



To: **Members of the Cabinet**

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

**Tuesday, 15 December 2015 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

December 2015

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

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### **Membership**

#### *Councillors*

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

*The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on Wednesday 23 December 2015 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: 26 January 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 - 12)

To approve the minutes of the meeting held on 10 November 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. 2015/16 Financial Monitoring & Business Strategy Report - October 2015 (Pages 13 - 50)

*Cabinet Member:* Finance

*Forward Plan Ref:* 2015/066

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

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

The report focuses on the management of the 2015/16 budget. Parts 1 and 2 include projections for revenue, reserves and balances as at the end of October 2015. Capital Programme monitoring is included at Part 3.

**The Cabinet is RECOMMENDED 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.**

## **7. Service & Resource Planning Report - 2016/17 - December 2015** (Pages 51 - 96)

*Cabinet Member:* Finance

*Forward Plan Ref:* 2015/067

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

Report by Chief Finance Officer (**CA7**).

This report is 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 sets 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.

***Cabinet is RECOMMENDED 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.***

## **8. Household Waste Recycling Centre (HWRC) Strategy (Pages 97 - 130)**

*Cabinet Member:* Environment

*Forward Plan Ref:* 2015/105

*Contact:* Robin Rogers, Strategic Infrastructure & Planning Resources Manager Tel: 01865 815719/01865 815653

Report by Director for Environment & Economy (**CA8**).

Oxfordshire currently operates seven Household Waste Recycling Centres (HWRCs). The sites accept approximately 45,000 tonnes of household residual and recyclable material each year with an average recycling rate of around 70%.

A set of issues are impacting on the long term viability of the current network:

- Population growth and change;
- Specific planning, structural and operational issues at individual sites;
- The restriction on capacity at existing sites to maximise recycling rates;
- An anticipated increase in costs of the operating contract associated with supply and demand pressures in the global recycling market;
- An anticipated increase in waste resulting from economic and household growth;
- Income reductions from the sustained pressures on overall council budgets;
- Additional cost pressures from the requirement to fund unavoidable capital investments.

Taken as a whole, a comprehensive new approach is required to help the council manage the revenue costs of operating the service, prioritise capital investment, provide agreed context for partnership and commercial arrangements and provide a sound basis for describing specific capacity requirements in support of negotiations to secure developer funding contributions to expand sites where population growth will increase usage.

In July 2015 Cabinet received a report proposing to consult the public on revised principles for the provision of HWRC capacity.

This report sets out the results of the consultation alongside an analysis of financial and service pressures. It goes on to propose a revised approach to developing the HWRC network in the medium to long term.

***The Cabinet is RECOMMENDED to:***

- approve the Household Waste Recycling Centre Strategy as set out from paragraph 57; and***
- 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.***

## **9. Forward Plan and Future Business (Pages 131 - 134)**

*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 **CA9**. 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, 10 November 2015 commencing at 2.00 pm and finishing at 3.08 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:**

**Officers:**

Whole of meeting	Peter Clark, Head of Paid Service; Sue Whitehead (Corporate Services)
Part of meeting	
Item	Name
6	Mark Kemp, Deputy Director, Commercial; Alexandra Bailey, Service Manager Business Development Fleet Management
7	Lewis Gosling, Financial Manager (Treasury)

*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.*

### **101/15 MINUTES**

(Agenda Item. 3)

The Minutes of the meeting held on 20 October 2015 were approved and signed subject to the following correction:

Minute 90/15 – Last sentence of the preamble to read: “Councillor Heathcoat added that no partner or agency would agree to funding a provision in perpetuity.”

## 102/15 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

Councillor Pressel had given notice of the following question to Councillor Hibbert Biles

“Councillor Biles gave the following answer to a supplementary question from me in Council on 8 September (page 28 on the agenda of our last Council meeting):

"I think children's centres do promote oral health but in actual fact it is the responsibility of the NHS not this Council. We are a monitoring organisation." Please could you tell me if this is correct?

The latest Public Health Annual Report in its section on oral health says that the local authority "has an emphasis on prevention". It gives a long list (page 55 to 56) of what we do, with much of the work being in pre-school settings, so I'm puzzled by the Cabinet member's statement. I hope this work won't be lost if the children's centres are closed.”

Councillor Hibbert Biles replied:

“On 1st April 2013 the statutory responsibility for the commissioning of commissioning dental epidemiology transferred from the NHS to local government.

The dental public health functions of LAs are described in regulations and include a statutory requirement to provide or secure provision of oral surveys. The statutory instrument states that:

*A local authority shall provide, or shall make arrangements to secure the provision of, the following within its area—*

*Oral health surveys to facilitate—*

- i. the assessment and monitoring of oral health needs,*
- ii. the planning and evaluation of oral health promotion programmes,*
- iii. the planning and evaluation of the arrangements for provision of dental services as part of the health service, and*
- iv. where there are water fluoridation programmes affecting the authority's area, the monitoring and reporting of the effect of water fluoridation programmes.*
- v. The local authority shall participate in any oral health survey conducted or commissioned by the Secretary of State under paragraph 13(1) of Schedule 1 to the 2006 Act (powers in relation to research etc.) so far as that survey is conducted within the authority's area.*

Domain 4 (Healthcare public health and preventing premature mortality) of the Public Health Outcomes Framework includes an indicator relating to “tooth decay in children aged 5.” Continued local dental epidemiology survey provision will be required for the monitoring of this indicator.



Oxfordshire County Council have a requirement to provide a capacity to collect dental epidemiology (surveys) which help inform on the local oral health of the population. This information can help NHS England in understanding the need for dental services locally.

In April 2015 OCC let a contract to Community Dental Services CIC for the collection of dental epidemiology, thus meeting the Council's statutory requirement. The County Council collect data in line with the National Dental Intelligence Programme which provides a scientifically robust methodology and allows comparability of local data with regional and national data.

All Dental Services are commissioned by NHS England, which does include an element of oral health promotion in these contracts. Oral health promotion is on the same footing as providing dental services which is a clear NHSE responsibility.

OCC does not have a statutory obligation to deliver oral health promotion.”

Supplementary: In response to a question concerning the outcome of the steps taken Councillor Hibbert Biles advised that the survey results were not yet available and she would let Councillor Pressel have this information once it was available.

Councillor Phillips had given notice of the following question to Councillor Hibbert Biles

“Does the Cabinet Member for Public Health and the Voluntary Sector share the Association of Directors of Public Health 'deep concern and disappointment' about the Tory governments' £200m cut to non-NHS public health budget which will result in a 6.2% reduction to Oxfordshire's budget and explain what this cut means for the county's Public Health services?”

Councillor Hibbert Biles replied:

“Yes, the cut to the non-NHS public health grant is disappointing. Our Government has to make difficult choices in all areas of public spending. Prudent management of the Public Health grant by the County Council means that we plan to make this reduction without impact on front-line services.”

Supplementary: Councillor Phillips referred to a further 10% cut in the medium term to the non-NHS public health grant and whether this would impact on front-line services. Councillor Hibbert-Biles replied that it was not certain what future funding would be and the Council had to wait and see what it was.

Councillor Howson had given notice of the following question to Councillor Tilley:

“To ask the cabinet member the cost of non SEN home to school transport contracts in Oxfordshire for the summer and autumn terms of 2015 compared with the same periods in 2014 and the same figures for SEN transport? Within these figures, how much is due to in-year pupil arrivals that could not be placed within statutory walking distance of a school?”

Councillor Tilley’s response is set out in the attached annex to these minutes.

Supplementary: Councillor Howson noted that some of the information was awaited and explained that his concern was over whether the expected savings would be delivered and if not whether representation should be made to government over funding. Councillor Tilley confirmed that the additional information would be sent to Councillor Howson.

Councillor Smith had given notice of the following question to Councillor Carter:

"Delays with the start of the building project at Windmill School are well documented. Would the cabinet member agree that lessons have been learnt regarding the lack of early communication from Carillion, and continuing communication that lead to unnecessary stress and wasted time?"

Councillor Carter replied

As with all our building projects we are always learning lessons and seeking to improve the way they are taken through from inception to completion. Schools provide an added complexity due to;

1. the fact that there is an additional link between the school and its governors and the council and;
2. the delivery timetable is more rigid due to school term dates.

The council is working closely with Carillion to improve communications with schools and they have changed their structure to reflect this need.

Supplementary: Councillor Carter undertook to look into concerns raised by Councillor Smith that materials were being ordered and not used. However he commented that if additional materials were having to be specified then this was likely to be as a result of changes made to the original specification not just by Carillion.

## **103/15 PETITIONS AND PUBLIC ADDRESS**

(Agenda Item. 5)

The following requests to speak had been agreed and the following petition received:

Item 6 – Mr Barry Finch, Oxfordshire Action for Transport Group  
Councillor Roy McMillan, Chairman of South Stoke Parish Council

Mr Hugh Jaeger, Chair of Bus Users Oxford and a Director of Bus Users UK  
Councillor Roz Smith, local councillor for Headington & Quarry  
Councillor Susanna Pressel\*, local councillor for Jericho & Osney  
Mrs Margaret Donaldson, local resident  
Councillor Kieron Mallon, local councillor for Bloxham & Easington  
Councillor Laura Price, local councillor for Witney South & Central  
Councillor Steve Curran, Shadow Cabinet Member for Environment  
Cllr Liz Brighouse, Chairman of Performance Scrutiny Committee  
\* submitted a petition in support of the No 17 bus route

## **104/15 PUBLIC CONSULTATION REPORT - SUPPORTED TRANSPORT (SUBSIDISED BUSES AND DIAL-A-RIDE)**

(Agenda Item. 6)

On 26th May 2015, the Cabinet approved the launch of a full public consultation on proposed changes to subsidised bus services and Dial a Ride. Cabinet had before them a report that detailed the consultation process that was followed and which summarised the main themes that arose throughout the consultation. Finally it offered a number of recommendations for cabinet to consider.

Barry Finch speaking on behalf of the Oxfordshire ATG spoke against the proposal which would affect the most vulnerable. It would affect people's ability to transfer between transport nodes. The report suggested only limited extra money to support alternative provision at a time when such resources were already over stretched. He highlighted the County Voluntary Drivers Scheme which depended on volunteers, often retired people. The use of cars would increase congestion and mini buses were expensive to run. He queried whether the proposals met the requirements of the, Disability Discrimination and Equality Acts to provide no lesser services for elderly and disabled people.

Councillor McMillan whilst recognising the difficulties faced by the County Council, highlighted the importance of continuing the subsidy for the 139 route. No other public service served the route between Wallingford and Goring. Without it people would be locked into the village without access to services. The route has proved successful, tripling its use and halving its subsidy. He accepted that there was scope for reduction. He asked that the Council advise quickly on specifics in order to bring clarity on the effects and timing. He welcomed the offer of pump priming and advice on mitigating the worst effects.

Mr Hugh Jaeger spoke on Option 2 and referred to the types of route receiving subsidy. There were: those routes receiving only a small subsidy; those routes that linked strategic points along busy roads and those routes that serve villages such as Stanford-in-the-Vale. There was a need to ensure these buses were better co-ordinated to encourage use and therefore reduce the need for subsidy. He supported revising option 2 to include peak travel.

Councillor Roz Smith thanked the ORCC for collating the high number of responses and spoke in support of the local service linking Sandhills to Headington. This was the only available local service and although off peak was highly regarded and valued. The service was due to end in June next year. She accepted that it may run for less days each week. She was pleased to see the pump priming funding and queried how the decision on successful schemes would be made.

Councillor Pressel and Margaret Donaldson, a local elderly resident, submitted a petition and spoke in support of the No. 17 bus service. Margaret Donaldson spoke of the impact on elderly people if the service did not run with them becoming isolated and unable to access services such as the hospital. Children too would be affected as they used the bus to get to Cutteslowe School. Mrs Donaldson queried the use of the older persons buss pass if there was no bus to catch. Councillor Pressel emphasised that this would affect 100s of people in her area who depended on the bus. She asked that the subsidy be reduced if necessary but not removed entirely.

Councillor Mallon whilst highlighting the importance of the B1 service to his local area suggested that meetings be held with Stagecoach looking at connectivity, the needs of the elderly, options for use of S106 money in the light of housing developments and the possible merger of routes B1 and B2.

Councillor Laura Price thanked officers for their work and spoke in support of the No. 215 service. This would be at risk even under the revised methodology for Option 2. The service provided a vital service for the Smiths Estate many of whose residents were elderly and unable to walk to access alternative services. She warned that the picture of use was a snapshot in time and might not be the current position. It was therefore important to maintain communication.

Councillor Steve Curran commented that many of the responses were opposed to any cuts and only 2% agreed with option 1. He referred to the Aspire service and whilst accepting it was a good service in Oxford stated that it was not established that it would work County wide. He highlighted that many would be willing to see charges rise and he raised the suggestion that council tax rise. He expressed concerns that: the data was old; the consultation was inadequate failing to engage with some users. In particular he highlighted the lack of response from dial-a-ride users and queried the lack of specifics in relation to comments that users were able to walk 400m. He suggested that the comments on vulnerable users set out on pages 50 and 84 had not been adequately tested.

Councillor Brighouse, Chairman of Performance Scrutiny Committee referred to the note of the Committee's deliberations and highlighted a number of points raised by the Committee. She noted that the Committee had supported the £2.3m reduction already in the MTFP and also supported the revised methodology for determining priority. There had been a lot of discussion on Dial-a-Ride and the Committee felt it was important to look very carefully at the Council's responsibilities for those elderly people who

used the service. She emphasised the role for Adult Social Care in taking any proposals forward. The Committee had discussed alternative means of funding the services including the possibility of people paying more. Whilst accepting the difficult decision faced by Cabinet Councillor Brighthouse stressed that much more work was needed to be done with the bus companies to ensure more integration and the Committee supported future market testing.

Councillor Nimmo Smith, Cabinet Member for Environment in introducing the proposals thanked ORCC for their help with the consultation. He briefly outlined the two bus options and indicated that it was no longer possible to provide Dial-a-Ride as a County wide service. He commented that Aspire was a model of what could be done going forward and it was working well in Oxford. He was well aware of the value of the subsidised services but in the context of the current economic climate with funding reduced year on year it was no longer possible to protect bus subsidies has had been done in previous years. He noted that 9/10 buses ran without subsidy and that the Council would continue to discuss how buses could continue to run.

The Chairman reminded everyone that this was about the £2.3m saving included in the MTFP. The recommendation about the withdrawal of all bus subsidies would be subject to the full budget process. He drew attention to the note of the Performance Scrutiny Committee and the concerns highlighted by Councillor Brighthouse. Cabinet had heard the concerns raised over concessions and payments and the concerns raised about the consultation that had taken place.

John Bright, ORCC responded to the concerns over consultation. All registered users of Dial-a-Ride had been written to. There were about 150 regular users and 49 had completed the survey. All disabled groups had been contacted and a special meeting of stakeholders had been held with some representatives from disabled groups. John Bright stated that a focus group may not have been the right way forward. A number of users rang ORCC and had conversations about their concerns, with some of those conversations lasting an hour. Speaking on the phone to address individual concerns was seen as a better service than a focus group offered to users dispersed over the whole county.

Mark Kemp, Deputy Director, Commercial advised that the proposals took into account the advice of legal colleagues and considered both the needs of users and the needs of the wider community. Alexandra Bailey added that the assessment concerning how far users of Dial-a-Ride were able to walk was based on their own assessment when they registered for the service.

During discussion Cabinet was encouraged that speakers were indicating a willingness to look at new ways of moving forward. Cabinet recognised the need to be careful in moving forward and to be making sure that the Council was bringing in all the extra funding possible. Returning to one of the concerns of the Performance Scrutiny Committee it was noted that there would be every opportunity to work with operators going forward.

With regard to recommendation (e) as set out in the report Cabinet considered that it would be better not to allocate the £500k reserve but to wait for the future funding position to be clearer. It was proposed by the Chairman and agreed that Cabinet would then establish a broader pump priming fund (along the lines of the Big Society Fund) that could include community transport along with other similar initiatives.

**RESOLVED:**

**Delivery of the agreed Medium Term Financial Plan savings**

In order to deliver the savings required in the MTFP, the Cabinet **RESOLVED** to:

- (a) Consider the consultation feedback regarding subsidised bus services;
- (b) Proceed with reducing bus subsidies by £2.3 million and:
  - 1. Having considered the consultation feedback regarding subsidised bus services to prioritise off peak services
  - 2. To update the methodology used for ranking services in the following ways:
    - i. Include additional criteria which ensure that rurally isolated and deprived areas are also prioritised.
    - ii. Agree to continue to pay for (i.e. protect in the methodology) subsidised bus routes which are used to take entitled students from home to school, where on the whole it is cheaper for us to do so, instead of paying for separate dedicated school transport. (This will vary routes available on a year by year basis as school cohorts change).
    - iii. Ensure a consistent methodology by treating all providers in the same way, whether they are external providers, OCC fleet or community transport providers.

