths) compared with 56.3% nationally.
- High and improving response rates to a growing number of District Council planning applications.
- Continued timely repair of highway defects.
- Quicker than planned roll-out of broadband to homes.

#### **Thriving People and Communities**

- Increasing numbers of carers have been identified, exceeding the target for the financial year, and more than twice as many have been assessed and received a service, compared to quarter 1.
- Maintained high levels of adult social care direct payment recipients, exceeding the national average.
- Delivery of health checks is on track, and checks for people at high cardiovascular risk have already exceeded the financial year target.
- The number of citizens provided with safety advice/education by the Fire Service has increased and is now back on target.

#### **A Safety Net**

- Continued timely decisions on adult safeguarding.
- Despite increasing caseloads, all looked after and child protection cases remain allocated.
- The proportion of children who become subject to a second or subsequent plan within 18 months of the end of a previous plan remains better than target.

3. Cabinet is asked to take particular note of these **key issues that are impacting on our ability to deliver against our key priorities**, and consider what action is required:

### **A Thriving Economy**

- One academy has been rated inadequate by Ofsted this quarter.
- The proportion of young people not in education, employment or training (NEET) has increased. The proportion of these whose status is 'not known' has jumped from 4.8% to 52.9% (although this is an annual seasonal spike corresponding with the end of the academic year).

### **Thriving People and Communities**

- Reviews of adult social care service users are below target.
- Low numbers of people accessing reablement services, and 50% are not able to access the services within the 3 day target.
- Delayed transfers of care remain high, and there are worsening delays for people accessing home care.
- The percentage of household waste which is recycled, reused or composted has seen another slight fall.
- Successful drug treatment is currently below target levels.
- Fire station availability has dropped further.
- Money saved through interventions in Trading Standards continues to be below the target level.

### **A Safety Net**

- Referrals and caseloads in children's social care continue to rise.
- Visits to children on child protection plans that happen within timescales are below target.
- The number of children placed out-of-county remains high.
- Fewer than 50% of manager decisions in the MASH are being made within timescales, although this is beginning to improve.
- 15 measures have been identified for monitoring performance around safeguarding in supported transport. The framework was initially agreed between CEF and E&E management teams and is currently being developed to include vulnerable clients within adult social services. Parts of the framework will be operational from the beginning of September to coincide with the beginning of the school year, and the full framework will be operational by the end of September. Any issues of corporate significance will be escalated as appropriate.

### **Key Performance Issues**

4. This section discusses the key performance issues that arise from the performance dashboards. The dashboards can be found in Annex 1. These are all presented by directorate.

### **Adult Social Care**

5. In the first 6 months of the financial year, 312 **people have been placed in care homes** (indicator 4) – this is equivalent to 12 people per week (down from a revised Q1 figure of 12.8). The figure includes individuals coming from hospital or their own home, or who were previously self-funding but their savings have fallen below the threshold for local authority funding. The rate is above target and

higher than the same period last year. This is in part due to capacity issue within the market for home care provision, as care homes are used as an alternative to home care. However, relative to other authorities, Oxfordshire performs well on this measure and was in the top quartile nationally in preventing permanent care home admissions in 2014/15.

6. The number of **adult social care users receiving a review** (indicator 7) in the year is below target and dropping. This is due to the level of change in the department, requiring input from operational staff, and vacancy levels in some teams, (particularly learning disability teams). Team performance is reviewed across a selection of key measures each month in a performance board by the Deputy Director Adult Social Care and these sessions are used to re-focus teams on emerging priorities and realign resources where possible
7. Access to **reablement** (indicators 8 and 9) remains below target. The number of people starting reablement (indicator 9) has dropped by 12% from a rate of 7.5 per day last year to 6.7 per day in the first 6 months of this year. This is linked to a number of factors, including:
  - A lack of referrals
  - Delays of people in the reablement service waiting for long term on-going home care
  - Focus on ensuring that people are discharged from hospital in a timely manner, which means there is limited focus on encouraging community based referrals
8. Meanwhile, only around half of people were able to access reablement within three days in Q2, against a target of 80% (indicator 8). When someone needs reablement from hospital they can currently either get this service from staff employed by the Oxford University Hospital Trust (and commissioned by the Clinical Commissioning Group) or via staff employed by Oxford Health and commissioned by the council. The council and CCG have asked the two hospitals to come up with proposals for a single service. It is expected that this service will improve the efficiency of reablement through the hospital system.
9. **Delayed transfers of care** (indicators 10-12) remain above target and are higher than the same time last year. The number of delays that are the responsibility of social care has fallen slightly since quarter one, but remains high. Delayed transfers of care are also rising nationally. A second "Breaking the Cycle - no delayed transfers of care" week was held in September with health partners. This focused upon the whole system working together, operating a command and control structure, running like a major incident, to reduce the number of individuals who are medically fit yet still remain in a hospital bed.
10. In preparation for winter there is a whole system plan to place all the people currently delayed at the start of December into an intermediate care bed. This may not be all the delayed people as some people will be delayed for a community hospital and cannot be managed in an intermediate care bed. Additional resource will be provided for these people including: social work time to complete assessments and support long term placements; therapy to ensure

people continue to get better and do not become institutionalised whilst in the intermediate care bed; and home care to ensure they can leave the care home for home. With the capacity issues in long term care the reablement service have been asked to provide additional resource to continue to support people who will need long term home care till June 2016, with long term providers being asked to take 6 of these cases (alongside other new cases) each month.

11. In quarter two only 18% of **home care cases started within 3 days** of the request to the care agency (indicator 13). This is largely a workforce issue – providers are working to contract levels but there has not been enough interest from providers to cover all areas of home care provision. In the short term the following steps are being taken to improve the immediate responsiveness of the market:
  - Centralising the Placement Team (bringing it into Joint Commissioning) so that it has the capacity and capability to better respond to market pressures.
  - Developing short-term recruitment campaigns via posters, radio, social media and leaflet drops.
  - Developing a longer term workforce strategy alongside our local Care association to address recruitment and retention challenges.
  - Considering the use of alternatives to physical home care visits, including calls and assistive technology.
  - Exploring purchasing care from providers who are not currently on the council's approved list (but are registered with the Care Quality Commission).
  - Maximising the use of direct payments so service users can look at alternative choices to traditional home care although this can be a lengthy process.
  - Introducing interim block contracts to generate access to services with improved response times.