*N.B. If cabinet approves this request, then approximately two-thirds of the subsidies due to be withdrawn would cease in April 2016, and the remaining third would cease in June 2016. The £2.3m savings under option 2 would be realised in financial year 16/17, assuming notice was served in November / December 2015.*

*The exact details cannot be finalised at this stage due to variables including whether contract renewal renegotiations are required, which could alter costs.*

- (c) Cease funding the Dial a Ride service as of April 2016.

### **Delivery of further savings subject to Council approval**

Cabinet **RESOLVED**:

- (d) to note the delivery of further savings to deliver the full £3.7m savings by the withdrawal of all bus subsidies, subject to full council's approval in February 2016 to further reduce the Supported Transport budget and to note that the full £3.7m savings, would be realised once all contract termination processes have been completed.

*N.B. If Council approves this request, then the subsidies would cease at the following time:*

- *50% of subsidies (59/118 services) require 17 weeks' notice and could terminate on 20<sup>th</sup> June 2016, assuming notice was served on 22<sup>nd</sup> February 2016.*
- *31% of subsidies (37/118 services) require 16 weeks' notice but also require 16 weeks to modify the "Authorised Change Date". This means they would take 32 weeks to terminate. They could therefore terminate on 3<sup>rd</sup> October 2016, assuming notice to change the "Authorised Change Date" was served on 22<sup>nd</sup> February 2016, and notice to terminate the contract was served 16 weeks later on 13<sup>th</sup> June 2016.*
- *9% of subsidies (11/118 services) require 16 weeks' notice and could terminate on 13<sup>th</sup> June 2016, assuming notice was served on 22<sup>nd</sup> February 2016. These are services operated by Oxfordshire County Council.*
- *9% of subsidies (11/118 services) will expire naturally on or before the 31<sup>st</sup> March 2016.*

*Annex E to the report shows which routes fall into each category.*

### **Allocation of one-off, pump-prime funding**

Cabinet **RESOLVED** not to allocate the £500K reserve but instead noted that once the council's future funding position is clearer Cabinet would establish a broader pump priming fund (along the lines of the Big Society Fund) that could include community transport along with other similar initiatives.

### **Exploring a new approach to Transport**

The Cabinet **RESOLVED** to:

- (e) approve the suggested implementation approach, including the request to explore the option of undertaking a larger scale

commissioning exercise which includes a range of supported transport services, in addition to subsidised bus services.

*N.B. Depending on the Cabinet's decision on whether to withdraw all bus subsidies and subject to Council's decision on the Supported Transport budget this commissioning exercise will either include the remainder of the subsidy budget, or exclude it if cabinet decides to withdraw all funding*

**105/15 TREASURY MANAGEMENT MID TERM REVIEW (2014/15)**

(Agenda Item. 7)

Cabinet considered a report that set out the Treasury Management activity undertaken in the first half of the financial year 2015/16 in compliance with the CIPFA Code of Practice. The report included Debt and Investment activity, Prudential Indicator monitoring and forecast interest receivable and payable for the financial year. Lewis Gosling attended for this item.

Councillor Stratford introduced the contents of the report. In moving the recommendation he thanked the Treasury Management Team for their work. A view endorsed by cabinet who appreciated the careful approach that also gave decent returns

***The Cabinet is RECOMMENDED to note the report, and to RECOMMEND Council to note the Council's Mid-Term Treasury Management Review 2015/16.***

**106/15 STAFFING REPORT - QUARTER 2 - 2015**

(Agenda Item. 8)

Cabinet considered an update on staffing numbers and related activity for the period 1 July 2015 to 30 September 2015.

Cabinet **RESOLVED** to note the report.

**107/15 FORWARD PLAN AND FUTURE BUSINESS**

(Agenda Item. 9)

The Cabinet considered a list of items for the immediately forthcoming meetings of the Cabinet.

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

.....in the Chair

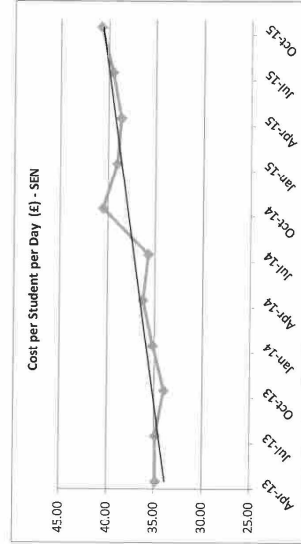
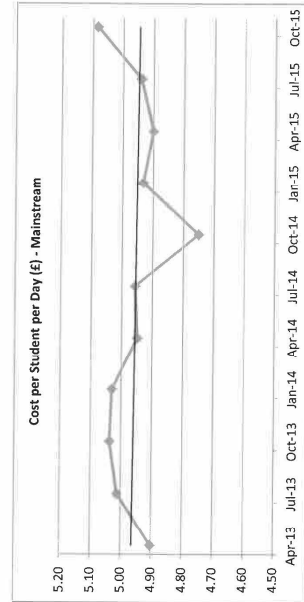
Date of signing.....2015



ROUTE EFFICIENCY PROGRAMME  
HOME TO SCHOOL TRANSPORT CONTRACTS: NUMBER OF STUDENTS CARRIED AND DAILY COST PER STUDENT

ALL STUDENTS				MAINSTREAM STUDENTS				SEN STUDENTS			
	Number of students carried	Overall cost per day (£)	Cost per student per day (£)	Number of students carried	Overall cost per day (£)	Cost per student per day (£)		Number of students carried	Overall cost per day (£)	Cost per student per day (£)	
Apr-13	10227	79957	7.82	Apr-13	9231	45254	4.90	Apr-13	996	34703	34.84
Jul-13	10279	86566	8.42	Jul-13	9107	45654	5.01	Jul-13	1172	40912	34.91
Oct-13	10174	82757	8.13	Oct-13	9087	45782	5.04	Oct-13	1087	36975	34.02
Jan-14	10266	87862	8.56	Jan-14	9086	45613	5.03	Jan-14	1200	42249	35.21
Apr-14	10348	85817	8.29	Apr-14	9242	45739	4.95	Apr-14	1106	40079	36.24
Jul-14	10308	86910	8.43	Jul-14	9144	45332	4.96	Jul-14	1164	41578	35.72
Oct-14	10215	85906	8.41	Oct-14	9170	43560	4.75	Oct-14	1045	42346	40.52
Jan-15	10215	91252	8.93	Jan-15	9017	44481	4.93	Jan-15	1198	46771	39.04
Apr-15	10126	93124	9.20	Apr-15	8837	43306	4.90	Apr-15	1289	49818	38.65
Jul-15	10064	94198	9.36	Jul-15	8778	43364	4.94	Jul-15	1286	50834	39.53
Oct-15	9594	93737	9.77	Oct-15	8388	42553	5.09	Oct-15	1226	51184	41.75

Source: Transport contract data recorded in ONE system, report TCON001  
Data is for month end, except July which is at month start  
Prepared by James Drew, Nov 2015



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## CABINET – 15 DECEMBER 2015

### 2015/16 FINANCIAL MONITORING & BUSINESS STRATEGY DELIVERY REPORT

#### Report by the Chief Finance Officer

#### Introduction

1. This report focuses on the management of the 2015/16 budget. Parts 1 and 2 include projections for revenue, reserves and balances as at the end of October 2015. Capital Programme monitoring is included at Part 3.
2. The forecast directorate position for the year is currently an anticipated overspend of +£5.5m (+1.3%) against a net budget of £413.7m as shown in the table below. This compares to an anticipated overspend of +£5.9m (+1.4%) reported to Cabinet in October 2015 and +£10.3m (+2.4%) reported this time last year.
3. Directorates are continuing to work to reduce the forecast overspend by management action which now includes a recruitment freeze on non-essential staff and a stop on any non-urgent or uncommitted expenditure.
4. Annual reductions in the budget since 2010 mean there is less flexibility to manage pressures as they arise in year. The on-going impact of the increased demand particularly in Children's Social Care and Waste is being considered through the Service & Resource Planning Process for 2016/17 as set out in the Service & Resource Planning Report elsewhere on the agenda.

Directorate	Latest Budget 2015/16 £m	Forecast Outturn 2015/16 £m	Forecast Outturn Variance 2015/16 £m	Forecast Outturn Variance 2015/16 %
Children, Education & Families (CE&F)	107.8	111.6	+3.8	+3.5
Social & Community Services (S&CS)	208.4	209.0	+0.6	+0.3
Environment & Economy (E&E)	84.9	85.9	+1.0	+1.2
Corporate Services (CS)	12.6	12.7	+0.1	+0.8
Public Health (*)	0.0	0.0	0.0	0.0
<b>Total</b>	<b>413.7</b>	<b>419.2</b>	<b>+5.5</b>	<b>+1.3</b>

<b>Public Health (*)</b>				
Expenditure	31.0	31.4	+0.4	+1.3
Grant and Other Income & Transfer from Reserves	-31.0	-31.4	-0.4	-1.3
<b>Total</b> <sup>1</sup>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

5. The following annexes are attached:

<sup>1</sup> Public Health is funded by a ring-fenced grant of £30.4m from the Department of Health. On 4 November the Council received notification that this grant would be reduced in-year by £1.9m. The forecast overspend of +£0.4m will be funded by a transfer from reserves at year end.

Annex 1	Original and Latest Budget for 2015/16
Annex 2	2015/16 Virements & Supplementary Estimates
Annex 3	Ring-fenced Government Grants 2015/16
Annex 4	Treasury Management Lending List
Annex 5	Forecast Earmarked Reserves
Annex 6	Forecast General Balances
Annex 7	Capital Programme Monitoring

6. Directorate reports setting out the detail behind this report are available from the contact officers named at the end of this report or in the Members' Resource Centre.

## **Part 1 - Revenue Budget**

### **Children, Education & Families**

7. The directorate is forecasting an overspend of +£3.8m. There is also a +£0.1m forecast overspend on services funded by Dedicated Schools Grant (DSG).
8. There are two main areas identified as overspending that reflect increasing activity and demand; Special Educational Needs (SEN) Home to School Transport and increasing numbers of children requiring intervention from Children's Social Care leading to increased workload and staffing costs in front line social work teams. The Directorate is addressing the overspend by freezing vacancies other than for front line social workers required to maintain safe caseloads, and is reviewing all areas of expenditure. However, these overspends are unlikely to be resolved in the short term given the increased demand. The proposed future integration of Early Intervention, Children's Centres and Family Support aims to match available resources to demand.

### CEF1 Education & Learning

9. The Education & Learning service is forecasting to overspend by +£0.8m.
10. In 2014/15 Home to School Transport overspent by £1.3m. The overspend was due to increased costs associated with transporting primary school pupils and increased use of taxis, particularly for pupils with SEN. The budget for 2015/16 was increased by £1.2m from 2015/16 as part of the budget and medium term plan agreed by Council in February 2015. The current forecast for 2015/16 is an overspend of +£1.8m relating to SEN transport. Approximately two thirds of this relates to an increase in demand, with a 12% increase in the number of pupils transported. One third of the forecast overspend relates to cost increases. The overspend on SEN transport is partly offset by an underspend of -£0.5m on mainstream transport. The underspend is in the main due to the impact of the route efficiency programme with the number of routes and passengers reducing by 13% and 8% respectively.
11. There are predicted underspends totalling -£0.5m in other areas of Education & Learning. There is also an underspend of -£0.3m which relates to a surplus from trading within Schools & Learning. It is proposed this is transferred into reserves to support the development of the ring-fenced trading arm, approved in principle by Cabinet on 20 October 2015.

## CEF2 Children's Social Care

12. Children's Social Care is forecast to overspend by +£3.1m.
13. As a result of significant increases in the number of children becoming looked after in the last two to three years, additional ongoing funding of £7.4m from 2015/16 was agreed as part of the budget and medium term plan agreed by Council in February 2015. An underspend of only -£0.3m on the increased budget for external agency placements is forecast. This forecast includes projected spend for existing clients and an estimate of £1.2m for new placements that could arise during the rest of the year. The current number of children in care is 604<sup>2</sup> compared to a high of 527 at 31 March 2015. If these very high levels continue, the £1.2m allocation for new placements may not be sufficient.
14. Service Management and Central Costs are forecast to overspend by +£1.1m. The growth in numbers of children requiring services from Children's Social Care has increased workload across a number of services, and required additional administrative support required for front line social workers. In particular there has been a need for more administrative support around Child Protection Conferences and the Multi Agency Safeguarding Hub (MASH). There has also been additional work around restructuring Early Intervention and Children's Social Care requiring interim consultant support. The Directorate is undertaking a review of all posts and budgets across the whole service, in order to identify the on-going staffing requirement, any necessary realignment of budgets and how to address any remaining shortfall.
15. The growth in demand is also resulting in projected overspends in the Corporate Parenting area. The forecast overspend of +£0.2m mainly relates to overspends on the in-house fostering service (+£0.1m) reflecting a 12% increase in children placed in foster care over the last 12 months. The inter-agency budget is forecast to overspend (+£0.2m) because there are increased numbers of children being placed with adopters from other authorities. There are also pressures in Family Placement teams (+£0.1m) reflecting use of agency staff to cover vacancies. These overspends are offset by underspends of -£0.2m in the rest of the service.
16. The increase in the number of young people requiring intervention from Children's Social Care has had a significant impact across all Children's Social Care teams including Referral & Assessment (+£0.5m), Family Support (+£0.2m) Safeguarding (+£0.6m), Looked After Children and Leaving Care (+£0.5m), and Asylum (+£0.3m). Staffing has been increased to keep workloads at a safe level, including use of temporary agency staff, due to on-going problems with recruiting social workers. These are partly offset by small underspends totalling £0.1m in Thriving Families and in Youth Engagement & Opportunities.
17. The Youth Offending Service is now forecasting an overspend of +£0.1m, largely as a result of confirmation from the Youth Justice Board of an in-year grant reduction of an equivalent amount.

## Dedicated Schools Grant (DSG)

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<sup>2</sup> As at 20 November 2015

18. Services funded from DSG are forecast to overspend by +£0.1m compared to the 2015/16 DSG funding receivable of £261.2m. The projected overspend reflects a significant pressure on out of county Special Educational Needs (SEN) placements (+£0.9m) offset in part by expected underspends relating to the free early education entitlement for disadvantaged two year olds and three and four year olds. This is however subject to change as the Early Years DSG block will be adjusted reflecting actual take up and may reduce. The significant pressure on out of county SEN placements is consistent with the pressures on Home to School SEN transport costs.
19. The use of one – off unspent DSG funding of £11.1m held in reserves at the end of 2014/15 is being considered by Schools Forum. Any funding not already committed is likely to be needed to contribute to the pupil growth and basic needs revenue funding (including pre-opening and diseconomy of scale costs) for the creation of new schools and academies, as approved by Schools Forum in December 2014.

### **Social & Community Services**

20. The directorate is forecasting an overspend of +£0.6m. This includes the Council's risk based share of the joint Council and Oxfordshire Clinical Commissioning Group (OCCG) position on the various pooled budgets.

#### S&CS1 Adult Social Care

21. 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 using -£0.9m of funding from the Independent Living Fund and Social Care in Prisons Grant on a one-off basis in 2015/16.

#### Older People and Equipment Pooled Budgets

22. The Older People and Equipment Pool is forecast to overspend by +£2.0m. Oxfordshire Clinical Commissioning Group will make an additional contribution of £0.8m to offset part of the overspend which relates to Non-Emergency Patient Transport. Under the risk share agreement the County Council's share of the remaining overspend is +£0.6m.
23. The Social Care spend on packages and placements is the most significant pressure on the Older People's Pool. The forecast for Social Care Home placements is an overspend of +£3.3m which is partially offset by an underspend of -£1.1m on Home Support resulting in a net position of +£2.2m. There has been a significant increase in the demand for Care Home placements which has risen from an average of 11.5 per week to an average of 11.9 per week during the year. It is expected that demand for care home placements will continue to increase for the remainder of the financial year. This is partly due to a shortage of capacity within the Home Care market which means that it is sometimes appropriate to meet people's needs with a care home placement rather than waiting for a home support package.

24. The Council's position also includes a forecast overspend of +£0.2m for the Social and Healthcare Team which is managed within the Customer Service Centre by Environment and Economy.
25. There is also an underspend on Prevention and Early Intervention of -£1.1m. This includes underspends on the Reablement service and Carers grants.
26. The Clinical Commissioning Group services are forecast to overspend by £0.7m, including the overspend of £0.8m on Non-Emergency Patient Transport. As agreed last year, the Clinical Commissioning Group will meet this pressure in full and it will not be risk shared.