### ***Children Education and Families***

12. The main issue in children's social care continues to be the **increase in case** numbers, particularly the numbers of children subject to a child protection plan and those looked after. This was discussed most recently at the Performance Scrutiny Committee on 4 November 2015.
13. There is a new measure on the **timeliness of decision-making in the Multi-Agency Safeguarding Hub (MASH)** (indicator 1). Fewer than 50% of manager decisions in the MASH are being made within timescales, although this is beginning to improve and is expected to improve further as the MASH becomes more established. The largest proportion of enquiries were closed with information/advice being given (40.8%), followed by referral for a Child and Family Assessment (26.2%).
14. The percentage of **visits to looked after children** (indicators 7 and 8) is below target. This is due to a general increase in caseloads, but is also partly a recording issue and team managers are working to closely monitor performance in order to ensure that visits are completed on time and are written up promptly.

15. The **number of children who go missing from home on two or more occasions**, as a percentage of all children who go missing from home (indicator 9) has increased since quarter one. This does not represent an increase in the number of children going missing, but is largely that those who are going missing are going missing more frequently. We believe this is due to increased awareness of risks and better reporting and recording.
16. The **number of children placed out of county** (indicator 12) and not in a neighbouring authority is 83 against a target of 70. This needs to be seen in the context of an additional 65 children being looked after compared to the situation at the start of the year. Of the 83 children placed out of county, 2 are placed with parents; 12 with relatives or friends and 2 are in independent living. However 37 are in care homes; 26 in foster care; 2 in specialist residential schools and 2 in secure or youth offending services. The council's Placement Strategy is being implemented to help reduce the need to place people out of county, particularly the 63 children in foster care and care homes. This involves building new children's homes in county and a campaign to recruit more foster carers.
17. The termly indicators have now been finalised for 2014/15 academic year, with minor changes from the provisional data provided at the end of Q1 reporting period.
18. Oxfordshire is in the second quartile in the national ranking of **schools judged good or outstanding by Ofsted** (indicator 14a). This quarter one academy has been judged by Ofsted as inadequate (indicators 14b and 14c). This is Abbey Woods Academy in Berinsfield. This means that during the 2014/15 academic year 4 schools in Oxfordshire were judged as inadequate; 3 were sponsored academies (Abbey Woods, Windale and Orchard Meadow) and 1 was a local authority maintained school (William Morris). There is a programme of support in place for these schools that will be delivered by an internal school intervention leader, brokering additional support from Teaching & Learning consultants and other agencies as appropriate. This work is monitored and quality assured by the Improvement and Development Manager for schools. Discussions are also underway with the academy trust.
19. Overall, **educational attainment results** are encouraging, with performance increasing in most key stages. Oxfordshire continues to perform in line or above the national averages in all key stages although there is a more mixed picture when compared within its statistical neighbour group.
20. Provisional results published by the Department for Education in October show that Oxfordshire pupils continue to perform above the national average at the end of **key stage 4**. The proportion of pupils achieving at least 5 GCSEs including English and maths is broadly in line with that last year (59.1%) and this figure will continue to increase following a number of remarks. Currently, 1 secondary school (North Oxfordshire Academy) is looking likely to fall below the secondary school floor standard, although this will be confirmed in January. Performance continues to vary between schools, from 38% at North Oxfordshire Academy to 78% at Wallingford School. Results at Oxford Academy saw a noticeable

increase this year from 28% of pupils achieving 5+ GCSEs at A\*C including English and maths to 51%.

21. Performance at **key stage 2** remains in line with the national average (80% of pupils achieving at least level 4 in reading, writing and in maths). This year only 7 schools will potentially be below floor standards – a decrease from 10 last year. Performance between schools varies from 46% at Rose Hill Primary to 25 schools where all 100% of pupils achieved the expected threshold.
22. The final number of **permanent exclusions from secondary schools** during the 2014/15 academic year (indicator 18) is 45. This is slightly less than that reported in the summer as 2 exclusions were subsequently overturned. After a first exclusion a pupil is referred to the area In Year Fair Access Panels where the best placement for the pupil is agreed. This could be a new school or alternative provision. After a second permanent exclusion there is no longer a requirement to place them in a mainstream school and an alternative provision is sought. This is often at Meadowbrook College.
23. The proportion of **young people whose education, employment or training status is not known** has shown the usual seasonal spike (indicator 22). This figure will drop over the coming months as pupil level data from schools and colleges is finalised.
24. Other red-rated indicators (numbers 24 and 25) were covered in the Q1 report, and the figures have not changed in Q2.

### ***Environment & Economy***

25. The **proportion of household waste reused, recycled, or composted** has fallen again slightly in Q2, to 58% (indicator 9). Efforts are being made to ensure that waste excluded from the Energy Recovery Facility (ERF) is being monitored closely. Discussions are taking place with the Environment Agency regarding the reporting of recycling from street sweepings, which is carried out by the new Grondon contract. It is possible that the way recycling performance is calculated will be changed to meet EU guidance. The impact of this is being assessed but is not expected to be an issue for performance. Current data indicates that the minimum target of 59% will be achieved by the end of the financial year.
26. The **total capital receipts delivered from property disposal** (indicator 11) are currently on 28% of the £2.252m baseline identified in the annual disposals programme. However, the indicator is rated as amber because the profile of the payments means that the bulk of payments are expected in the second half of the year.
27. On-going recruitment issues within the Social and Healthcare team of Oxfordshire Customer Services have continued to have an impact on the proportion **of calls answered within 20 seconds**. Whilst the quarter 2 figure (76%) has risen from the quarter 1 position (70%) it is still below the target of 80%. However, the Customer Service Centre is still performing strongly in other measured areas; 97.5% of calls are dealt with at first contact where they are responsible for the complete solution of a call against a target of 90%. The

Customer Service Centre is also maintaining the 100% target where calls are dealt with at first contact where they have the responsibility to pass the call onto another designated officer within the council.

### **Public Health**

28. Final quarter one figures are now available for the **number of people quitting smoking** (indicator 5). This is slightly higher than previously reported but remains low in relation to the target for the financial year. Due to a new provider starting in April, figures are unlikely to be representative, as the service is still being embedded and work is ongoing to ensure information about successful quitters is robustly captured. Quitting events are continuing to take place across the county.
29. Quarter one and quarter two figures are also now available on **users leaving drug treatment successfully** (indicators 6 and 7). Performance is currently below target. This is linked to a new provider taking over the service in April. The data reflects performance of the previous service and the transition to the new service.

### **Oxfordshire Fire & Rescue Service**

30. The **availability of fire stations for emergency response** (indicator 4) has dropped again this quarter, to below 83%, remaining below the 100% target. As reported for Q1, the new Thames Valley Fire Control Service which opened in April 2015 has had a temporary impact on the way that this data is counted, meaning that a crew of three is no longer classed as 'available'. As a result, the figures are lower than what would have been reported previously. This issue is expected to be resolved by the end of the calendar year, with improvements in reported figures in Q4. The availability figure does not reflect on the real time response times, which are performing as expected.
31. Local recruitment initiatives are continuing. However, as these local opportunities are exhausted, recruitment may need to take place further afield.

### **Trading Standards**

32. The amount of **money saved for consumers** (indicator 1) remains around £39k below target in quarter 2. Similar issues were reported last quarter, due to the Doorstep Crime Unit's savings being lower than the previous year. This area has picked up in quarter two, but there has also been lowered than expected consumer advice savings from 2<sup>nd</sup> tier consumer advice and support work. Work is ongoing with teams to ensure that all consumer savings and money recovered is being correctly captured and recorded.

## **RECOMMENDATION**

33. **Cabinet is RECOMMENDED to note and discuss the performance reported in the dashboards and to make any comments necessary for escalation to Cabinet.**

MAGGIE SCOTT  
CHIEF POLICY OFFICER

**Contact Officer:** Belinda Dimmock-Smith, Senior Policy and Performance Officer,  
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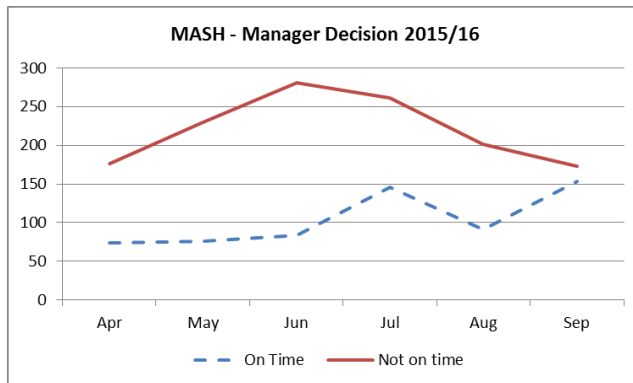
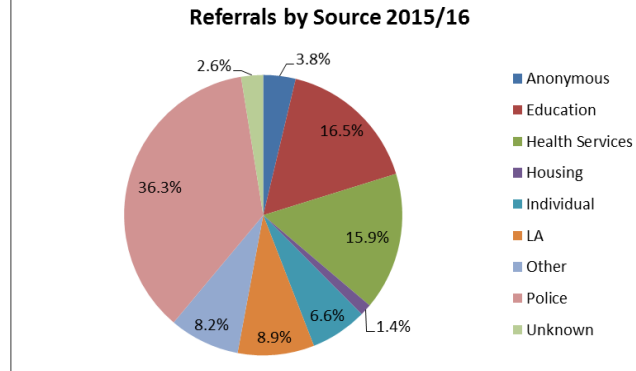
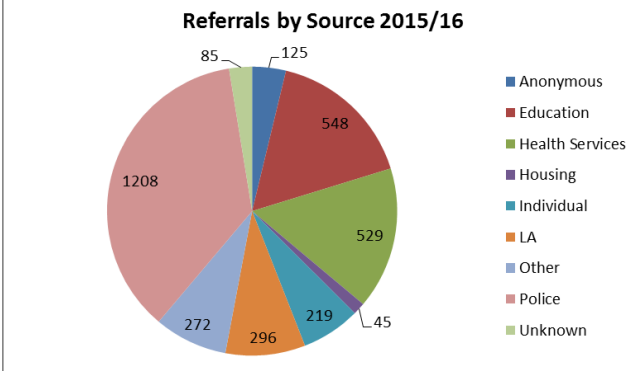
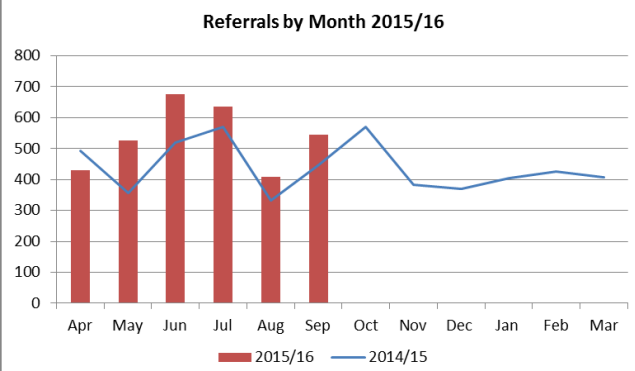
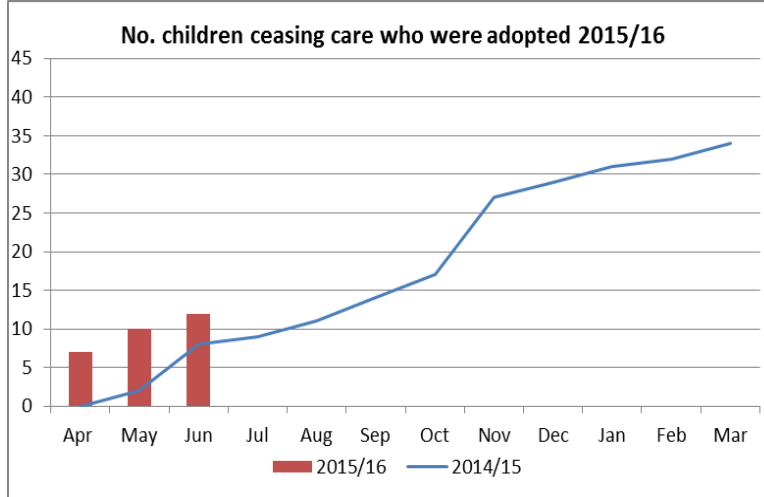
## ANNEX 1