#### Physical Disabilities Pooled Budget

27. The Physical Disabilities Pooled Budget is forecast to overspend by +£0.2m. Under the risk share agreement the County Council share of the overspend is +£0.1m.
28. The Care Homes budget is forecast to underspend by -£0.2m. This is due to the full year effect of the decrease in placements made during 2014/15 and an on-going reduction in year. The forward forecast reflects the assumption that number of placements remains at the current level throughout the year. If the overall downward trend in client numbers continues there will be a decrease in the forecast spend, partially offset by lower client income.
29. The Home Support budget is forecast to underspend by -£0.1m at year end. Although client numbers have been broadly stable over the last three months, there is an overall upward trend in year.
30. The Council's Acquired Brain Injury budget is now forecast to overspend by +£0.2m. There are 11 clients funded from this budget compared to an average of eight clients during 2014/15.
31. The Clinical Commissioning Group services are forecast to overspend by +£0.3m, an increase of +£0.2m since last month due to increased activity. The predominant pressure is an overspend of +£0.3m on the Care Homes budget.

#### Learning Disabilities Pooled Budget

32. £4.6m was added to the Learning Disabilities pooled budget in 2015/16 to reflect pressures arising due to increased demand. On this increased budget, the Learning Disabilities Pool is forecast to overspend by +£0.3m. Under the risk share agreement the County Council is responsible for 85% of any variation.
33. Personalisation and On-going Support is forecast to overspend by +£0.9m. It is assumed that the impact of changes to packages as a result of the closure of the Independent Living Fund will be cost neutral to the pool in year as it will be funded from the grant, subject to agreement by the County Council in December. The overspend is partially offset by small underspends in other areas.

#### Independent Living Fund

34. The Independent Living Fund was closed on 30 June 2015 and responsibility transferred to local authorities from 1 July 2015.
35. Adult Social Care has undertaken a review of all 204 recipients of the Independent Living Fund in Oxfordshire in order to transition them into Local Authority funding. This process has resulted in a new personal budget and support plan for these people. In some cases, where this has resulted in a reduction in the total funding available to individuals, short term transition funding has been agreed. Additionally, a revised financial assessment has been completed for each person.
36. Following the Independent Living Fund closure, a grant of £3.0m has been provided to the County Council. On 3 November 2015 Council agreed to add expenditure budgets of £1.7m to the Learning Disabilities Pool and £0.6m to the Physical Disabilities Pool to meet the increased costs to the pools of the agreed personal budgets. Council also agreed that the £0.6m balance of the grant would be used to offset the overspend on the Learning Disabilities Pooled Budget in 2015/16 and the full year effect of the additional expenditure from the closure of the Independent Living Fund in 2016/17. In light of the reduction in the overspend on the Learning Disabilities Pooled Budget it is proposed that the £0.6m is used to offset overspends elsewhere in Adult Social Care.

#### Social Care in Prisons Grant

37. The Council receives an un-ringfenced grant of £0.2m for new responsibilities relating to the assessment of and meeting the care needs for offenders residing in prisons, approved premises or bail accommodation within Oxfordshire. This funding was originally put into the Older People's Pool to fund increased workload within the Locality teams relating to the new duty. However, the additional activity has been minimal and has been absorbed within existing budgets. It is proposed that this funding is used to offset the overall directorate position in year and has been identified as a savings option for 2016/17.

#### Adult Social Care: Non – Pool Services

38. There is a forecast overspend of +£1.2m for services outside of the Pools. This includes an overspend of +£0.5m on the Mental Health budget due to increased demand for the services and partly as a result of the Supported Independent Living Pathway becoming blocked. The pressure in future years is being managed through the new Mental Health Outcomes Based Contract which includes risk share. The delay to the contract start date has contributed to this in year pressure.
39. There are also overspends on Adult Protection and Mental Capacity (+£0.2m), Emergency Duty Team (+£0.3m), Money Management (+£0.2m) and Adult Survivors of Sexual Abuse (+£0.1m).

#### SCS3 Fire & Rescue, Emergency Planning and Community Safety

40. The Service is forecasting an underspend of -£0.6m of which -£0.4m relates to the Fire and Rescue. This is driven primarily by vacancies for whole-time firefighters and retirements during the year. Recent recruits are included in the forecast underspend but at this stage in the year it is less likely that further recruitment will have a significant impact on expenditure.



41. In addition to the underspend above, there is currently a further underspend of -£0.2m against the budget for on-call firefighters. This forecast is likely to change due to its dependency on the number of emergency calls attended, which can fluctuate due to adverse weather and large incidents which by their nature are unplanned. Depending on the overall position for the directorate and council any underspend would be returned to balances at year end in line with Council policy.

### **Environment & Economy**

42. The directorate is forecasting an overspend of +£1.0m.

#### EE1 Strategy & Infrastructure

Strategy & Infrastructure are forecasting an underspend of -£ 0.2m which relates to an underspend in Planning Regulation due to staffing vacancies and maximising infrastructure funding receipts.

#### EE2 Commercial Services

43. Commercial Services is forecasting to overspend by +£0.4m.
44. Due to predicted increases in tonnages of waste disposal arising from the economic upturn and an increase in the number of households in Oxfordshire, an additional £1.0m of funding was added to the Waste Management budget from 2015/16 as part of the budget and medium term plan agreed by Council in February 2015. Despite this, there is currently a forecast overspend of +£1.2m for this service area. Approximately 58% of total waste disposed of is recycled and composted. An estimated overspend of +£0.6m partially relates to increases in tonnage, but is predominately due to the general increased cost of disposal, most significantly the cost of wood processing. Approximately 37% of waste disposed of is processed through the Ardley Energy Recovery Facility. An overspend of +£0.5m is mostly due to the cost of business rates payments being higher than originally budgeted for. The remaining 5% of waste is sent to landfill for disposal and the balancing overspend of +£0.1m is due to a mixture of cost and tonnage.
45. Supported Transport is forecasting an overspend of +£0.2m. This is due to higher Integrated Transport Unit (ITU) operational costs, and programme implementation costs integral to the realisation of the £6m savings in Supported Transport included in the Medium Term Financial Plan (MTFP). Further work is being undertaken to consider recovering the increased cost of the ITU through recharging service directorates and the potential for carrying forward the implementation costs against future year's savings.
46. The overspends above are partly offset by the current unallocated (-£1.0m) element of the Highways Maintenance Delivery budget. The impact of offsetting this budget against overspends means that there is no funding available for further unplanned ad hoc works or increased external demand on maintenance budgets above that already forecast.

#### EE3 Oxfordshire Customer Services

47. Oxfordshire Customer Services is forecast to overspend by +£0.8m. This relates in part to the underachievement of income from schools (+£0.5m) due to a combination of academy transfers and

maintained schools' uptake of services. A review is already underway to consider the mechanisms for managing the cost of service delivery as volumes change over time. ICT is forecast to overspend (+£0.3m) mainly due to the additional operational cost of the Data Centre, further management action is need to determine the funding for this pressure.

48. Transition and one-off costs associated with the transfer of services to Hampshire County Council total £2.3m in 2015/16. This will be funded in part by using the Oxfordshire Customer Services Development Reserve and by temporary use of other E&E reserves. As planned, costs will be recouped over the next six to seven years and borrowing from other reserves will also be repaid over this period.

#### **Corporate Services**

49. The forecast variation of +£0.1m mainly reflects overspends on Corporate Services and Business Support and Corporate Finance. These are partly offset by an underspend arising from staff vacancies in the Policy Team. It is expected that a breakeven position will be achieved by the year end.

#### **Public Health**

50. On the 4 November the Council received notification from the Department of Health of an in-year grant reduction of £1.9m. This reduction has been reflected in the forecast overspend of +£0.4m. This overspend will be met by a transfer from the Public Health Reserve.

#### **Virements and Supplementary Estimates**

51. Virements larger than £0.5m or relate to un-ringfenced grants requiring Cabinet approval under the Virement Rules agreed by Council on 17 February 2015 are included at Annex 2a. It is proposed to transfer £0.5m of the Early Assessment part of the Care Act Grant funding from Adult Social Care to the Corporate Contingency. This un-ringfenced grant was received from the Department for Communities & Local Government to support Early Assessments relating to the implementation of the Care Act. As the Care Act reforms have been delayed there is a risk that this funding will need to be repaid so it will be held corporately until further information becomes available.

52. Annex 2d shows virements Cabinet need to note.

53. Annex 2e sets out one Supplementary Estimate for approval. This request relates to costs of £0.6m to fund the Transport Safeguarding Assurance Framework project. The project is designed to build and implement a Transport Safeguarding Assurance Framework ensuring that clients using transport service supported by Oxfordshire County Council are safeguarded effectively.

#### **Ringfenced Grants**

54. As set out in Annex 3, ring-fenced grants totalling £321.9m are included in Directorate budgets and will be used for the specified purpose. Since the last report the Council received notification from the Youth Justice board of an in-year reduction of £0.1m in the Youth Justice Grant, a reduction in DSG of -£1.4m, and the reduction in the Public Health Grant of £1.9m. Any grants unspent at year end will be held in the Grants & Contributions Reserve for use in 2016/17, or returned to the funding body.

### **Business Strategy Savings**

55. The forecasts shown in this report incorporate Business Strategy savings that were agreed by Council in February 2015 and previous years. In total £42.8m of savings are incorporated into the budget for 2015/16. £39.6m (92%) of the savings have been delivered or are on track to be delivered. £1.6m (4%) is currently at some risk of not being achieved and a further £1.6m (4%) is at significant risk of not being achieved.
56. £0.9m of savings at significant risk of not being achieved relate to savings for reducing agency and contracted staff and introducing a vacancy factor. Of this, £0.6m is across services in Children, Education & Families, £0.2m relates to Cultural Services and £0.1m in the Music Service. This position may improve as the year progresses and general staff turnover takes place.
57. Other savings at significant risk of being achieved are £0.5m saving from the implementation of the Energy Recovery Facility due to the pressures reported in paragraph 42 above and £0.2m relating to income generated through sponsorship and providing other services in the Network & Asset Management Service in Environment & Economy.

### **Bad Debt Write Offs**

58. The total debt write-offs for the year to the end of October 2015 comprised 50 general write-offs equalling £36,834 (an average of £737 per write-off), plus 127 Client Finance debt write-offs totalling £183,076 (an average of £1,441 per write-off).
59. There were 35 new write-offs of Client Finance Accounts during September and October 2015 and these totalled £32,422 (an average of £926 per write-off).

### **Treasury Management**

60. The latest treasury management approved lending list<sup>3</sup> is shown in Annex 4. This includes a decrease to the maximum investment total for Standard Chartered Bank to £15m.
61. The table below shows average in-house cash balances and average rates of return for September and October 2015. The forecast outturn for interest receivable and return on investments for 2015/16 currently totals £3.1m, exceeding the budgeted figure of £2.1m. Interest payable is currently forecast to be in line with the budgeted figure of £18.1m.

<b>Month</b>	<b>Average cash balance</b>	<b>Average rate of return</b>
September	£329.1m	0.81%
October	£323.0m	0.79%

## **Part 2 – Balance Sheet**

62. Annex 5 sets out earmarked reserves brought forward from 2014/15 and the forecast position as at 31 March 2016. These reserves are held for

<sup>3</sup> as at 27 November 2015

specified one – off projects, contractual commitments and to support the Medium Term Financial Plan.

63. As set out in the Provisional Outturn Report to Cabinet on 23 June 2015, revenue reserves were £63.6m at the end of 2014/15. These are currently forecast to reduce to £50.9m by 31 March 2016.

#### Grants and Contributions

64. The balance of unspent DSG is forecast to be £10.6m by 31 March 2016. This is likely to be needed to address expected budget pressures in future years in funding for pupil growth, or basic needs revenue funding for the creation of new schools and academies.
65. Other ring-fenced grant underspends held in the Grants and Contributions Reserve for use in 2015/16 in line with the grant criteria include £0.9m for revenue Section 106 contributions and £0.3m for the Social Work Improvement Fund. There is also £0.3m funding for the Local Enterprise Partnership.
66. Under the terms of the Public Health grant it is legitimate to use the funding on functions which have a significant effect on, or in connection with, the exercise of the public health functions specified in Section 73B(2) of the National Health Service Act 2006. Contributions of £0.2m towards Domestic violence prevention and support and £0.4m to Cycle Improvement Capital schemes will be made during 2015/16. In November 2015 Council agreed to transfer £2m to the capital programme to fund the development of Children's Homes. This is in addition to the £2m Council agreed in May 2014. The total £4m contribution will reduce the need for prudential borrowing to fund the scheme from £0.5 to £0.2m. After these additional contributions and a £0.4m contribution to offset the 2015/16 overspend the balance of Public Health grant funding is forecast to be £0.4m by 31 March 2016.

#### Children, Education & Families

67. School balances are forecast to be £20.9m as at 31 March 2016. A report setting out the reasons why schools have held high balances for a number of years was considered by Education Scrutiny Committee on 1 October 2015. It was agreed to continue to remind schools of the need to spend revenue funding on current cohorts of pupils as part of the annual budget setting process and to continue to challenge schools that have consistent surplus balances.
68. Other reserves held by the Directorate are forecast to reduce from £4.2m to £2.2m by 31 March 2016. Many of the key projects and pressures supported by reserves in 2014/15 are continuing in 2015/16.

#### Social & Community Services

69. Social & Community Services reserves are forecast to reduce from £3.8m to £3.0m by 31 March 2016. £2.9m held in the Older People Pooled Budget Reserve will be used to help meet expected pressures relating to Delayed Transfers of Care work in 2015/16 and future years and the trial rehabilitation at home project which has been delayed.

### Environment & Economy

70. Reserves held by the Directorate are forecast to reduce from £8.3m to £4.4m by 31 March 2016. As set out in paragraph 52 this forecast includes the temporary use of £2.3m of reserves (including the Catering Investment Fund, Dix Pit Reserve and Joint Use Reserve) to fund transition and 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 as originally planned.

### Corporate Reserves

71. The Efficiency Reserve totalled £1.7m at 1 April 2015. Of this £1.1m is committed to be used for one-off projects during 2015/16. The remaining £0.6m, along with an additional contribution of £2.0m will be used for one – off projects supporting the Medium Term Financial Plan.

### Other Reserves

72. Other Reserves, which include Insurance, Capital and Cash flow reserves, are forecast to total £44.4m at 31 March 2016. The Budget Reserve is forecast to be £7.0m at the year end and is required to manage the cash flow implications of the pressures and savings included in the Medium Term Financial Plan.

### Balances

73. As set out in Annex 6 general balances are forecast to be £14.6m as at 31 March 2016 after taking into account the projected Directorate overspends and the supplementary estimate requested in this report. This compares to an expected £17.5m as set out in the MTFP approved by Council in February 2015 and the risk assessed level of £17.4m.
74. In setting the budget for 2015/16, a Corporate Contingency of £3.6m was agreed. In addition, in July 2015, Cabinet agreed a virement of £0.5m from the contribution to the Older People and Equipment Pooled Budget to Corporate Contingency<sup>4</sup>. The contingency is held predominantly to manage any high risk demand led budgets. Also, as the Budget Reserve for 2016/17 set out in the MTFP is in deficit by £6.0m, any un-used contingency was planned to be used towards reducing the deficit. A decision will need to be made later in the financial year whether the contingency will be needed instead to meet any of the overspends reported, particularly in relation to the Children, Education & Families Directorate.

## **Part 3 – Capital Monitoring**

75. The capital monitoring position set out in Annex 7a, shows the forecast expenditure for 2015/16 is £134.8m (excluding schools local capital), an increase of £0.2m compared to the latest approved capital programme. The table below summarises the variations by directorate.

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<sup>4</sup> The £0.5m referred to in Paragraph 49 is not included in the contingency position as it is expected that it will be clawed back before the year end.

Directorate	Last Approved Programme * £m	Latest Forecast Expenditure £m	Variation £m
Children, Education & Families	51.3	51.3	0.0
Social & Community Services	6.3	6.4	+0.1
Environment & Economy - Transport	62.1	62.3	+0.2
Environment & Economy - Other	11.2	11.2	0.0
Chief Executive's Office	3.7	3.6	-0.1
<b>Total Directorate Programmes</b>	<b>134.6</b>	<b>134.8</b>	<b>+0.2</b>
Schools Local Capital	2.0	2.0	0.0
Earmarked Reserves	0.3	0.3	0.0
<b>Total Capital Programme</b>	<b>136.9</b>	<b>137.1</b>	<b>+0.2</b>

\* Approved by Cabinet 20 October 2015

76. Significant in-year variations for each directorate are listed in Annex 7b. New schemes and total programme/project budget changes are listed in Annex 7c.
77. In the Children, Education & Families programme, whilst there is no change in the overall in-year forecast, there are a number of offsetting changes. With the expected commencement of the Aureus Secondary School project in January 2016 for the Didcot Great Western Park housing development, £1.7m has been rephased into 2015/16. This has been offset by £1.6m being re-profiled from 2015/16 to 2016/17 for three new primary school projects within the Growth Portfolio programme and the Early Years Entitlement for Disadvantaged 2 year olds programme.
78. Within the Children's Home Programme, the fourth project has been approved and works have commenced.
79. There are no significant changes to report in other Directorate programmes.