## ADULT SOCIAL CARE

Success Indicator			Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
Safeguarding	1	Number of safeguarding referrals	Monitoring only	Y	4,368	1,089	2109			Monitoring only
	2	Decisions on 75% of safeguarding alerts to be made in one working day	75%	Y	New measure	75%	76%			G
	3	Percentage of safeguarding referrals that will have an outcome in 20 working days	75%	Y	New measure	75%	79%			G
Supporting People to live at home as long as possible	4	Reduce the number of older people permanently placed in a care home and funded by the local authority to 10.5 per week or fewer ( <i>Better Care Fund Metric</i> )	10.5	Y	11.4	12.8	12.0			A
Personalisation	5	Maintain the high level of eligible people on Self-Directed Support	80%	N	82%	82%	83%			G
	6	Maintain the number of people using social care who receive a direct payment	1,431	N	1,431	1,444	1467			G
	7	Maintain the high proportion of service users who have had a review in the last 12 months	75%	N	71%	70%	67%			R
Reablement Services	8	People will be able to access reablement services within 3 days	80%	Y	54%	45%	52%			R
	9	Increase the number of people accessing reablement	3,750	Y	2,743	618	1226			R
Delayed Transfer of Care	10	Reduce delayed transfers that are the responsibility of social care ( <i>average number of people per day</i> )	20	Y	37	44	41			R
	11	Reduce delayed transfers that are the responsibility of both social care & health ( <i>average number of people per day</i> )	8	Y	26	30	33			R
	12	The % of people in hospital who may need care on discharge, where social service are told 3 working days or more before their planned discharge date	100%	Y	47%	45%	38%			R
Waiting Lists	13	Proportion of home care cases where care was started within 3 days of request to the care agency	80%	Y	New measure	25%	18%			R
Support to Carers	14	Increase the number of carers known	17,000	N	16,265	16,526	17233			G
	15	Increase the number of carers receiving a carer assessment	7,000	Y	6,042	1,131	3337			G
	16	Increase the number of carers receiving a service	2,450	Y	2,226	304	972			A
Providing Information to all	17	Number of people supported by the Community Information Network	20,000	Y	25,654	9078	Not yet available			G

Success Indicator			Target	Position at end of May 2015	On Target	Notes
Financial Performance	18	Actual expenditure for Adult Social Care and Joint Commissioning is in line with the latest agreed budget	< 2.0% of net budget	+£1.3m or +0.8%	Yes	Adult Social Care is forecast to overspend by +£1.3m. Of this, +£1.2m relates to non-pool services. There are also overspends of +£0.6m on the Older People and Equipment Pooled budget, +£0.1m on the Physical Disabilities Pooled Budget, and +£0.3m on the Learning Disability Pooled budget. The overspends are partly offset by -£0.9m one off funding from Independent Living Fund and Social Care in Prisons Grant.
	19	Actual expenditure Fire and Rescue, Emergency Planning and Community Safety is in line with the latest agreed budget	<2.0% of net budget	-£0.6m or -2.5%	No	
	20	Actual Pooled Budget Reserves (as at 31 March 2016)	-	£2.3m	-	
	21	Other Directorate Reserves (as at 31 March 2016)	-	£0.7m	-	Fire Control and other Fire & Rescue and Community Safety Reserves.
	22	Number of 2015/16 budget virements requested requiring Council approval as they were a change in policy	-	-	-	
	23	Planned savings for 2015/16 assumed in the MTFP have been achieved	100% achieved	98% expected to be achieved	No	Savings at some risk of not being achieved include -£0.3m relating a review of Older People's day services.

## CHILDREN EDUCATION &amp; FAMILIES

Keeping Children Safe	1	Measure on timeliness of decision making in MASH	Success Indicator															
			2															
		Number of referrals to children's social care – broken down by referring agency																
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	Success Indicator										Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
	3	Reduce the proportion of children who become subject to a second or subsequent plan within 24 months of the end of a previous plan						9%	Y	data not yet available	5.7%	5.8%					G	
	4	No child protection plan cases without an allocated social worker						0	N	0	0	0					G	
	5	No looked after children cases without an allocated social worker						0	N	0	0	0					G	
	6	Percentage of child protection reviews completed on time						95%	Y	93.3%	95.7%	93.9%					G	
	7	Percentage of visits to children on child protection plan completed in line with the plan and within the Council's 28 day standard						85%	N	75%	74.2%	76.3%					A	
	8	Percentage of visits to looked after children completed in line with the plan						85%	N	92%	92%	85.4%					G	
	9	Children who go missing from home on two or more occasions, as a percentage of all children who go missing from home						monitoring only	Y	19.0%	11.4%	14.3%					monitoring only	
10	Number of children subject to both child protection plans and being looked after						monitoring only	N	33	44	31					monitoring only		
Page 470	Success Indicator																	
	11	Number of children ceasing care who were adopted																
																		
12	No more than 70 children placed out of county and not in neighbouring authorities						70	N	74	83	83						R	

## CHILDREN EDUCATION &amp; FAMILIES (CONTINUED)

Success Indicator			Target (for 14/15 academic year)	Cumulative Target Y/N	Year End Position (for academic year 13/14)	Q1	Q2	Q3	Q4	RAG Rating
Raising Attainment	13a	% of children attending primary schools judged good or outstanding by OFSTED	86%	Y	82%	86%	no new data			G
	13b	% of children attending secondary schools judged good or outstanding by OFSTED	85%	Y	82%	89%	no new data			G
	13c	% of children attending special schools judged good or outstanding by OFSTED	83%	Y	75%	92%	no new data			G
	14a	National ranking of schools judged good or outstanding by Ofsted	Top Quartile	Y	New measure	Top Quartile	2nd quartile			A
	14b	Number of schools currently judged inadequate by OFSTED	1	Y	6	3	4			R
	14c	Number of schools judged inadequate by Ofsted during the academic year	0	Y	3	3	4			R
Page 471 Closing The Gap	15	Primary school persistent absence rate	<1.9%	Y	2%	T5 2.1%	no new data			R
	16	Secondary school persistent absence rate	<6.2%	Y	6.2%	T5 6.0%	no new data			G
	17	Number of Permanent exclusions – primary schools	<9	Y	10	T1-T6 provisional 8	8 final			G
	18	Number of Permanent exclusions – secondary schools	<17	Y	19	T1-T6 provisional 47	45 final			R
	19	Number of Fixed Term exclusions – primary schools	<496	Y	496	T1-T6 provisional 434	436 final			G
	20	Number of Fixed Term exclusions – secondary schools	<2,052	Y	2,052	T1-T6 provisional 2,075	2,079 final			A
	21	Proportion of young people Not in Education, Employment or Training (NEET)	<4%	Y	4.7%	3.6%	5.8%			A
	22	Proportion of young people whose NEET status is 'not known'	<5%	Y	5.2%	4.8%	52.9%			R
	23	Reducing rate of first time entrants to criminal justice per 100,000 10-17 year olds	<24.7	Y	Not yet available	Not yet available	Not yet available			N/A
	24	Looked after children absence rate	<3%	Y	4%	T5 4.4%	no new data			R
	25	Looked after children persistent absence rate	<3%	Y	4%	T5 4.5%	no new data			R
	26	% Troubled Families Turned Around	80%	Y	55%	100%	Not yet available			G

Success Indicator			Target	Position at end of May 2015	On Target	Notes
Financial Performance	27	Actual expenditure for Education & Early Intervention is in line with the latest agreed budget	< 2.0% of net budget	+£0.8m or +3.5%	No	Early Intervention Service has been transferred to Children's Social Care. Includes an overspend of + £1.3m on Home to School Transport.
	28	Actual expenditure for Children's Social Care is in line with the latest agreed budget	<2.0% of net budget	+£3.1m or +3.6%	No	Includes forecast overspends on Service Management and Central Costs (+£1.1m), Safeguarding (+£0.6m), Referral and Assessment (+£0.5m), Looked after Children and Leaving Care (+£0.5m), Asylum (+£0.3m), and Corporate Parenting (+£0.2m).
	29	Actual expenditure Children, Education & Families Central costs is in line with the latest agreed budget	< 2.0% of net budget	-£0.1m or -1.1%	Yes	
	30	School Reserves (as at 31 March 2016)	-	£20.9m	-	Includes £5.9m new school set up fund which will be used to address expected budget pressures in future years for pupil growth, or basic needs revenue funding for the creation of new schools and academies.
	31	Directorate Reserves (as at 31 March 2016)	-	£2.5m	-	Includes £1.5m for Thriving Families and £0.7m to support the development of the ringfenced trading arm.
	32	Number of 2015/16 budget virements requested requiring Council approval as they were a change in policy	-	0	-	
	33	Planned savings for 2015/16 assumed in the MTFP have been achieved	100% achieved	62% expected to be achieved	No	Savings at some risk of not being achieved include -£0.3m relating to closer working with external partners. Savings at significant risk of not being achieved relate to the reducing the use of agency & contracted staff and introduce a vacancy factor for administration staff.