#### **Actual & Committed Expenditure**

80. At 31 October actual capital expenditure for the year to date (excluding schools local spend) was £42.7m. This is 32% of the total forecast expenditure. Actual and committed spend is 73% of the forecast.

#### **Five Year Capital Programme Update**

81. The total forecast 5-year capital programme (2015/16 to 2018/19) is now £427.8m, an increase of £1.3m compared to the last capital programme approved by Cabinet in October 2015. The table below summarises the variations by directorate and the main reasons for these variations are explained in the following paragraphs.

Directorate	Last Approved Programme (2015/16 to 2018/19) * £m	Latest Updated Programme (2015/16 to 2018/19) £m	Variation £m
Children, Education & Families	138.4	139.3	+0.9
CEF Reductions to be identified	-5.8	-5.8	0.0
Social & Community Services	38.7	38.8	+0.1
Environment & Economy - Transport	167.0	167.3	+0.3
Environment & Economy – Other	35.5	35.5	0.0
Chief Executive’s Office	5.3	5.3	0.0
<b>Total Directorate Programmes</b>	<b>379.1</b>	<b>380.4</b>	<b>+1.3</b>
Schools Local Capital	4.3	4.3	0.0
Earmarked Reserves	43.1	43.1	0.0
<b>Total Capital Programme</b>	<b>426.5</b>	<b>427.8</b>	<b>+1.3</b>

\* Approved by Cabinet 20 October 2015

82. In the Children, Education and Families programme, additional funding from developer contributions of £1.4m is included towards projects within the growth portfolio programme that have reached contract let. The value of £0.2m has been removed from the Children’s Home Programme to reimburse the loss of the capital receipt from a site that was earmarked for disposal but now being used for a new children’s home.
83. There are no significant changes to report in other Directorate programmes.

## RECOMMENDATIONS

84. **The Cabinet is RECOMMENDED 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.**

**LORNA BAXTER**  
Chief Finance Officer

Background papers: Directorate Financial Monitoring Reports to the end of September and October 2015

Contact Officers: Katy Jurczynszyn, Strategic Finance Manager –  
Financial Strategy & Monitoring (01865 323975)

December 2015



**Financial Monitoring and Business Strategy Delivery Report**  
**CABINET - 15 December 2015**  
**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2014/15 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Budget			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	(13)
<b>CEF</b>	<b>Children, Education &amp; Families</b>								
	Gross Expenditure	419,141	0	2,575	0	421,716	433,906	12,190	A
	Gross Income	-312,092	0	-1,823	0	-313,915	-322,328	-8,413	A
		<b>107,049</b>	<b>0</b>	<b>752</b>	<b>0</b>	<b>107,801</b>	<b>111,578</b>	<b>3,777</b>	<b>A</b>
<b>SCS</b>	<b>Social &amp; Community Services</b>								
	Gross Expenditure	220,716	0	-8,317	0	212,399	213,068	669	G
	Gross Income	-11,968	0	8,044	0	-3,924	-3,924	0	G
		<b>208,748</b>	<b>0</b>	<b>-273</b>	<b>0</b>	<b>208,475</b>	<b>209,144</b>	<b>669</b>	<b>G</b>
<b>EE</b>	<b>Environment &amp; Economy</b>								
	Gross Expenditure	158,099	0	-888	2,050	159,261	159,942	681	G
	Gross Income	-81,518	0	7,120	0	-74,398	-74,099	299	G
		<b>76,581</b>	<b>0</b>	<b>6,232</b>	<b>2,050</b>	<b>84,863</b>	<b>85,843</b>	<b>980</b>	<b>G</b>
<b>CEO</b>	<b>Chief Executive's Office</b>								
	Gross Expenditure	31,736	0	-9,445	0	22,291	23,431	1,140	R
	Gross Income	-12,943	0	3,257	0	-9,686	-10,697	-1,011	R
		<b>18,793</b>	<b>0</b>	<b>-6,188</b>	<b>0</b>	<b>12,605</b>	<b>12,734</b>	<b>129</b>	<b>G</b>
<b>PH1</b>	<b>Public Health</b>								
	Gross Expenditure	31,023	0	-286	0	30,737	28,824	-1,913	R
	Gross Income	-31,023	0	286	0	-30,737	-28,824	1,913	R
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	Less Recharges to Other Directorates	-67,832				-67,832	-67,832	0	
		67,832				67,832	67,832	0	
	<b>Directorate Expenditure Total</b>	<b>792,883</b>	<b>0</b>	<b>-16,361</b>	<b>2,050</b>	<b>778,572</b>	<b>791,339</b>	<b>12,767</b>	<b>G</b>
	<b>Directorate Income Total</b>	<b>-381,712</b>	<b>0</b>	<b>16,884</b>	<b>0</b>	<b>-364,828</b>	<b>-372,040</b>	<b>-7,212</b>	<b>G</b>
	<b>Directorate Total Net</b>	<b>411,171</b>	<b>0</b>	<b>523</b>	<b>2,050</b>	<b>413,744</b>	<b>419,299</b>	<b>5,555</b>	<b>G</b>

**Financial Monitoring and Business Strategy Delivery Report**  
**CABINET - 15 December 2015**  
**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income £000 (8)	Projected Year end Variation to Budget underspend - overspend + £000 (9)	Projected Year end Variance Traffic Light (13)
		Original Budget £000 (3)	Brought Forward from 2014/15 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Budget £000 (7)			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(13)
	Contributions to (+)/from (-)reserves	-7,241				-7,241	-7,241	0	
	Contribution to (+)/from(-) balances	2,000			-2,050	-50	-50	0	
	Pensions - Past Service Deficit Funding	830				830	830	0	
	Contingency	4,029		528		4,557	4,557	0	
	Capital Financing	33,768				33,768	33,768	0	
	Interest on Balances	-4,199				-4,199	-4,199	0	
	Additional funding to be allocated					0	0	0	
	<b>Strategic Measures Budget</b>	29,187	0	528	-2,050	27,665	27,665	0	
	Unringfenced Government Grants	-15,777		-1,051		-16,828	-16,828	0	
	Council Tax Surpluses	-7,472				-7,472	-7,472	0	
	Revenue Support Grant	-62,305				-62,305	-62,305	0	
	Business Rates Top-Up	-37,085				-37,085	-37,085	0	
	Business Rates From District Councils	-29,466				-29,466	-29,466	0	
	<b>Council Tax Requirement</b>	288,253	0	0	0	288,253	293,808	5,555	

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

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

**Financial Monitoring and Business Strategy Delivery Report**  
**CABINET - 15 December 2015**  
**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2014/15 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	(13)
<b>CEF1</b>	<b>Education &amp; Early Intervention</b>								
	Gross Expenditure	84,212		-15,451	0	68,761	71,084	2,323	A
	Gross Income	-47,648		667	0	-46,981	-48,532	-1,551	A
		<b>36,564</b>	<b>0</b>	<b>-14,784</b>	<b>0</b>	<b>21,780</b>	<b>22,552</b>	<b>772</b>	<b>A</b>
<b>CEF2</b>	<b>Children's Social Care</b>								
	Gross Expenditure	57,390		19,034	0	76,424	81,676	5,252	R
	Gross Income	-4,678		-3,359	0	-8,037	-10,185	-2,148	R
		<b>52,712</b>	<b>0</b>	<b>15,675</b>	<b>0</b>	<b>68,387</b>	<b>71,491</b>	<b>3,104</b>	<b>A</b>
<b>CEF3</b>	<b>Children, Education &amp; Families Central Costs</b>								
	Gross Expenditure	5,908		-66	0	5,842	5,780	-62	G
	Gross Income	0		0	0	0	0	0	G
		<b>5,908</b>	<b>0</b>	<b>-66</b>	<b>0</b>	<b>5,842</b>	<b>5,780</b>	<b>-62</b>	<b>G</b>
<b>CEF4</b>	<b>Schools</b>								
	Gross Expenditure	256,136		-942	0	255,194	259,871	4,677	G
	Gross Income	-255,596		869	0	-254,727	-259,441	-4,714	G
		<b>540</b>	<b>0</b>	<b>-73</b>	<b>0</b>	<b>467</b>	<b>430</b>	<b>-37</b>	<b>R</b>
	<b>Non Negotiable Support Service Recharges</b>								
	Gross Expenditure	15,641			0	15,641	15,641	0	G
	Gross Income	-4,316			0	-4,316	-4,316	0	G
		<b>11,325</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,325</b>	<b>11,325</b>	<b>0</b>	<b>G</b>
	Less recharges within directorate	-146				-146	-146	0	G
		146				146	146	0	G
	<b>Directorate Expenditure Total</b>	<b>419,141</b>	<b>0</b>	<b>2,575</b>	<b>0</b>	<b>421,716</b>	<b>433,906</b>	<b>12,190</b>	<b>A</b>
	<b>Directorate Income Total</b>	<b>-312,092</b>	<b>0</b>	<b>-1,823</b>	<b>0</b>	<b>-313,915</b>	<b>-322,328</b>	<b>-8,413</b>	<b>A</b>
	<b>Directorate Total Net</b>	<b>107,049</b>	<b>0</b>	<b>752</b>	<b>0</b>	<b>107,801</b>	<b>111,578</b>	<b>3,777</b>	<b>A</b>

## KEY TO TRAFFIC LIGHTS

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

**Financial Monitoring and Business Strategy Delivery Report**  
**CABINET - 15 December 2015**  
**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income £000 (8)	Projected Year end Variation underspend - overspend + £000 (9)	Projected Year end Variance Traffic Light (13)
		Original Budget £000 (3)	Brought Forward from 2014/15 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)			
(1)	(2)								
SCS1	<b>Adult Social Care</b>								
	Gross Expenditure	182,406		-8,203	0	174,203	175,498	1,295	G
	Gross Income	-16,004		7,766	0	-8,238	-8,238	0	G
		<b>166,402</b>	<b>0</b>	<b>-437</b>	<b>0</b>	<b>165,965</b>	<b>167,260</b>	<b>1,295</b>	<b>G</b>
SCS2	<b>Joint Commissioning</b>								
	Gross Expenditure	7,163		-324	0	6,839	6,839	0	G
	Gross Income	-2,727		-72	0	-2,799	-2,799	0	G
		<b>4,436</b>	<b>0</b>	<b>-396</b>	<b>0</b>	<b>4,040</b>	<b>4,040</b>	<b>0</b>	<b>G</b>
SCS3	<b>Fire &amp; Rescue, Emergency Planning and Community Safety</b>								
	Gross Expenditure	3,193		23,314	0	26,507	25,881	-626	A
	Gross Income	-1,691		-175	0	-1,866	-1,866	0	G
		<b>1,502</b>	<b>0</b>	<b>23,139</b>	<b>0</b>	<b>24,641</b>	<b>24,015</b>	<b>-626</b>	<b>A</b>
SCS4	<b>Fire &amp; Rescue and Emergency Planning (merged with SCS3 Community Safety)</b>								
	Gross Expenditure	23,104		-23,104	0	0	0	0	0
	Gross Income	-525		525	0	0	0	0	0
		<b>22,579</b>	<b>0</b>	<b>-22,579</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Non Negotiable Support Service Recharges</b>								
	Gross Expenditure	13,829			0	13,829	13,829	0	G
	Gross Income				0	0	0	0	0
		<b>13,829</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,829</b>	<b>13,829</b>	<b>0</b>	<b>G</b>
	Less recharges within directorate	-8,979				-8,979	-8,979	0	G
		8,979				8,979	8,979	0	G
	<b>Directorate Expenditure Total</b>	<b>220,716</b>	<b>0</b>	<b>-8,317</b>	<b>0</b>	<b>212,399</b>	<b>213,068</b>	<b>669</b>	<b>G</b>
	<b>Directorate Income Total</b>	<b>-11,968</b>	<b>0</b>	<b>8,044</b>	<b>0</b>	<b>-3,924</b>	<b>-3,924</b>	<b>0</b>	<b>G</b>
	<b>Directorate Total Net</b>	<b>208,748</b>	<b>0</b>	<b>-273</b>	<b>0</b>	<b>208,475</b>	<b>209,144</b>	<b>669</b>	<b>G</b>

## KEY TO TRAFFIC LIGHTS

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

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October Financial Monitoring and Business Strategy Delivery Report: Social & Community Services  
CABINET - 15 December 2015

Pooled Budgets

Original Budget £m	Latest Budget £m		Variance Year End 2015 £m	Forecast Variance August 2015 £m	Change in Variance £m
		<b><u>Older People's &amp; Equipment Pool</u></b>			
70.725	70.895	Oxfordshire County Council		+0.834	-0.834
33.897	33.897	Better Care Fund		+0.000	+0.000
82.699	83.080	Oxfordshire Clinical Commissioning Group		+1.356	-1.356
<b>187.321</b>	<b>187.872</b>	<b>Total Older People's &amp; Equipment Pool</b>	<b>+0.000</b>	<b>+2.190</b>	<b>-2.190</b>
		<b><u>Physical Disabilities Pool</u></b>			
12.027	11.370	Oxfordshire County Council		-0.242	+0.242
7.219	7.345	Oxfordshire Clinical Commissioning Group		-0.148	+0.148
<b>19.246</b>	<b>18.715</b>	<b>Total Physical Disabilities Pool</b>	<b>+0.000</b>	<b>-0.390</b>	<b>+0.390</b>
		<b><u>Learning Disabilities Pool</u></b>			
68.755	68.755	Oxfordshire County Council	+0.719	+0.719	+0.000
13.083	13.083	Oxfordshire Clinical Commissioning Group	+0.127	+0.127	+0.000
<b>81.838</b>	<b>81.838</b>	<b>Total Learning Disabilities Pool</b>	<b>+0.846</b>	<b>+0.846</b>	<b>+0.000</b>
<b>151.507</b>	<b>151.020</b>	<b>Total Oxfordshire County Council</b>		<b>+1.311</b>	<b>-1.311</b>
<b>33.897</b>					
<b>103.000</b>	<b>103.508</b>	<b>Total Oxfordshire Clinical Commissioning Group</b>		<b>+1.335</b>	<b>-1.335</b>
<b>254.507</b>	<b>254.528</b>	<b>Total Pooled Budgets</b>	<b>+0.000</b>	<b>+2.646</b>	<b>-2.646</b>

**Financial Monitoring and Business Strategy Delivery Report**  
**CABINET - 15 December 2015**  
**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income £000 (8)	Projected Year end Variation underspend - overspend + £000 (9)	Projected Year end Variance Traffic Light (13)
		Original Budget £000 (3)	Brought Forward from 2014/15 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)			
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(13)
<b>EE1</b>	<b>Strategy and Infrastructure</b>								
	Gross Expenditure	13,304		2	0	13,306	14,193	887	R
	Gross Income	-5,835		-2	0	-5,837	-6,930	-1,093	R
		<b>7,469</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,469</b>	<b>7,263</b>	<b>-206</b>	<b>A</b>
<b>EE2</b>	<b>Commercial</b>								
	Gross Expenditure	118,492		659	2,050	121,201	119,746	-1,455	G
	Gross Income	-38,221		-392	0	-38,613	-36,722	1,891	A
		<b>80,271</b>	<b>0</b>	<b>267</b>	<b>2,050</b>	<b>82,588</b>	<b>83,024</b>	<b>436</b>	<b>G</b>
<b>EE3</b>	<b>Oxfordshire Customer Services</b>								
	Gross Expenditure	33,001		2,009	0	35,010	36,259	1,249	A
	Gross Income	-13,505		3,956	0	-9,549	-10,048	-499	R
		<b>19,496</b>	<b>0</b>	<b>5,965</b>	<b>0</b>	<b>25,461</b>	<b>26,211</b>	<b>750</b>	<b>A</b>
	<b>Non Negotiable Support Service Recharges</b>								
	Gross Expenditure	7,090		-3,558	0	3,532	3,532	0	G
	Gross Income	-37,745		3,558	0	-34,187	-34,187	0	G
		<b>-30,655</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-30,655</b>	<b>-30,655</b>	<b>0</b>	<b>G</b>
	Less recharges within directorate	-13,788				-13,788	-13,788	0	G
		13,788				13,788	13,788	0	G
	<b>Directorate Expenditure Total</b>	<b>158,099</b>	<b>0</b>	<b>-888</b>	<b>2,050</b>	<b>159,261</b>	<b>159,942</b>	<b>681</b>	<b>G</b>
	<b>Directorate Income Total</b>	<b>-81,518</b>	<b>0</b>	<b>7,120</b>	<b>0</b>	<b>-74,398</b>	<b>-74,099</b>	<b>299</b>	<b>G</b>
	<b>Directorate Total Net</b>	<b>76,581</b>	<b>0</b>	<b>6,232</b>	<b>2,050</b>	<b>84,863</b>	<b>85,843</b>	<b>980</b>	<b>G</b>