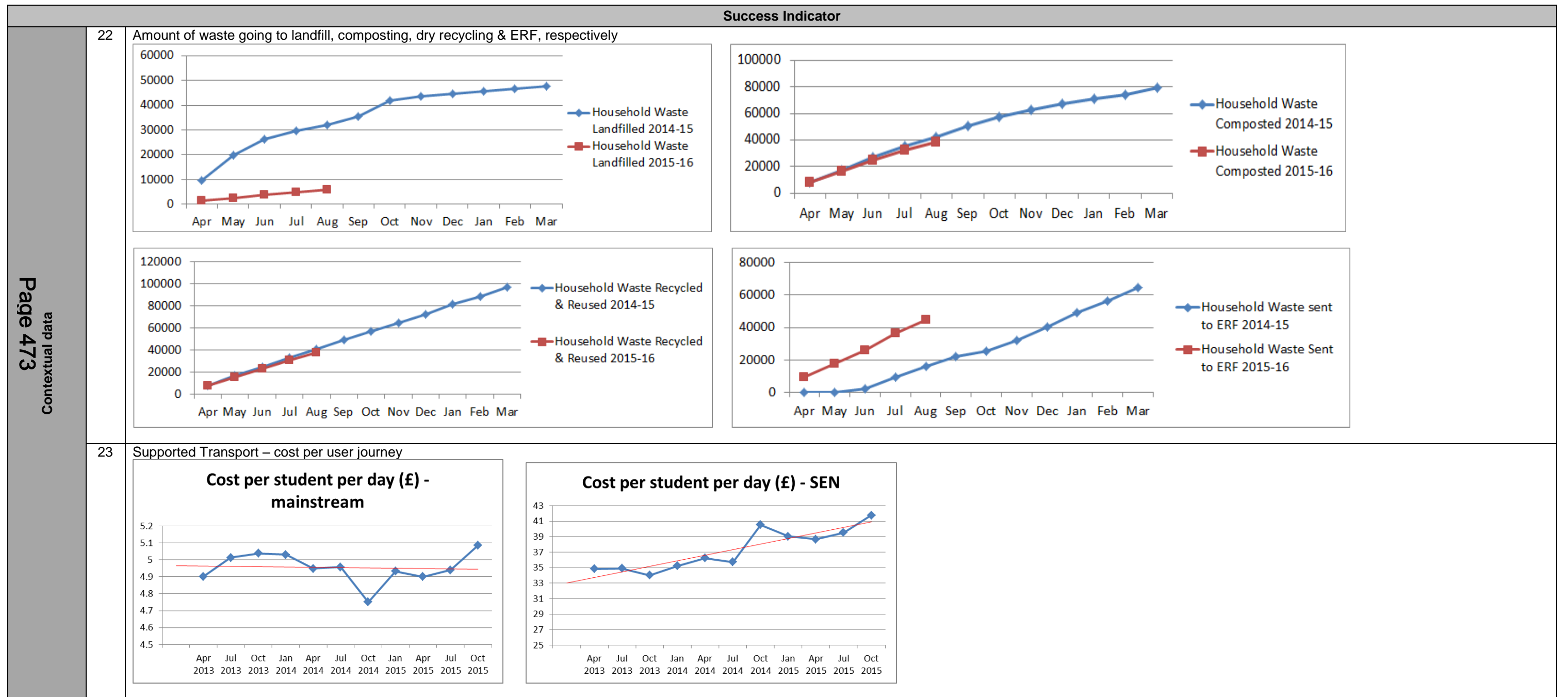
## ENVIRONMENT &amp; ECONOMY

Success Indicator			Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
Strategy & Infrastructure Planning	1	Inward investment: Oxfordshire chosen for 35 re/investments	35	Y	New measure	4	18			G
	2	% of major District Council applications responded to within the agreed deadline	60%	Y	84%	86%	95%			G
	3	% of mineral and waste applications determined within 13 weeks	50%	Y	91%	67%	70%			G
	4	Monies secured in S106/S278 agreements as a % of requirements identified through the Single Response process	70%	Y	86%	99%	81%			G
	5	No more than 20% of S106 monies held within 2 years of potential payback	20%	Y	New measure	3%	1.83%			G
Commercial	6	% of highway defects posing an immediate risk of injury repaired within 24 hours	98%	N	100%	100%	100%			G
	7	% of highway defects that create a potential risk of injury repaired within 28 calendar days	80%	N	88.70%	96.80%	99.29%			G
	8	Maintain a minimum public satisfaction rate with the highways service	45%	N	53.90%	Not available until Q3			Not available until Q3	
	9	% of household waste is reused, recycled or composted	59%	Y	61%	60%	58%			A
	10	% satisfaction on customer satisfaction surveys received in relation to the facilities and property contract.	80%	N	89%	90%	100%			G
	11	Total capital receipts delivered from property disposal, as a percentage of the target capital receipts baseline (£2.252m) identified in the annual disposals programme	100%	Y	77.70%	4%	28%			A
Customer Services	12	% calls answered within 20 seconds	80%	Y	70%	70%	76%			A
	13	% of calls dealt with at first contact where the CSC has responsibility for a complete solution	90%	Y	99%	99%	97.50%			G
	14	% of calls dealt with at first contact where the CSC has responsibility to pass to a designated officer outside CSC	100%	Y	100%	100%	100%			G
	15	Broadband – deliver quarterly target against total homes passed (THP) as per contract (starting June 2014)	78,655 (Q1: 57,209 Q2: 69,535 Q3&4: 78,655)	Y	42,917	58,615	70,308			G

## Success Indicator

Contextual Data Page 472	16 17 18	Number of jobs generated through Invest in Oxfordshire	Number of apprenticeship placements	Number of claimants of Job Seekers Allowance
Contextual Data Page 472	19 20 21	Annual road condition against £ spent per mile	Road condition (number of defects) against the same quarter last year	Amount of waste arising per head of population (year on year comparison)

## ENVIRONMENT &amp; ECONOMY (CONTINUED)



Success Indicator			Target	Position at end of May 2015	On Target	Notes
Financial Performance	24	Actual expenditure for Strategy and Infrastructure is in line with the latest agreed budget	< 2.0% of net budget	-£0.2m or -2.8%	No	
	25	Actual expenditure for Commercial Services is in line with the latest agreed budget	<2.0% of net budget	+£0.4m or +0.5%	Yes	Includes a forecast overspend of +£1.2m on Waste Management and +£0.2m on Supported Transport which is offset by £1m currently unallocated element of the Highways Maintenance Delivery Budget.
	26	Actual expenditure for Oxfordshire Customer Services is in line with the latest agreed budget	< 2.0% of net budget	+£0.8m or +2.9%	No	Includes a forecast overspend of +£0.5m relating to the underachievement of income from Schools due to a combination of academy transfers and maintained schools' uptake of services.
	27	Directorate Reserves (as at 31 March 2016)	-	£4.4m	-	Reduction in reserves relates to the temporary utilisation of reserves to fund one-off costs relating to the transfer of services to Hampshire County Council and the Supported Transport Programme. This will be repaid over the next six to seven years.
	28	Number of 2015/16 budget virements requested requiring Council approval as they were larger than £0.500m or a change in policy	-	0	-	
	29	Planned savings for 2015/16 assumed in the MTFP have been achieved	100% achieved	90% expected to be achieved	No	There is a risk of savings not being achieved relating to Waste, Income Generation, Parking Income and reducing the use of agency & contracted staff and introduce a vacancy factor for administration staff within Cultural Services.



## PUBLIC HEALTH

Success Indicator			Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
National Childhood Measurement Programme	1	% Primary school children classified as obese in Year 6	16%	N	16.9%	annual measurement			annual measurement	
	2	% of primary school children classified as obese in reception	<7%	N	7.3%	annual measurement			annual measurement	
Health checks	3	Cumulative number of the eligible population aged 40-74 who have received a health check since April 2015	18,939	Y	21,395	4,059	9,745			G
	4	Number of people who have received a health check that were identified as high cardiovascular risk (heart attack, stroke, diabetes)	385	Y	158	194	550			G
Smoking Cessation	5	Support 3,650 people to become '4 week quitters' per annum	3,650	Y	1,955	477	Data not yet available			nya
Drug Treatment & Rehabilitation	6	Number of users of opiates who left drug treatment successfully who do not then represent to treatment again within 6 months (or by the end of the reporting period if this is less than 6 months) as a percentage of the total number of opiate users in treatment.	7.6%	Y	6.7%	6.20%	5.60%			R
	7	Number of users of non-opiates who left drug treatment successfully who do not then represent to treatment again within 6 months (or by the end of the reporting period if this is less than 6 months) as a percentage of the total number of non-opiate users in treatment.	39%	Y	22%	29.00%	27.90%			R

Success Indicator			Target	Position at end of May 2015	On Target	Notes
Financial Performance	8	Actual expenditure is in line with the latest agreed budget	< 2.0% of net budget	+£0.4m or +1.3%	Yes	Funded by a ring-fenced grant of £30.4m in 2015/16. On 4 November the Council received notification that this grant would be reduced in-year by £1.9m. The forecast overspend will be funded by a transfer from reserves at year end.
	9	Actual Directorate Reserves (as at 31 March 2016)	-	n/a (*)	-	(*) 2013/14 and 2014/15 underspends held in Grants and Contributions Reserve,
	10	Number of 2015/16 budget virements requested requiring Council approval as they were a change in policy	-	0	-	
	11	Planned savings for 2015/16 assumed in the MTFP have been achieved	100% achieved	n/a	n/a	Public Health is wholly grant funded and does not have any savings to achieve in 2015/16.

## FIRE AND RESCUE SERVICE

Success Indicator			Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
Page 474	1	47 lives saved per year against the OFRS 10 year 365Alive target through emergency response and preventative activity concerning fires and road traffic collisions	47	Y	47	17	31			G
	2	104,000 citizens provided with safety advice/education per year	104,000	Y	102,788	19,460	54,663			G
	3	£12.5m saved to the economy per year from the reductions in fires involving homes, businesses and road traffic collisions	£12.5m	Y	£17.0m	£5.0m	£9.5m			G
	4	Fire stations in Oxfordshire are available for emergency response 100% of the time	100%	Y	89.16%	84.71%	82.74%			R

## TRADING STANDARDS

Success Indicator			Target	Cumulative Target Y/N	2014/15 Year End Position	Q1	Q2	Q3	Q4	RAG Rating
1	Money saved for consumers as a result of our interventions		£450,000	Y	£507,881	£68,256	£185,281			A
2	100% of inspections completed of high risk businesses as identified at the start of the year		100%	Y	97.80%	19.20%	44.90%			G