## KEY TO TRAFFIC LIGHTS

On track to be within +/- 2% of year end budget

On track to be within +/- 5% of year end budget

Estimated outturn showing variance in excess of +/- 5% of year end budget

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**Financial Monitoring and Business Strategy Delivery Report**  
**CABINET - 15 December 2015**  
**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Brought Forward from 2014/15 Surplus + Deficit -	Virements to Date	Supplementary Estimates to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	(13)
<b>CEO1</b>	<b>Chief Executive &amp; Business Support</b>								
	Gross Expenditure	848		382	0	1,230	1,342	112	R
	Gross Income	0		-350	0	-350	-341	9	A
		<b>848</b>	<b>0</b>	<b>32</b>	<b>0</b>	<b>880</b>	<b>1,001</b>	<b>121</b>	<b>R</b>
<b>CEO2</b>	<b>Human Resources</b>								
	Gross Expenditure	2,741		2,520	0	5,261	5,332	71	G
	Gross Income	-3		-878	0	-881	-881	0	G
		<b>2,738</b>	<b>0</b>	<b>1,642</b>	<b>0</b>	<b>4,380</b>	<b>4,451</b>	<b>71</b>	<b>G</b>
<b>CEO3</b>	<b>Corporate Finance &amp; Internal Audit</b>								
	Gross Expenditure	3,597		220	0	3,817	4,080	263	R
	Gross Income	-705		-155	0	-860	-1,032	-172	R
		<b>2,892</b>	<b>0</b>	<b>65</b>	<b>0</b>	<b>2,957</b>	<b>3,048</b>	<b>91</b>	<b>A</b>
<b>CEO4</b>	<b>Law &amp; Culture</b>								
	Gross Expenditure	17,907		-8,979	0	8,928	9,649	721	R
	Gross Income	-7,201		1,084	0	-6,117	-6,870	-753	R
		<b>10,706</b>	<b>0</b>	<b>-7,895</b>	<b>0</b>	<b>2,811</b>	<b>2,779</b>	<b>-32</b>	<b>G</b>
<b>CEO5</b>	<b>Strategy &amp; Communications</b>								
	Gross Expenditure	916		-30	0	886	859	-27	A
	Gross Income	0		-2	0	-2	-97	-95	R
		<b>916</b>	<b>0</b>	<b>-32</b>	<b>0</b>	<b>884</b>	<b>762</b>	<b>-122</b>	<b>R</b>

**Financial Monitoring and Business Strategy Delivery Report**  
**CABINET - 15 December 2015**  
**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income £000 (8)	Projected Year end Variation underspend - overspend + £000 (9)	Projected Year end Variance Traffic Light (13)
		Original Budget £000 (3)	Brought Forward from 2014/15 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)			
(1)	(2)								
CEO6	<b>Corporate &amp; Democratic Core</b>								
	Gross Expenditure	2,141		0	0	2,141	2,141	0	G
	Gross Income	0		0	0	0	0	0	G
		<b>2,141</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,141</b>	<b>2,141</b>	<b>0</b>	<b>G</b>
	<b>Non Negotiable Support Service Recharges</b>								
	Gross Expenditure	5,879		-3,558	0	2,321	2,321	0	G
	Gross Income	-7,327		3,558	0	-3,769	-3,769	0	G
		<b>-1,448</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1,448</b>	<b>-1,448</b>	<b>0</b>	<b>G</b>
	Less recharges within directorate	-2,293				-2,293	-2,293	0	G
		2,293				2,293	2,293	0	G
	<b>Directorate Expenditure Total</b>	<b>31,736</b>	<b>0</b>	<b>-9,445</b>	<b>0</b>	<b>22,291</b>	<b>23,431</b>	<b>1,140</b>	<b>R</b>
	<b>Directorate Income Total</b>	<b>-12,943</b>	<b>0</b>	<b>3,257</b>	<b>0</b>	<b>-9,686</b>	<b>-10,697</b>	<b>-1,011</b>	<b>R</b>
	<b>Directorate Total Net</b>	<b>18,793</b>	<b>0</b>	<b>-6,188</b>	<b>0</b>	<b>12,605</b>	<b>12,734</b>	<b>129</b>	<b>G</b>

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



**Financial Monitoring and Business Strategy Delivery Report**  
**CABINET - 15 December 2015**  
**Budget Monitoring**

Ref	Directorate	BUDGET 2015/16					Outturn Forecast Year end Spend/Income £000 (8)	Projected Year end Variation underspend - overspend + £000 (9)	Projected Year end Variance Traffic Light (13)
		Original Budget £000 (3)	Brought Forward from 2014/15 Surplus + Deficit - £000 (4)	Virements to Date £000 (5)	Supplementary Estimates to Date £000 (6)	Latest Estimate £000 (7)			
(1)	(2)								
<b>PH1</b>	<b>LA Commissioning Responsibilities - Nationally Defined</b>								
	Gross Expenditure	14,728	0	0	0	14,728	14,691	-37	G
	Gross Income	0	0	0	0	0	0	0	
		<b>14,728</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,728</b>	<b>14,691</b>	<b>-37</b>	<b>G</b>
<b>PH2</b>	<b>LA Commissioning Responsibilities - Locally defined</b>								
	Gross Expenditure	15,629	0	-286	0	15,343	13,871	-1,472	R
	Gross Income	-604	0	286	0	-318	-288	30	R
		<b>15,025</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,025</b>	<b>13,583</b>	<b>-1,442</b>	<b>R</b>
<b>PH3</b>	<b>Public Health Recharges</b>								
	Gross Expenditure	94	0	0	0	94	98	4	A
	Gross Income	0	0	0	0	0	0	0	
		<b>94</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>94</b>	<b>98</b>	<b>4</b>	<b>A</b>
<b>PH4</b>	<b>Grant Income</b>								
	Gross Expenditure	0	0	0	0	0	0	0	
	Gross Income	-29,847	0	0	0	-29,847	-27,964	1,883	R
		<b>-29,847</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-29,847</b>	<b>-27,964</b>	<b>1,883</b>	<b>R</b>
	Transfer to Public Health Reserve						<b>-408</b>	<b>-408</b>	
	<b>Non Negotiable Support Service Recharges</b>								
	Gross Expenditure	572	0		0	572	572	0	G
	Gross Income	-572	0		0	-572	-572	0	G
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
	Less recharges within directorate	0				0	0	0	
		0				0	0	0	
	<b>Directorate Expenditure Total</b>	<b>31,023</b>	<b>0</b>	<b>-286</b>	<b>0</b>	<b>30,737</b>	<b>28,824</b>	<b>-1,913</b>	<b>R</b>
	<b>Directorate Income Total</b>	<b>-31,023</b>	<b>0</b>	<b>286</b>	<b>0</b>	<b>-30,737</b>	<b>-28,824</b>	<b>1,913</b>	<b>R</b>
	<b>Directorate Total Net</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## KEY TO TRAFFIC LIGHTS

On track to be within +/- 2% of year end budget

On track to be within +/- 5% of year end budget

Estimated outturn showing variance in excess of +/- 5% of year end budget

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**Financial Monitoring and Business Strategy Delivery Report  
CABINET - 15 December 2015**

**CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:**

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
Cross Directorate	Dec	Removal of Care Act Funding	SCS1-1AE	Pooled Budget Contributions	Temporary	-500.0	0.0
			SM	Strategic Measures	Temporary	500.0	0.0
Grand Total						0.0	0.0

**Financial Monitoring and Business Strategy Delivery Report  
CABINET - 20 October 2015**

**VIREMENTS REQUIRING CABINET APPROVAL ACTIONED IN THIS REPORT**

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
EE	Oct	Commercial Salary Capitalisation Budgets	EE2-1	Commercial Services Management	Permanent	208.0	0.0
			EE2-31 to EE2-34	Network & Asset Management	Permanent	0.0	-766.1
			EE2-4	Delivery	Permanent	0.0	593.4
			EE2-52	H&T Contract and Performance Management	Permanent	0.0	-35.3
CD	Oct	Transformation Fund Grant	SCS3-1	Fire and Rescue Service	Temporary	560.0	0.0
			SM	Strategic Measures	Temporary	0.0	-560.0
Grand Total						768.0	-768.0

**Financial Monitoring and Business Strategy Delivery Report  
CABINET - 15 December 2015**

**Supplementary Estimates**

**SUPPLEMENTARY ESTIMATES REQUESTED THIS REPORT**

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
E&E	Oct	The Transport Safeguarding Assurance Framework project is designed to build and implement a Transport Safeguarding Assurance Framework ensuring that clients using transport service supported by Oxfordshire County Council are safeguarded effectively.	EE2-51B	Supported Transport	T	565	
Grand Total						565.0	0.0

**Financial Monitoring and Business Strategy Delivery Report  
CABINET - 15 December 2015**

**Ringfenced Government Grant Details - 2015/16**

Directorate	2015/16 Budget Book	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
	£m	£m	£m	£m
<b>Children, Education &amp; Families</b>				
Asylum (UASC & Post 18)	0.795			0.795
Dedicated Schools Grant	262.644		-1.427	261.217
Education Funding Agency – Sixth Form and Bursary Funding	4.537			4.537
PE and Sport Grant 2014/15 (£1.013m payable in 2014/15 with a further instalment of £0.723m in April 2015)	0.723			0.723
Pupil Premium	10.149			10.149
Remand	0.064			0.064
Universal Infant Free School Meals	5.693			5.693
Youth Justice Board	0.680		-0.072	0.608
<b>Total Children, Education &amp; Families</b>	<b>285.285</b>	<b>0.000</b>	<b>-1.499</b>	<b>283.786</b>
<b>Social &amp; Community Services</b>				
Delayed Transfers of Care - Department of Health		0.170		0.170
				0.000
<b>Total Social &amp; Community Services</b>	<b>0.000</b>	<b>0.170</b>	<b>0.000</b>	<b>0.170</b>

**Financial Monitoring and Business Strategy Delivery Report  
CABINET - 15 December 2015**

**Ringfenced Government Grant Details - 2015/16**

<b>Directorate</b>	<b>2015/16 Budget Book</b>	<b>In year Adjustments / New Allocations reported previously reported</b>	<b>In year Adjustments/ New Allocations reported this time</b>	<b>Latest Allocation</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Environment &amp; Economy</b>				
<b>Environment &amp; Economy Directorate Grants</b>	3.697			3.697
Skills Funding Agency - Adult Education	0.209			0.209
Education Funding Agency (Formerly the YPLA)	1.000			1.000
Local Sustainable Transport Fund Grant	0.795			0.795
Bus Service Operators Grant	0.242	0.377		0.619
DCLG - Foodwise Project		0.095		0.095
Natural England				0.000
<b>Subtotal Environment &amp; Economy Directorate Grants</b>	<b>5.943</b>	<b>0.472</b>	<b>0.000</b>	<b>6.415</b>
				0.000
<b>Grants held on behalf of Local Enterprise Partnership</b>				0.000
Regional Growth Fund - Oxford Innovation Business Support	0.896	0.148		1.044
BIS - Oxford Innovation Business Support	0.250	-0.197		0.053
SEEDA - Oxford Innovation Business Support	0.144			0.144
DCLG (Local Enterprise Partnership Funding)	0.500			0.500
City Deal Skills Grant	0.590			0.590
<b>Subtotal Grants held on behalf of Local Enterprise Partnership</b>	<b>2.380</b>	<b>-0.049</b>	<b>0.000</b>	<b>2.331</b>
				0.000
<b>Total Environment &amp; Economy</b>	<b>8.323</b>	<b>0.423</b>	<b>0.000</b>	<b>8.746</b>

Financial Monitoring and Business Strategy Delivery Report  
CABINET - 15 December 2015

Ringfenced Government Grant Details - 2015/16

Directorate	2015/16 Budget Book	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
	£m	£m	£m	£m
<b>Public Health</b>				
Public Health Grant	30.419		-1.883	28.536
<b>Total Public Health</b>	<b>30.419</b>	<b>0.000</b>	<b>-1.883</b>	<b>28.536</b>
<b>Chief Executive's Office</b>				
Music	0.642			0.642
Arts Council		0.048		0.048
Find Your Voice		0.015		0.015
<b>Total Chief Executive's Office</b>	<b>0.642</b>	<b>0.063</b>	<b>0.000</b>	<b>0.705</b>
<b>Total</b>	<b>324.669</b>	<b>0.656</b>	<b>-3.382</b>	<b>321.943</b>

**December Financial Monitoring & Business Strategy Delivery Report  
CABINET 21 July 2015**

**Oxfordshire County Council's Treasury Management Lending List  
as at 16 April 2015**

Counterparty Name	Lending Limits			
	Standard Limit £	Group Limit £	Group	Period Limit
<b>PENSION FUND Call Accounts / Money Market Funds</b>				
Santander UK plc - PF A/c				6 mths
LloydsBank plc - Callable Deposit A/c (OXFORDCCPEN)				9 mths
Standard Life Sterling Liquidity Fund - (Pension Fund) (formerly Ignis)				6 mths
Svenska Handelsbanken - Call A/c (Pension Fund)				364 days
<b>Call Accounts / Money Market Funds</b>				
Santander UK plc - Main A/c	15,000,000	15,000,000	a	6 mths
Close Brothers Ltd - 95 day notice A/c	10,000,000	10,000,000	d	6 mths
Lloyds Bank plc - Callable Deposit A/c	25,000,000	25,000,000	b	9 mths
Svenska Handelsbanken - Call A/c	25,000,000	25,000,000	c	364 days
Goldman Sachs Sterling Liquid Reserves Fund	25,000,000			6 mths
Deutsche Managed Sterling Fund	25,000,000			6 mths
Federated (Prime Rate)	12,000,000			6 mths
Standard Life Sterling Liquidity Fund - (County Council) (formerly Ignis)	25,000,000			6 mths
Morgan Stanley Sterling Liquidity Fund	5,000,000			O/N
Legal and General Investment Management	25,000,000			6 mths
Barclays current A/c	15,000,000		t	100 days
Barclays 100 day notice A/c	15,000,000		t	100 days
Santander 95 day notice A/c	15,000,000			6 mths
<b>Money Market Deposits</b>				
Santander UK plc	15,000,000	15,000,000	a	6 mths
Bank of Montreal	25,000,000			364 days
Bank of Nova Scotia	25,000,000			364 days
Bank of Scotland	15,000,000	25,000,000	b	9 mths
Barclays Bank Plc	15,000,000		t	100 days
Canadian Imperial Bank of Commerce	25,000,000			364 days
Close Brothers Ltd	10,000,000	10,000,000	d	6 mths
Commonwealth Bank of Australia	25,000,000			6 mths
Coventry Building Society	15,000,000			6 mths
Credit Suisse	15,000,000			100 days
Danske Bank	15,000,000			100 days
DBS Bank (Development Bank of Singapore)	25,000,000			6 mths
Debt Management Account Deposit Facility	100% Portfolio			6 mths
English, Welsh and Scottish Local Authorities (limit applies to individual authorities)	30,000,000			3 years
HSBC Bank plc	25,000,000			364 days
Lloyds TSB Bank plc	25,000,000	25,000,000	b	9 mths
Landesbank Hessen-Thuringen (Helaba)	20,000,000			6 mths
National Australia Bank	25,000,000			6 mths
National Bank of Canada	10,000,000			100 days
Nationwide Building Society	15,000,000			6 mths
Oversea-Chinese Banking Corp	25,000,000			6 mths
Rabobank Group	25,000,000			364 days
Royal Bank of Canada	25,000,000			364 days
Standard Chartered Bank	15,000,000			6 mths
Svenska Handelsbanken	25,000,000	25,000,000	c	364 days
Toronto-Dominion Bank	25,000,000			364 days
United Overseas Bank	25,000,000			6 mths



Financial Monitoring and Business Strategy Delivery Report  
CABINET - 15 December 2015  
EARMARKED RESERVES