## CA10

Success Indicator		Target	Based on position at end of October 2015 – Reported to Cabinet on 15 December 2015	On Target	Direction of travel	lead	Notes
<b>Corporate Services</b>							
	Actual expenditure is in line with the latest agreed budget	< 2.0% of net budget	+£0.1m or +1.1%	Yes	No Change	Peter Clark	
	Actual Directorate Reserves (as at 31 March 2016)	-	£0.9m	-	↑	Peter Clark	Includes £0.4m Registration Service reserves and £0.4m held to fund future County Council elections.
	Number of 2015/16 budget virements requested requiring Council approval as they were a change in policy	-	0	-	n/a	Peter Clark	
	Planned savings for 2015/16 assumed in the MTFP have been achieved	100% achieved	89% Achieved	No	↑	Peter Clark	
<b>Corporate</b>							
	Actual expenditure for the Council is in line with the latest agreed budget	< 2.0% of net budget	+£5.5m or +1.3%	Yes	↓	CCMT	
	Cross Directorate Reserves (as at 31 March 2016)	-	£16.6m	-	↓	CCMT	Includes the Grants and Contributions Reserve (£13.5m), Vehicle and Equipment Reserve (£2.6m), Government Initiatives (£0.3m) and the ICT Projects Reserve (£0.3m).
	Corporate Reserves (as at 31 March 2016)	-	£2.7m	-	↓	Lorna Baxter	Carry Forward and Efficiency Reserves.
	Capital Reserves (as at 31 March 2016)	-	£33.0m	-	No Change	Lorna Baxter	
	Cash Flow Reserves (as at 31 March 2016)	-	£6.9m	-	No Change	Lorna Baxter	Being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
	General balances as a proportion of the original gross budget (£831.1m)	-	£14.6m or 1.75%	-	n/a	Lorna Baxter	
	Total reserves as a proportion of the original gross budget (£831.1m)	-	£95.3m or 11.5%	-	n/a	Lorna Baxter	
	Capital programme use of resources compared to programme agreed in February 2015	90%	108%	Yes	n/a	Sue Scane	
	Capital programme expenditure realisation rate		32%	-	n/a	Sue Scane	
	Year to date debtor invoices outstanding - General	33 days	Not available	-		Lorna Baxter	Target as per Financial Strategy.
	Year to date debtor invoices outstanding - Social Care Clients	62 days	Not available	-		Lorna Baxter	Target as per Financial Strategy
	Percentage of debtor invoices cleared in 90 days	97%	Not available	-		Lorna Baxter	Target as per Financial Strategy
	Treasury Management Indicators – Average Interest Rate achieved (In - House) compared to Treasury Management Budgeted Rate	0.77%	0.75%	Yes	n/a	Lorna Baxter	Benchmark rate for 3 month LBID is 0.45%
	Treasury Management Indicators – Average Annualised Return achieved compared to Benchmark Rate (*) (Pooled Fund)	0.74%	0.5%	Yes	n/a	Lorna Baxter	

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Division(s):
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## **CABINET– 26 JANUARY 2016**

### **COMPULSORY PURCHASE POWERS FOR THE ACQUISITION OF LAND REQUIRED FOR THE DELIVERY OF SCHEMES**

**Report by Director of Environment and Economy**

#### **Introduction**

1. In order to progress with the delivery of proposed major infrastructure schemes, the use of Compulsory Purchase Powers for the acquisition of land required for the construction work may have to be used.
2. Cabinet is requested to approve delegation to the Director of Environment and Economy, in consultation with the Executive Cabinet Member, to exercise Compulsory Purchase powers for the purchase of land for schemes detailed in this report, in the event that the land required cannot be purchased by negotiation with landowners.

#### **Background**

3. The Council is proposing to deliver a programme of major infrastructure projects, to support and enable housing and economic growth in Oxfordshire. The transport network needs to operate safely and be fit for purpose, delivering the Transport Strategy set out within the Council's Local Transport Plan.
4. Cabinet has previously approved the delegation of the exercising of Compulsory Purchase Powers for major transport schemes at the January and July 2015 Cabinet meetings.
5. It has now been identified that other proposed major schemes being developed require additional land for the construction of the planned improvements.
6. The Council's land agent from Carillion will work with landowners and continue negotiations to purchase land through agreement in the first instance. However, there may be issues reaching agreement to enable the schemes to progress to the construction phase and achieve programme delivery. With this in mind, the ability to delegate the decision to use Compulsory Purchase Order (CPO) powers to the Director of Environment and Economy, in consultation with the cabinet portfolio holder for this scheme, would enable a swift response should land negotiations be proving to be unconstructive.

## Proposed Schemes

7. Schemes within the Council's committed capital programme for which delegated CPO powers are requested are:

- (a) **Loop Farm, north Oxford (City Deal)** – New A40/A44 strategic link road as part of the Northern Gateway package of schemes.
- (b) **London Road pedestrian / cycle bridge, Bicester (Local Growth Fund)** - to help maintain connectivity into the town centre as the level crossing down-time increases with the delivery of East West Rail.
- (c) **Science Vale Cycle enhancement project (Local Growth Fund)** - A series of eight routes connecting the main residential areas to the station and main employment sites of Culham Science Centre, Harwell Campus and Milton Park.

The programme of improvements for each of the routes will consist of a mixture of new highway infrastructure (for example new shared use paths alongside roads), upgrades of existing public rights of way, and in a small amount of locations the creation of new paths. Land purchase will be required where new highway infrastructure cannot be fitted into the existing highway boundary and for the creation of new paths.

8. In addition, there are schemes being developed on the forward capital programme which are waiting for future funding opportunities to enable implementation. In order to be able to progress promptly should funding be made available delegated CPO powers are requested for these schemes too:

- (a) **Didcot, Northern Perimeter Road (phase 3)** – New road which Extends the A4130 from junction with B4016 (Abingdon Rd/Lady Grove) to Hadden Hill (immediately west of golf course). Required to take through traffic around Didcot, reducing traffic through the centre of Didcot.
- (b) **A34 Lodge Hill Interchange (southbound slip roads)** – Provision of new south bound slip roads, to help relieve Abingdon traffic and congestion at A34 Marcham junction along with providing connectivity from Abingdon to the Science Vale Enterprise Zone.
- (c) **Access to Culham Science Centre, phase 1 – (B4015 to A415 link)** - New road improving connectivity to/from Culham Science Centre from Oxford.
- (d) **Science Bridge, Didcot** - Provision of a new bridge across the railway line (A4130 to Purchase Rd roundabout) to improve connectivity across the area and enable planned growth, in particularly Valley Park and the former Power Station site.