Earmarked Reserves	2015/16			Balance at 31 March 2016	August 2015 Forecast Balance at 31 March 2015	Change in Provision Outturn Closing Balance to February Forecast £000	Commentary
	Balance at 1 April 2015	Movement					
	£000	Contributions from Reserve	Contributions to Reserve	£000	£000	£000	
<b>Revenue Reserves</b>							
<b>Schools' Reserves</b>	<b>21,919</b>	<b>-1,053</b>		<b>20,866</b>	<b>20,866</b>		Increase since February relates to the new school set up fund of £5.9m which will be used to address expected budget pressures in future years in funding for pupil growth, or basic needs revenue funding for the creation of new schools and academies.
<b>Cross Directorate Reserves</b>							
Vehicle and Equipment Reserve	2,375	-208	437	2,604	2,167	437	Forecast includes funding for Fire & Rescue Service vehicles and equipment.
Grants and Contributions Reserve	18,724	-5,229		13,495	15,121	-1,626	Forecast includes £11.136m Dedicated Schools Grant and £3.435m Public Health Grant.
ICT Projects	634	-350		284	284		To be used to fund ICT projects that span financial years including Framework-i in CE&F and the replacement for OCN
Government Initiatives	1,086	-851		235	236	-1	
<b>Total Cross Directorate</b>	<b>22,819</b>	<b>-6,638</b>	<b>437</b>	<b>16,618</b>	<b>17,808</b>	<b>-1,190</b>	
<b>Directorate Reserves CE&amp;F</b>							
CE&F Commercial Services	951	-481	266	736	470	266	To be used to support commercial services within CE&F. Includes Oxfordshire Children's Safeguarding Board (£0.032m), Outdoor Education Centres (£0.313m), Governor Services (£0.157m) and School Intervention Fund (£0.266m)
Thriving Families	1,761	-262		1,499	1,188	311	Will be used to fund Thriving Families project in 2015/16 and future years. Directorate Leadership Team agreed to use £0.5m of balance to offset other pressures in 2014/15.
Children's Social Care	726	-706		20	20		£20k balance of carry forwards for Framework i developments post, volunteer co-ordinator post, work on adoption process and Corporate Parenting review. £206k carry forward requested relating to Supported Housing funding from ASC. £500K retained to meet Children's Act loans write off and interest costs in future years.
Foster Carer Loans	220			220	220		To manage the costs arising in legal services, human resources, property, finance and other areas as a consequence of school conversions to academies, and to provide the opportunity to investigate and implement alternate trust structures for groups of schools considering conversion to academies.
Academies Conversion Support	470	-470					To fund various projects with the Early Intervention Service and the replacement of equipment
Early Intervention Service Reserve	28	-28					
<b>Total CE&amp;F</b>	<b>4,156</b>	<b>-1,947</b>	<b>266</b>	<b>2,475</b>	<b>1,898</b>	<b>577</b>	
<b>S&amp;CS</b>							
Older People Pooled Budget Reserve	2,866	-1,166		1,700	1,700		To be used in future years as agreed by the Joint Management Group
Physical Disabilities Pooled Budget Reserve	544			544	544		To be used in future years as agreed by the Joint Management Group
Learning Disabilities Pooled Budget Reserve	95			95	95		£0.095m relates to the transfer of property
Fire Control	40			40	40		Funding of the proposed joint Thames Valley Fire Control Centre, including specific revenue grant for this programme. Costs relating to the secondary control room will slip into 2015/16
Fire & Rescue & Emergency Planning Reserve	129		350	479	448	31	To be used for unbudgeted fire hydrant work and renewal of IT equipment
Community Safety Reserve	156			156	156		This reserve will be used for improvements to play areas at the Wheatley and Redbridge Gypsy and Travellers sites and to support the cost of complex Trading Standards investigations.
<b>Total S&amp;CS</b>	<b>3,830</b>	<b>-1,166</b>	<b>350</b>	<b>3,014</b>	<b>2,983</b>	<b>31</b>	

Financial Monitoring and Business Strategy Delivery Report  
 CABINET - 15 December 2015  
 EARMARKED RESERVES

Earmarked Reserves	2015/16			Balance at 31 March 2016	August 2015 Forecast Balance at 31 March 2015	Change in Provision Outturn Closing Balance to February Forecast £000	Commentary
	Balance at 1 April 2015	Movement					
	£000	Contributions from Reserve	Contributions to Reserve	£000	£000	£000	
<b>E&amp;E</b>							
Highways and Transport Reserve	37	-4		33	33		
On Street Car Parking	1,445	-1,402	1,476	1,519	1,519		One off budget contribution will now be used to support bridges investigation work in 2014/15. This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute and a summary of the income and expenditure is included in the Provisional Outturn Report to Cabinet in June.
Countryside Ascott Park - Historical Trail	21		1	22	22		To be used to fund future repair and maintenance costs
SALIX Energy Schemes	376			376	376		To be used for energy saving schemes in the future
Oxfordshire Waste Partnership Joint Reserve	12	-12					This reserve holds the revenue proportion of the unutilised element of the performance reward grant secured by the Oxfordshire Waste Partnership (OWP)
Dix Pit Engineering Works & WRC Development	730	-730			620	-620	To fund engineering (cell) work at Dix Pit waste management site and any other on-going liabilities due to the closure of other landfill sites.
Waste Management	380			380	14	366	To fund financial liabilities due to any contract deficit mechanism payments as part of the Enqery from Waste Contract.
Property Disposal Costs	235	-115		120	235	-115	To meet disposal costs in excess of the 4% eligible to be charged against capital receipts
Developer Funding (Revenue)	475			475	475		To meet the costs of monitoring Section 106 agreements
West End Partnership	56			56	56		This reserve is to ring-fence funding relating to the West End Project
Catering Investment Fund (formerly FWT)	1,118	-1,118			1,118	-1,118	To be used to fund catering improvements in Schools plus a contingency for unforeseen costs
Asset Rationalisation	237	-237					Investment fund for the implementation of the asset rationalisation strategy
Job Clubs	7	-7					To be spent on Job Clubs in 2014/15
Minerals and Waste Project	46	-46					To fund the Minerals and Waste project
Joint Use (moved from CE&F)	814	-1,047	233		984	-984	Will be used to support the joint-use agreements with the district councils in future years.
LABGI Funding to support Local Enterprise Partnership	198	-66		132	132		This reserve contains LABGI funding that has been allocated by Cabinet to support the Local Enterprise Partnership .
OCS Development Reserves	262	-262			-1,323	1,323	The balance of this reserve will be paid back over the next 6 years as identified in the MMR in section EE3-1 OCS Management Team
Money Management Reserve							Contingency in case of an overspend if income received is less than budget
Oxford Western Conveyance	350		350	700	700		To hold Oxford Western Conveyance flood relief scheme contributions
Oxfordshire - Buckinghamshire partnership	398	-398					This reserve is to ring-fence funding for the Oxfordshire & Buckinghamshire Partnership graduate teacher training programme
Cultural Services Reserve	1,029	-472		557	572	-15	To be used to update software & hardware to maintain an effective library management system.
<b>Total E&amp;E</b>	<b>8,226</b>	<b>-5,916</b>	<b>2,060</b>	<b>4,370</b>	<b>5,533</b>	<b>-1,148</b>	
<b>Chief Executive's Office</b>							
Coroner's Service	40			40	40		This was used to support the project in 2014/15
Council Elections	232		199	431	431		This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.
Registration Service	404			404	302	102	To be used for refurbishing the Registration buildings and facilities
<b>Total - CEO</b>	<b>676</b>		<b>199</b>	<b>875</b>	<b>1,345</b>	<b>102</b>	
<b>Directorate Reserves</b>	<b>16,888</b>	<b>-9,029</b>	<b>2,875</b>	<b>10,734</b>	<b>11,187</b>	<b>-438</b>	
<b>Corporate</b>							
Carry Forward Reserve	196	-196					The Carry Forward reserve allows budget managers to carry forward under and over spent budgets between financial years in accordance with the County Council's budget management arrangements, subject to Cabinet approval.
Efficiency Reserve	1,748	-1,098	2,000	2,650	2,835	-185	This reserve is being used to support the implementation of the business strategies and the Medium Term Financial Plan.
<b>Corporate Total</b>	<b>1,944</b>	<b>-1,294</b>	<b>2,000</b>	<b>2,650</b>	<b>2,835</b>	<b>-185</b>	
<b>Total Revenue Reserves</b>	<b>63,570</b>	<b>-18,014</b>	<b>5,312</b>	<b>50,868</b>	<b>52,696</b>	<b>-1,813</b>	

Financial Monitoring and Business Strategy Delivery Report  
 CABINET - 15 December 2015  
 EARMARKED RESERVES

Earmarked Reserves	2015/16				August 2015 Forecast Balance at 31 March 2015	Change in Provision Outturn Closing Balance to February Forecast £000	Commentary
	Balance at 1 April 2015	Movement		Balance at 31 March 2016			
	£000	Contributions from Reserve £000	Contributions to Reserve £000	£000	£000		
<b>Other Reserves</b>							
Insurance Reserve	4,516			4,516	4,516		
<b>Capital Reserves</b>							
Capital Reserve	23,335			23,335	23,335		<p>This reserve has been established for the purpose of financing capital expenditure in future years. Contributions include £2m from the Public Health Reserve for use on the Children's Homes project.</p> <p>This reserve has been established to facilitate, through forward funding, the timely provision of infrastructure that supports planned growth.</p> <p>This reserve was created as part of the 2008/09 budget setting process to meet the costs of borrowing for increased funding for the capital programme. Similar contributions are to be made each year with draw downs being required as costs are incurred.</p>
Rolling Fund Reserve	2,541	-2,541					
Prudential Borrowing Reserve	8,898	-203	950	9,645	9,645		
<b>Total Capital Reserves</b>	<b>34,774</b>	<b>-2,744</b>	<b>950</b>	<b>32,980</b>	<b>32,980</b>		
<b>Cash Flow Reserves</b>							
Budget Reserve - 2013/14 to 2016/17	8,806	-4,746	2,896	6,956	6,956		<p>This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.</p>
<b>Total Cash Flow Reserves</b>	<b>8,806</b>	<b>-4,746</b>	<b>2,896</b>	<b>6,956</b>	<b>6,956</b>		
<b>Total Other Reserves</b>	<b>48,096</b>	<b>-7,490</b>	<b>3,846</b>	<b>44,452</b>	<b>44,452</b>		
<b>Total Reserves</b>	<b>111,666</b>	<b>-25,504</b>	<b>9,158</b>	<b>95,320</b>	<b>97,148</b>	<b>-1,813</b>	

**Provisional Revenue Outturn 2014/15**  
**CABINET - 15 December 2015**  
**General Revenue Balances**

Date	Forecast 2014/15		Budget 2014/15
	£m	£m	£m
General Balances: Outturn 2014/15	22.247		17.517
County Fund Balance	<u>22.247</u>		<u>17.517</u>
Planned Contribution to Balances	2.000		2.000
Planned Contribution from Balances			
<b>Original forecast outturn position 2014/15</b>	<u>24.247</u>		<u>19.517</u>
<b>Additions</b>			
Underspend on Strategic Measures	<u>0.000</u>		0.000
<b>Calls on balances deducted</b>			
Total calls on balances	<u>0.000</u>		-2.000
<b>Automatic calls on/returns to balances</b>			
Transfer to Efficiency Reserve and Budget Reserve to be approved by Council 14 July 2015	-4.700	-4.700	
	<u>0.000</u>		
<b>Additional Strategic Measures</b>	<u>0.000</u>		
<b>Other items</b>	<u>0.000</u>		
<b>Net General Balances</b>	<b>19.547</b>		<b>17.517</b>
Severe Weather Recovery Scheme Grant Funding received in 2013/14	3.039		
less planned use of grant for schemes in 2014/15	-1.629		
add grant not required in 2014/15	0.640		
less planned use of grant for schemes in 2015/16	-2.050		
<b>Total Balances including Severe Weather Recovery Scheme Grant</b>	<b>19.547</b>		<b>17.517</b>
<b>Total Gross Expenditure Budget</b>	<b>831.083</b>		<b>831.083</b>
<b>Balances as a % of Gross Expenditure</b>	<b>2.35%</b>		<b>2.11%</b>
<b>Net Balances</b>	<b>19.547</b>		
<b>Calls on / returns to balances agreed but not actioned</b>	<u>0.000</u>		
<b>Calls on / returns to balances requested in this report</b>			
Transport Safeguarding Assurance Framework	-0.565		
<b>Forecast Variation at Year End</b>	<u></u>		
Less forecast directorate overspend (as set out in Annex 1)	-5.555		
Add estimated underspend on Strategic Measures	1.000		
Underspend on On-Call Firefighters	0.191		
<b>Revised Outturn position</b>	<b>14.642</b>		

Financial Monitoring Report - Cabinet December 2015  
 Capital Programme: 2015/16 to 2018/19  
 Summary

Directorate	Latest Approved Capital Programme (Cabinet October 2015)			Latest Forecast			Variation			Current Year Expenditure Monitoring				Performance Compared to Original Programme (Council February 2015)		
	Current Year	Future Years	Total	Current Year	Future Years	Total	Current Year	Future Years	Total	Actual expenditure to date	Commitments	Expenditure Realisation Rate	Actuals & Commitments	Current Year	Variation	Use of Resources Variation
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	%	%	£'000s	£'000s	%
Children, Education & Families 1 - OCC	51,331	87,040	138,371	51,331	87,964	139,295	0	924	924	22,642	18,761	44%	81%	43,420	7,911	18%
CEF Programme Reductions to be identified	0	-5,814	-5,814	0	-5,814	-5,814	0	0	0	0	0	0%	0%	0	0	0%
Social & Community Services	6,284	32,373	38,657	6,434	32,373	38,807	150	0	150	947	1,327	15%	35%	3,304	3,130	95%
Environment & Economy 1 - Transport	62,054	105,021	167,075	62,304	105,033	167,337	250	12	262	15,358	29,438	25%	72%	61,644	660	1%
Environment & Economy 2 - Other Property Development Programmes	11,205	24,264	35,469	11,205	24,264	35,469	0	0	0	1,955	6,423	17%	75%	13,672	-2,467	-18%
Chief Executive's Office	3,671	1,615	5,286	3,631	1,655	5,286	-40	40	0	1,809	38	50%	51%	3,160	471	15%
<b>Total Directorate Programmes</b>	<b>134,545</b>	<b>244,499</b>	<b>379,044</b>	<b>134,905</b>	<b>245,475</b>	<b>380,380</b>	<b>360</b>	<b>976</b>	<b>1,336</b>	<b>42,711</b>	<b>55,987</b>	<b>32%</b>	<b>73%</b>	<b>125,200</b>	<b>9,705</b>	<b>8%</b>
Schools Local Capital	2,031	2,296	4,327	2,031	2,296	4,327	0	0	0	1,005	0	49%	49%	2,200	-169	-8%
Earmarked Reserves	334	42,716	43,050	334	42,716	43,050	0	0	0					0	334	0%
<b>OVERALL TOTAL</b>	<b>136,910</b>	<b>289,511</b>	<b>426,421</b>	<b>137,270</b>	<b>290,487</b>	<b>427,757</b>	<b>360</b>	<b>976</b>	<b>1,336</b>	<b>43,716</b>	<b>55,987</b>	<b>32%</b>	<b>73%</b>	<b>127,400</b>	<b>9,870</b>	<b>8%</b>

Financial Monitoring Report - Cabinet December 2015

Capital Programme: 2015/16 to 2018/19

In-year Expenditure Forecast Variations

Project / Programme Name	Previous 2015/16 Forecast* £'000s	Revised 2015/16 Forecast £'000s	Variation £'000s	Comments
<b>Children, Education &amp; Families Capital Programme</b>				
11/12 - 14/15 Basic Need Programme Completions	675	625	-50	
Didcot, Great Western Park (Primary 1) - 14 classroom (ED816)	4,500	4,000	-500	On-site, Out of Tolerance report approved. Forecast completion September 2016.
Bicester Exemplar Eco-development - Primary 1 Phase 1 (7 classroom) (ED865)	3,250	2,750	-500	On-site. Forecast completion Sept 16.
Didcot, Great Western Park - Secondary (Phase 1) (ED836)	500	2,250	1,750	Stage 2 approved.
Oxford - Barton (West)	500	250	-250	Stage 0 approved.
Project Development Budget	100	50	-50	
Children's Home Programme	372	0	-372	Draw down of budget provision for the Eynsham project below.
Witney - Move on Home (ED847/4)	0	602	602	On-site. Forecast completion July 2016.
Schools Energy Reduction Programme	250	0	-250	Budget provision of £0.250m p.a. funded from prudential borrowing.
Early Years Entitlement for Disadvantage 2 year olds	1,000	700	-300	Re-profile due to fewer projects commencing.
Free School Meals (ED862)	1,577	1,500	-77	New specific and additional grant allocations.
Small Projects	43	40	-3	
<b>CE&amp;F TOTAL IN-YEAR VARIATION</b>			<b>0</b>	
<b>Social And Community Services Capital Programme</b>				
Fire Equipment (SC112)	53	203	150	Stage 2 Approved - Breathing Apparatus
<b>S&amp;CS TOTAL IN-YEAR VARIATION</b>			<b>150</b>	
<b>Environment &amp; Economy - Highways &amp; Transport Capital Programme</b>				
Embankment Stabilisation Programme	505	668	163	New allocations approved CAPB 6/10
Other small variations	30	117	87	
<b>TRANSPORT TOTAL IN-YEAR VARIATION</b>			<b>250</b>	
<b>Chief Executive's Office Capital Programme</b>				
Bicester Library (CS13)	1,396	1,356	-40	On-site, forecast completion Feb 16.
<b>CEO TOTAL IN-YEAR VARIATION</b>			<b>-40</b>	
<b>CAPITAL PROGRAMME TOTAL IN-YEAR VARIATION</b>			<b>360</b>	

\*As approved by Cabinet October 2015

Financial Monitoring Report - Cabinet December 2015

Capital Programme: 2015/16 to 2018/19

New Schemes & Budget Changes

Project / Programme Name	Previous Total Budget* £'000s	Revised Total Budget £'000s	Variation £'000s	Comments
<b><u>Children, Education &amp; Families Capital Programme</u></b>				
Bicester Exemplar Eco-development - Primary 1 Phase 1 (7 classroom) (ED865)	6,787	7,560	773	Stage 2 approved. On-site. Forecast completion Sept 16.
Didcot, Great Western Park - Secondary (Phase 1) (ED836)	21,040	21,671	631	Stage 2 approved.
Children's Home Programme	2,253	665	-1,588	Draw down of budget provision for the Eynsham project below.
Witney - Move on Home (ED847/4)	31	1,389	1,358	On-site. Forecast completion July 2016.
Schools Energy Reduction Programme	1,000	750	-250	Budget provision of £0.250m p.a. funded from prudential borrowing.
<b>CE&amp;F TOTAL PROGRAMME SIZE VARIATION</b>			<b>924</b>	
<b><u>Social And Community Services Capital Programme</u></b>				
Fire Equipment (SC112)	500	650	150	Stage 2 Approved - Breathing Apparatus
<b>S&amp;CS TOTAL PROGRAMME SIZE VARIATION</b>			<b>150</b>	
<b><u>Environment &amp; Economy - Highways &amp; Transport Capital Programme</u></b>				
Embankment Stabilisation Programme	623	798	175	New allocations approved CAPB 6/10
Other small variations	68	155	87	
<b>TRANSPORT TOTAL PROGRAMME SIZE VARIATION</b>			<b>262</b>	
<b><u>Chief Executive's Office Capital Programme</u></b>				
<b>CEO TOTAL PROGRAMME SIZE VARIATION</b>			<b>0</b>	
<b>CAPITAL PROGRAMME TOTAL PROGRAMME SIZE VARIATION</b>			<b>1,336</b>	

\*As approved by Cabinet October 2015

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Division(s): N/A

## **CABINET – 15 December 2015**

### **Service & Resource Planning 2016/17 to 2019/20**

#### **Report by the Chief Finance Officer**

#### **Introduction**

1. This report is 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 sets 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.
2. The provisional local government finance settlement is expected to be announced in the week commencing 14 December 2015. Therefore the implications of the settlement will not be set out until the report to Cabinet on 26 January 2016.
3. This report includes proposals relating to the capital programme however they are subject to confirmation of capital funding. They will be considered by the Performance Scrutiny Committee on 8 January 2015.
4. The following annexes are attached to this report:

Annex 1: Revenue budget savings options and pressures 2016/17 – 2019/20

Annex 2: Forecast earmarked reserves 2016/17 – 2019/20

Annex 3: Capital proposals 2016/17 – 2019/20

#### **Service and Resource Planning Process**

5. In September 2015, Cabinet agreed that the Medium Term Financial Plan (MTFP) to be agreed by Council in February 2016 would cover the four years 2016/17 to 2019/20 to match the spending review period.
6. Given the uncertainty about the level of funding available over the medium term and consequently the level of savings required, the public were consulted on all of the savings options put forward for consideration at an early stage in the Service & Resource Planning process. Details of the savings options were

made available to the public on 20 October 2015. The consultation closed on 30 November 2015 and the responses will be considered by the Performance Scrutiny Committee on 17 December 2015.

7. The Performance Scrutiny Committee will consider and challenge all of the detailed savings options and will identify the least desirable of these. The Cabinet will take the Scrutiny Committee's comments into consideration in proposing its budget later in January. Performance Scrutiny Committee will consider the capital proposals at its meeting on 7 January 2016.
8. Following the Provisional Local Government Finance Settlement, expected in mid-December, the Cabinet will propose the 2016/17 revenue budget, 2016/17 – 2019/20 Medium Term Financial Plan and Capital Programme on 26 January 2016.
9. Council will meet on 16 February 2016, following the Final Local Government Finance Settlement and final information from District Councils, to agree the 2016/17 revenue budget, Medium Term Financial Plan for 2016/17 – 2019/20 and Capital Programme.

## Pressures and Savings Options

10. The report to Cabinet in September set out that due to the expected reduction in funding and increases in demand for services, the Council was planning on the need to make savings in the region of £50m over the next 4 years. The paragraphs below set out an update on both the pressures and savings options, details of which are provided in Annex 1.

### Pressures

11. Directorate and Corporate pressures total £47.0m as shown in the table below.

Directorate	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
Children, Education & Families	4.2	-	-	-	4.2
Adult Social Care	3.0	-0.6	5.0	5.0	12.4
Environment & Economy	4.5	-1.9	0.5	0.5	3.6
Corporate	12.3	4.3	6.0	4.2	26.8
<b>TOTAL</b>	<b>24.0</b>	<b>1.8</b>	<b>11.5</b>	<b>9.7</b>	<b>47.0</b>

### Revenue Support Grant, Business Rates and Inflation

12. For each additional year that is added to the MTFP, there is a net pressure from the estimated reduction to Revenue Support Grant (RSG) and an allowance for inflation being greater than the increase in income from council tax and business rates. This results in a pressure of £4.7m over the medium term.

13. In addition, following announcements in the National Budget in March and July 2015, there were indications that reductions to RSG could be faster and steeper than previously assumed, giving a further pressure of £14.1m over the period.
14. As RPI inflation for September 2015 was only 0.8%, the inflation rate applied to business rates will be much lower than currently assumed in the MTFP. Also, information received from district councils during 2015/16 indicates that the level of business rate income being collected during the year is lower than estimated when the budget was set in February 2015. This will give rise to a deficit on the business rate collection fund for 2016/17. Taken together, there is a pressure of £2.0m on business rate income for 2016/17.

#### Council tax

15. The MTFP includes an increase in council tax of 3% in 2016/17 and 2017/18. Prior to the Spending Review (see paragraph 33 for more details), it was expected that the referendum limit would remain at 2%, resulting in a pressure of £6.1m over the medium term.

#### Directorate Pressures

16. As reported in the Financial Monitoring & Business Strategy Delivery report elsewhere on the agenda, there are some significant pressures arising in 2015/16 that need addressing on an on-going basis through the Service & Resource Planning process.
17. In the Children, Education and Families directorate, there are pressures on staffing in Children's Social Care teams to address the increased numbers of children requiring intervention. Also, there is an increase in the number of children with Special Educational Needs requiring transport to school. These give rise to a total pressure of £3.4m from 2016/17.
18. In Adult Social Care, adding a further two years to the MTFP results in a pressure of £10m to address demographic increases. In addition with a number of other smaller pressures across the directorate, total pressures over the medium term amount to £12.4m.
19. In the Environment & Economy Directorate, there is a pressure of £2.5m over the medium term on the waste budget relating to increased volumes. This is also reflected in the current financial year where increases in costs and tonnages are giving rise to a forecast overspend in this area.

Savings Options

20. Directorate and corporate savings options of £51.6m<sup>1</sup> have been identified over the period 2016/17 to 2019/20. Within the existing MTFP there are £5.7m of unidentified savings and savings that will no longer be achieved, when these are taken into account the net savings figure is £45.9m. A summary by directorate is shown in the following table:

<b>Directorate</b>	<b>2016/17 £m</b>	<b>2017/18 £m</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>Total £m</b>
Children, Education & Families*	1.0	-5.2	-	-0.4	-4.6
Adult Social Care	-1.4	-0.2	-8.0	-6.0	-15.6
Fire & Rescue Service and Community Safety	-0.4		-0.1	-0.4	-0.9
Environment & Economy	-6.3	-0.8	-0.3	-1.5	-8.9
Cultural Services	-0.3	-0.4	-0.4	-	-1.1
Corporate Services	-0.8	-0.5	-0.1	-	-1.4
Corporate Measures	-6.9	-3.2	-2.0	-1.3	-13.4
<b>TOTAL</b>	<b>-15.1</b>	<b>-10.3</b>	<b>-10.9</b>	<b>-9.6</b>	<b>-45.9</b>

\* includes re-phasing of £1.7m savings from 2016/17 to 2017/18

Corporate Measures Savings

21. The MTFP includes growth in the tax base of 1.0% in 2016/17 and later years. In line with the increase for 2015/16 and District Council house building forecasts, it is proposed to increase the assumed growth in the taxbase to 1.75% in 2016/17 and 1.25% thereafter. This generates £4.4m of additional funding over the medium term. Early figures from the district councils indicate that the increase 2016/17 will be very close to the 1.75% estimate.
22. Contract inflation was allowed for in the MTFP at 3%. The Environment & Economy directorate receive the majority of the contract inflation that is added to budgets. As the Retail Price Index (RPI) was only 0.8% in September 2015 and 0.7% in October 2015 it is proposed to reduce the amount of contract inflation by £1.5m.
23. The final year of the local pay agreement will be considered by the Remuneration Committee in December 2015. If it is agreed that the local award for 2016/17 will mirror the likely national award, this will yield a saving of £2.1m. Pay arrangements from 2017/18 and beyond will be subject to a separate agreement.
24. £3.5m of additional funding from 2016/17 was added to the budget as part of the 2014/15 budget process for the ending of the employers National

<sup>1</sup> The savings options which have been consulted on totalled £52.1m. A saving of £0.4m within Adult Social Care relating to the Money Management service has been removed as it is no longer deliverable and a change of £0.1m to the HWRC saving within Environment & Economy.

Insurance rebate on the second state pension. Modelling using current staffing numbers has shown that £1m of this funding is not required.

25. Additional funding of £1.5m from 2015/16 was agreed in February 2015 for the estimated increase in cost expected with the retendering of the insurance contract. To continue with the same level of insurance from July 2015, the estimated budgetary pressure was in the order of £1.0m to £1.5m. Through the procurement process, the increase in cost was only £0.7m releasing funding of £0.8m.
26. There is a saving of £1.5m proposed for the strategic measures budget over the medium term from maximising the income earned on balances and reducing the costs of borrowing.

### Overall Position

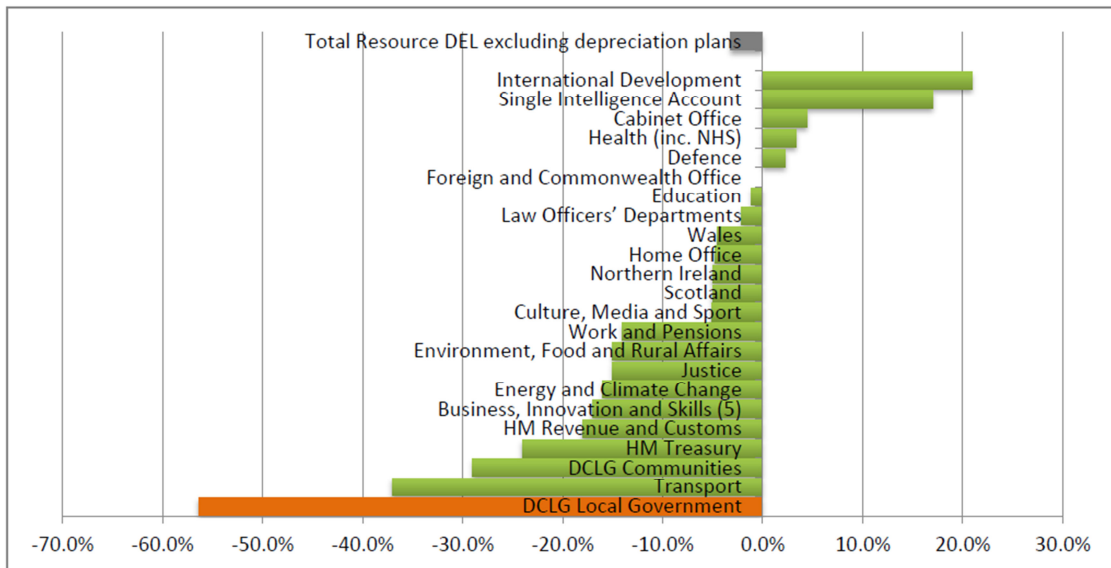
27. The following table shows that currently there is a net pressure of £1.1m over the medium term. However, there is currently a net pressure in 2016/17 of £8.8m. The Council is awaiting the outcome of the Provisional Local Government Finance Settlement before revisiting and if necessary addressing this position in order that a balanced budget can be set on 16 February 2016.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	TOTAL £m
Pressures	24.0	1.8	11.5	9.7	47.0
Savings	-15.2	-10.3	-10.8	-9.6	-45.9
<b>Net Pressure (+)/Saving (-)</b>	<b>8.8</b>	<b>-8.5</b>	<b>0.7</b>	<b>0.1</b>	<b>1.1</b>

### **Spending Review and Autumn Statement 2015**

28. On 25 November 2015 the Chancellor of the Exchequer announced the outcome of the Spending Review 2015. The main announcements which have an impact on Local Government are summarised in the following paragraphs.
29. The impact on the Council of many of the announcements will not be known until the Provisional Local Government Finance Settlement is announced in mid-December or beyond. Some of the announcements require a period of consultation, changes in regulations or changes in legislation which will take time. It is therefore too early to know the impact the announcements will have on the level of savings required by the Council over the next four years.
30. Funding for health, schools, international development and defence has been protected as previously announced. In addition, the Cabinet Office has also been protected and its budget will increase in real terms. These protections magnify the level of cuts for the remaining departments. The chart overleaf shows that the Department for Communities and Local Government (DCLG)

will receive the largest percentage cut of all departments over the next four years.



31. The Local Government Departmental Expenditure Limit, which includes Revenue Support Grant will reduce from £11.5bn in 2015/16 to £5.4bn in 2019/20, a 56% real terms decrease. Revenue Support Grant (RSG) will be phased out entirely by 2019/20. The Department for Communities and Local Government (DCLG) will publish a consultation shortly on changes to the local government finance system to rebalance support including to those authorities with social care responsibilities. This consultation will pave the way for the implementation of 100% business rate retention.
32. Details of reforms to the New Homes Bonus (NHB) will be set out as part of the provisional local government finance settlement consultation in December. The proposals for changes to the NHB will include a sharpening of the incentive to reward communities for new homes and reducing the length of payments from 6 years to 4 years. Proposals will include the introduction of a floor to ensure that no authority loses out disproportionately as a result of the changes. The Government's preferred option will lead to savings in the grant of £800m which is expected to form part of the increase in the Better Care Fund (see paragraph 35). The national funding for NHB is around £1.4bn currently so the proposals could lead to around a 60% reduction in the overall funding available for the scheme.
33. Upper-tier local authorities will be able to increase council tax levels by up to 2% each year to specifically fund adult social care. The social care precept will allow authorities a 2% increase in addition to the current referendum threshold, which is still to be confirmed, but is expected to remain at 2%. The additional funding will support councils to increase the prices they pay for care, including to cover the costs of the National Living Wage. An additional 2% increase in council tax in each year of the medium term plan would generate income of £26.6m for the Council.

34. There is no explicit funding in respect of the National Living Wage. This new burden is assumed to be met from the income raised through a higher council tax increase. The Council had not built in the anticipated pressure arising from the implementation of the National Living Wage because, as a new policy introduced by government, it was expected to fall under the new burden doctrine. This states that costs of all such new burdens should be fully funded and as such the Council would expect to receive additional funding to meet this. It is difficult to predict the impact on the Council of the National Living Wage as the costs will be incurred directly by providers and passed through to the Council as increased fees. Based on responses to recent procurements the potential cost could be in the region of £4m to £10m in 2016/17 alone. The National Living Wage then increases each year up to 2020/21 which based on the range for 2016/17 could mean a total cost of £16m to £40m over the medium term plan period to 2019/20.
35. Funding for the Better Care Fund will increase by £1.5bn by 2019/20. This additional funding will be made available to local government. £0.7bn of the increase is new funding and £0.8bn is from New Homes Bonus as referred to above. An increase in the Disabled Facilities Grant of £0.5bn was also announced. This is currently in the Better Care Fund so it is anticipated that it will form part of the additional £1.5bn.
36. The Spending Review sets out plans to create an integrated health and social care system by 2020, with every area to have a plan for integration agreed in 2017, for implementation by 2020. However, the government will not impose how the NHS and local government deliver this.
37. Public Health funding will reduce from £3.4bn in 2015/16 (this includes the in-year reduction of £0.2bn) to £3.1bn by 2020/21. The ringfence of the grant will continue for 2016/17 and 2017/18. The estimated reduction in grant for Oxfordshire by 2020/21 is approximately £2.8m. The Government will consult on options to fully fund public health spending from retained business rates receipts as part of the move to 100% business rate retention.
38. The per-pupil rate for the Dedicated Schools Grant will be protected in cash terms and the pupil premium will be maintained at current rates.
39. A new funding system for schools will be introduced from 2017/18. A detailed consultation on the specifics of the proposed new system will be published in early 2016. The new national funding formula will include elements for schools, high needs and early years, so that funding is transparently and fairly linked to children's needs.
40. The Education Services Grant will be reduced by around £600m from £815m in 2015/16, a 75% reduction. A 75% reduction on the Council's grant equates to £4m. The government is proposing to reduce the local authority role in running schools and a number of statutory duties on local authorities in relation to schools will be removed. A consultation on policy and funding proposals will be published in 2016 although changes in legislation may take two years to implement.