- (e) **Worcester Street, Oxford City Centre** - Required for a bus turning area to enable the pedestrianisation of Queen Street and longer term bus routing changes as part of the City Centre Transport Strategy.
  - (f) **Charbridge Lane level crossing, Bicester** – Part of Network Rail's East-West rail project. Their proposal is to provide a like for like bridge replacement in place of the existing level crossing on London Rd. The council intends to try and secure betterment funding to future proof infrastructure investment here. This is needed to support the planned growth and deliver the transport strategy, which has demonstrated dualing over the bridge and on the approaches will be required to support the planned growth. The enhanced scheme will require additional land to deliver.
9. As the programme of improvement schemes progress, additional requests for delegated CPOs will be required. In order to manage programmes, the number of requesting reports will be packaged up if possible.
10. Further details of the schemes and wider transport strategies they relate to can be found within the County Council's Local Transport Plan 2015 -2031.

#### *Network Rail Electrification – Steventon*

11. As part of the electrification upgrade work at Steventon, Network Rail is proposing to close the Stocks Lane level crossing. This will require the re-routing of traffic along Mill Street/Castle Street. A section of highway that traffic will be re-routed along, which includes a bridge of unknown ownership, requires upgrading and highway dedication. If ownership cannot be determined CPO will be required to acquire land in unknown ownership.
12. Network Rail will be funding all the necessary costs to facilitate the re-routing resulting from the closure of the Stocks Lane crossing.

#### **CPO Processes**

13. The ability to use CPO powers should help support the land negotiations and provide a greater confidence in achieving earlier agreements without having to resort to actually having to use these CPO powers.
14. In the event that CPO powers are required, there will be the need to carry out the statutory requirements to give notice of the CPO to the land owner and to the public. If objections are received there may be a need for preparation and attendance at a Public Inquiry.
15. All necessary processes and procedures would be followed in the making of any Compulsory Purchase Orders.

#### **Financial and Staff Implications**

16. Scheme cost estimates currently do not have an allowance for the additional costs likely to be needed for a full CPO process. Initial costs to start the

process can be met through the contingency allowance. If it looks likely that the full CPO process will be necessary then it is probable that the scheme cost estimate will need to be increased or scope of the scheme reduced.

17. In the event of CPO being exercised, it is likely to delay the scheme's delivery estimated at 6 - 8 months, or for a significantly longer period estimated up to 12 - 18 months if a full public inquiry is required. This may in itself increase project costs.
18. There is no direct impact on staffing.

**Cabinet is RECOMMENDED to:**

- (a) Approve delegation of the exercising of Compulsory Purchase powers to the Director of Environment and Economy, in consultation with the Executive Cabinet Member for the purchase of land required for the delivery of the major infrastructure schemes outlined in paragraphs 7, 8 and 11 of this report, in the event that the land cannot be acquired by negotiation so as to keep to the programme of the schemes.**
- (b) Note that in so far as the whole or any part or parts of land required is not acquired by negotiation, the making of a Compulsory Purchase Order under provisions contained in Part XII of the Highways Act 1980 for the acquisition of the land, will be progressed. This could include providing the necessary attendance, expert witness provision etc at a Public Inquiry if required.**

SUE SCANE

Director, Environment and Economy

Background Papers: Local Transport Plan (4) 2015-2031

Available online [www.oxfordshire.gov.uk/ltp](http://www.oxfordshire.gov.uk/ltp)

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Division(s): N/A
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## CABINET – 26 JANUARY 2016

### FORWARD PLAN AND FUTURE BUSINESS

#### Items identified from the Forward Plan for Forthcoming Decision

#### Topic/Decision

#### Portfolio/Ref

#### Cabinet, 23 February 2016

- **Staffing Report - Quarter 3 - 2015**  
 Quarterly staffing report providing details of key people numbers any analysis of main changes since the previous report.

Cabinet, Deputy Leader  
 2015/098
- **New Arrangements for Oxfordshire County Council's Children's Services**  
 To note the outcome of the recent consultation about aspects of Children's Social Care provision and to agree to a staff consultation in relation to subsequent proposals for the future shape of Children's Services as a whole.

Cabinet, Children, Education & Families  
 2015/118
- **Progress Report on Looked After Children and those Leaving Care**  
 To note the report.

Cabinet, Children, Education & Families  
 2015/117
- **2015/16 Financial Monitoring & Business Strategy Report - December 2015**  
 Financial report on revenue and capital spending against budget allocations, including virements between budget heads.

Cabinet, Finance  
 2015/097

#### Cabinet Member for Environment, 11 February 2016

- **Oxfordshire Minerals & Waste Annual Monitoring Report 2015**  
 To seek agreement to the Minerals & Waste Annual Monitoring Report for 2015, setting out progress on preparation of the Minerals & Waste Local Plan and the results of monitoring of minerals & waste planning policies.

Cabinet Member for Environment,  
 2015/090
- **Proposed Waiting Restrictions, Littlemore**  
 To seek approval of the proposals.

Cabinet Member for Environment,  
 2015/120

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>▪ <b>Revised Arrangements for Visitor Parking Permits - Abingdon and Henley</b><br/>To seek approval of the proposals.</li> </ul>     | <p>Cabinet Member<br/>for Environment,<br/>2015/080</p> |
| <ul style="list-style-type: none"> <li>▪ <b>Proposed Parking Restrictions - Long Furlong, Abingdon</b><br/>To seek approval of the proposals.</li> </ul>                     | <p>Cabinet Member<br/>for Environment,<br/>2015/079</p> |
| <ul style="list-style-type: none"> <li>▪ <b>Proposed Puffin Crossing (Revised Location) - A417 Stanford in the Vale</b><br/>To seek approval of the proposals.</li> </ul>    | <p>Cabinet Member<br/>for Environment,<br/>2014/186</p> |
| <ul style="list-style-type: none"> <li>▪ <b>Proposed Amendment to Prohibition of Driving - Old A329/Caps Lane, Cholsey</b><br/>To seek approval of the proposals.</li> </ul> | <p>Cabinet Member<br/>for Environment,<br/>2015/127</p> |
| <ul style="list-style-type: none"> <li>▪ <b>Proposed Raised Zebra Crossing - Oxford Hill, Witney</b><br/>To seek approval of the proposals.</li> </ul>                       | <p>Cabinet Member<br/>for Environment,<br/>2015/128</p> |