41. Free childcare for working parents of 3-4 year olds will be doubled from 15 to 30 hours per week from September 2017. An increase of £1bn in funding per year by 2019/20 to support the extension of free childcare places for 2, 3 and 4 year-olds will be made available. Capital funding of at least £50m will be allocated to create additional places in nurseries. Over £300m a year will be made available to increase the average hourly rate paid to childcare providers.
42. The government will introduce a new statutory duty for the emergency services to collaborate on areas such as procurement, new stations and vehicle maintenance from early 2017. The government will bring forward legislation to enable Police & Crime Commissioners to take on responsibility for fire & rescue services, subject to clear business cases and local support.
43. The Government will publish new guidance to local authorities to encourage them to rein in excessive salaries and do more to drive efficiencies for local taxpayers.
44. The spending review confirmed that there will be a continuation of average public sector pay awards of 1% over the next four years from 2016/17.
45. The new apprenticeship levy has been set at 0.5% of an employer's pay bill. This is expected to cost the Council £1.4m.
46. In October 2015, the Chancellor announced that Local Government Pension Scheme (LGPS) funds would be expected to pool assets to create up to six 'British Wealth Funds', each including at least £25bn of assets. Each LGPS fund is required to submit by 19 February 2016 their commitment to poolig and a description of progress towards formalising their arrangements with other authorities.
47. The £12bn Local Growth Fund was confirmed in the spending review for the period 2015/16 to 2020/21. Allocations from the fund are agreed through Local Growth Deals with Local Enterprise Partnerships.
48. £23bn of capital funding was confirmed from 2016/17 to 2019/20 for basic need, the construction of 500 new free schools and refurbishment of 500 schools as well as addressing essential maintenance needs.
49. An additional £250m of revenue funding for potholes was announced for the 5 year period to 2020/21. This could equate to £2.5m for Oxfordshire over the five year period.

## **Reserves and Balances**

### Reserves

50. As set out in Annex 2, revenue reserves were £63.6m as at 1 April 2015 and are forecast to be £50.9m at 31 March 2016, of which £20.9m relates to schools. Other reserves, which include insurance, capital and cash flow



reserves, are forecast to be £44.5m at 31 March 2016, compared to £48.1m as at 1 April 2015.

51. Annex 2 sets out the forecast use of reserves over the medium term. This shows that most of the revenue reserves will be used over this period, with the forecast balance falling to £12.8m by the end of 2019/20, of which £9.4m relates to schools. Other reserves will fall to £15.2m by the end of 2019/20.
52. The budget reserve is currently forecast to be overdrawn by £11.4m in 2016/17 as the phasing of pressures does not match the profile of the savings, as set out in paragraph 27. The existing MTFP had assumed the reserve would be in deficit in 2016/17 and the current proposals increase the deficit. The reserve does currently return to a surplus position in 2017/18 and beyond. The Council cannot hold deficit reserves so there may be a need for some temporary use of other revenue reserves in 2016/17 to manage the deficit reserve.

#### Balances

53. The County Council's policy is to maintain balances at a level commensurate with identified risks. In setting the 2015/16 budget and MTFP to 2017/18 last year, the assessed level of balances required for each year was £17.4m.
54. Balances at the end of 2014/15 were £19.5m, £2.1m higher than forecast in the MTFP due to additional investment income and lower than forecast calls on balances during the year. As set out in the Financial Monitoring & Business Strategy Delivery report elsewhere on this agenda, due to the projected overspend in 2015/16, balances are currently forecast to reduce to £14.6m by the end of the financial year. This is £2.8m lower than the risk assessed level; however action is being taken in year to reduce projected overspend and therefore the call on balances. A reassessment of risks and the level of balances to be held will be included in the Service & Resource Planning report to Cabinet in January 2016. Consideration will also be given as to whether an additional contribution to balances will be required in 2016/17 to ensure the level is commensurate with risks.

### **Capital Programme**

55. The Transport Asset Management Plan and capital spending proposals will be considered by Performance Scrutiny Committee on 7 January 2016.
56. There are further capital resources of £51.1m available from rolling the capital programme forward by another year to cover the period to 2019/20 and from adjusting the funding allocations assumed in the current capital programme.
57. This is offset by rolling forward the annual highways, schools and property maintenance programmes by a further year to 2019/20 which adds a pressure of £16.4m to the capital programme.

Basic Need

58. The grant funding allocations for basic need for 2015/16 and 2016/17 announced in December 2013 were substantially lower than expected and assumptions on funding levels for future years were revised downwards at this time. This led to a funding gap on the capital programme of £18.4m, which was reduced to £5.8m as part of last year's budget setting process. In February 2015, the grant allocation for 2017/18 was announced at £19.4m<sup>2</sup>. The assumption 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. This gives total additional funding of £25.4m.
59. Basic need pressures totalling £28.2m have been identified for the period 2016/17 to 2019/20 with an expected £8.6m of developer funding to contribute towards these. The remaining developer funding can be used to offset the £5.8m funding gap referred to in paragraph 58. The following table summarises the basic need position.

	£m
Total basic need grant funding	-25.4
Pressures Identified	28.2
Developer funding available	-8.6
Remove the basic need funding gap	5.8
<b>Total shortfall (+)/ surplus (-) funding</b>	<b>0.0</b>

Highways Maintenance

60. A further year of grant funding of £13.4m has been added for 2019/20 as well as estimated new funding of £5.5m from the self-assessed incentive fund over the period 2016/17 to 2019/20. Highways maintenance annual programmes have been rolled forward to 2019/20 with a provisional allocation of £12.5m.
61. There is a potential pressure of £15.2m over the period 2016/17 to 2019/20 linked to the budget savings options which include the proposed transfer of activities currently funded by revenue into the capital programme. If these savings are agreed, it is proposed to reduce the highways maintenance programme by £8.8m over this period, which will contain the pressure within the overall highways maintenance grant allocations as shown in the following table.

	£m
Total funding available	-18.9
Roll forward maintenance programmes to 2019/20	12.5
Capitalisation of revenue maintenance 2016/17-2019/20	15.2
Overall programme reductions 16/17-19/20	-8.8
<b>Total shortfall (+)/ surplus (-) funding</b>	<b>0.0</b>

62. Other grant allocations for Schools Maintenance and Integrated Transport Block total £6m and fund the other annual programmes. Overall, an estimated

<sup>2</sup> subject to confirmation following the Spending Review

residual balance of £2.9m of capital funding remains available. It is proposed not to allocate this funding at present. An overall summary is provided in Annex 3.

## **Consultation**

63. Members of the public and stakeholders were able to comment on the detailed budget options through the Council's website and at three events held around the County. The consultation closed on 30 November 2015 and a summary of responses will be provided to the Performance Scrutiny Committee at its meeting on 17 December 2015. The Performance Scrutiny Committee will feedback to Cabinet to allow them to take the comments into consideration in agreeing their budget proposals.

## **Equality and Inclusion Implications**

64. The Equality Act 2010 imposes a duty on local authorities that, when making decisions of a strategic nature, decision makers must exercise 'due regard to the need to eliminate unlawful discrimination... advance equality of opportunity... and foster good relations.'
65. Potential impacts of the budget options have been considered and are set out against each option in Annex 1. A general assessment of the broad impact of the new budget options that are proposed by Cabinet in January 2016 will be published alongside service-level assessments for all significant new proposals.

## **Financial and Legal Implications**

66. 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, when taken together with the future reports up to January 2016, will lead to the council tax requirement being agreed in February 2016, together with a budget for 2016/17, updated medium term financial plan and capital programme.

## **RECOMMENDATIONS**

67. **Cabinet is RECOMMENDED 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.**

LORNA BAXTER  
Chief Finance Officer

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December 2015

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**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	2,980	-585	5,000	5,000	12,395
Fire & Rescue Service, Trading Standards and Community Safety	0	0	0	0	0
Environment & Economy	4,477	-1,859	500	500	3,618
Cultural Services	0	0	0	0	0
Corporate Services	0	0	0	0	0
Corporate Measures	12,352	4,289	5,947	4,194	26,782
<b>Total Pressures</b>	<b>23,999</b>	<b>1,845</b>	<b>11,447</b>	<b>9,694</b>	<b>46,985</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	960	-5,194	0	-400	-4,634
Adult Social Care	-1,408	-178	-7,963	-6,035	-15,584
Fire & Rescue Service, Trading Standards and Community Safety	-410	-48	-30	-360	-848
Environment & Economy	-6,348	-825	-290	-1,492	-8,955
Cultural Services	-300	-400	-392	0	-1,092
Corporate Services	-812	-450	-150	0	-1,412
Corporate Measures	-6,900	-3,200	-2,000	-1,300	-13,400
<b>Total</b>	<b>-15,218</b>	<b>-10,295</b>	<b>-10,825</b>	<b>-9,587</b>	<b>-45,925</b>

<b>Overall Net Position</b>					
	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	Total £000
Children, Education & Families	5,150	-5,194	0	-400	-444
Adult Social Care	1,572	-763	-2,963	-1,035	-3,189
Fire & Rescue Service, Trading Standards and Community Safety	-410	-48	-30	-360	-848
Environment & Economy	-1,871	-2,684	210	-992	-5,337
Cultural Services	-300	-400	-392	0	-1,092
Corporate Services	-812	-450	-150	0	-1,412
Corporate Measures	5,452	1,089	3,947	2,894	13,382
<b>Total</b>	<b>8,781</b>	<b>-8,450</b>	<b>622</b>	<b>107</b>	<b>1,060</b>

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

Ref No.	Name	Proposal	Impact	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.	No direct impact on the public.	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.	No direct impact on the public.	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.	Creation of a traded arm would reflect the council's changing role in relation to the support it provides all schools - regardless of status. Developing the local market for school improvement services, with the opportunity to reinvest in the county's schools, could benefit Oxfordshire children.	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.	Together with anticipated savings imposed by the Youth Justice Board, this would reduce the range of services that are dedicated solely to young offenders and mean that children who have offended or are at high risk of offending will be supported by the youth offending team and accessing services provided to all vulnerable children.	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.	No direct impact on the public.	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.	This would mainly impact pre-school children attending Private, Voluntary and Independent (PVI) settings and any child who does not have a statement or Education, Health and Care Plan.	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.	Potential reduction in quality of education for post-16 SEN students.	S		-100			-100

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

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
CEF8	SEN support services (SENSS)	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.	No direct impact on the public.	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.	This could impact on the council's ability to ensure sufficient places to meet the government's promise to deliver 30 hours of free entitlement to families where both parents are working. Disadvantaged two year olds and their families would potentially be impacted.	C	-45				-45
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.	Temporary shortfalls in local supply of school places.	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.	The small proportion of families without access to the internet would find it more difficult to apply on time for school places. 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.	If approved, the proposal would focus its reduced resources on the most vulnerable children and families, with universal services currently delivered by children's centres and early intervention hubs no longer funded. This option is currently subject to consultation.	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.	The ability of the council and parents/carers to look after children with very complex needs relies on this service. Reduction in support would lead to increased pressure on families.	C		-250			-250
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>					<b>-740</b>	<b>-3,494</b>	<b>0</b>	<b>-400</b>	<b>-4,634</b>

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

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>CHANGES TO EXISTING MTFP</b>									
CEF14		Rephase 15CEF12 - Joint Commissioning			500	-500			0
CEF15		Rephase 15CEF2 & 16CEF4 - integration of Children's Social Care and Early Intervention			1,200	-1,200			0
<b>TOTAL CHANGES TO EXISTING MTFP</b>					<b>1,700</b>	<b>-1,700</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PRESSURES</b>									
CEF16		Academies Team - Funding required to meet costs of work required when schools convert to academies		NP	470				470
CEF17		Pressure arising from Adoption Reform Grant ceasing which is used to fund approximately £0.300m of posts.		NP	300				300
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				2,000
CEF19		Additional pressure in Home to School Transport for SEN pupils arising from increased numbers and routes		NP	1,420				1,420
<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>5,150</b>	<b>-5,194</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	-595	-1,144	0	-400	-2,139
Cuts	-145	-2,350	0	0	-2,495
	-740	-3,494	0	-400	-4,634



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

Ref No.	Name	Proposal	Impact	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.	There would be no direct impact on the public, as eligible care needs would continue to be met in all cases. However, if demand increases in line with current predictions it would create pressure in the budget that require further savings in other areas.	S			-1,700	-1,700	<b>-3,400</b>
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	The impact of this should be positive on individuals, by increasing choice and range of how to meet care and support needs. The council would work closely with providers to develop proposals, and district councils to incorporate within overall development plans	S		-165	-400	-935	<b>-1,500</b>
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.	No direct impact on the public, as all eligible care needs would continue to be met	S		-870	-400		<b>-1,270</b>
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.	There is a risk that people do not have access to the equipment they need to maintain their independence and safety at home. The council would ensure people with eligible needs for care and support receive equipment that is necessary to meet their needs, and information about alternative sources of funding for people wishing to continue using equipment without the means to be able to pay for it.	S		-500			<b>-500</b>

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
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.	There is a risk that the reduction in specialist support for people who fall or who are at risk of falling could result in a lessening of people being able maintain their independence and wellbeing, possibly leading to them becoming unwell and needing to be admitted to hospital.	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.	There is a legal duty to assess need but locality teams would be able to meet the demand as numbers are relatively low and the service would merge into overall social work, avoiding potential duplication.	S	-207				-207
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.	No direct impact on the public.	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.	If carers do not receive the support they need this could lead to more pressure on carers and increase the risk of needing emergency services for the cared for person. Reductions in funding would be phased to allow providers to seek alternative sources of funding and develop a revised model of service.	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.	Effects could be reduced by the council's continued investment in the Community Information Network which provides supported access to information and advice on local services and activities in Oxfordshire.	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.	Could be seen as a reduction in support for carers, and providing respite in different ways may not suit all circumstances. If carers do not receive the support they need to sustain them in their caring roles, this could lead to more pressure on carers and increase the risk of needing emergency services for the cared for person.	C		-100			-100

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
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.	This would reduce the numbers of people needing to be placed in care homes. It would require marketing the benefits of the change and ensuring the costs were only passed on to people who needed the additional support and not all extra care housing residents.	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.	This would require joint working with district councils and housing providers in the county as they are involved in for Extra Care Housing placements.	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.	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.	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.	Reduced space but improved facilities and use of resources. Staff would need to be involved in designing the reduced service and planning the changes to delivery and production it would entail.	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.	Future support for people with aphasia would be integrated into Oxfordshire's core adult social services with emphasis on ensuring information and advice, advocacy, assessments and support planning acknowledge service users' communication needs.	C	-17				-17
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.	The council would ensure that individuals' care and support needs were met as cost effectively as possible including investment in areas such as equipment which would offer value for money ways of meeting people's needs appropriately. Individuals would have the option to top up the cost if they wanted their needs to be met in a more expensive way.	S	-1,600	-750	-750		-3,100

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
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.	The aim would be to reduce costs per package and if successful, it could be rolled out to other groups. The commercial arrangements would need to be carefully developed to make sure they achieved the desired outcomes and that the level of payments provided the right incentive for providers to deliver those outcomes.	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.	The schemes do not provide personal care or support people with eligible care needs. A reduction in support could lead to increased admissions to care homes, or earlier onset of needs, though this is unlikely to be at any cost to the Council.	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.	some vulnerable people may not receive small grants to help them become or stay independent or meet emergency needs, but anyone with eligible care and support needs will continue to have these needs met in line with our statutory responsibilities. There could be an impact on grants to set up home for young people leaving care as these have been topped up through the Support Fund for the last two years. Some funding would be invested in improved information and advice to this group to help mitigate the impact of this.	C	-381				-381
SCS20	Review of contracts - Healthwatch	Reducing funding for Healthwatch Oxfordshire by 30%.	The statutory responsibilities of Healthwatch Oxfordshire can be met in many ways. Reducing funding could mean less activity, but not necessarily a reduction in impact. Funding for Healthwatch Oxfordshire is exclusively from the county council, and as Healthwatch is now more established it may be able to find additional funding from other sources.	C	-100				-100

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
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.	The funding provided by the Council does not cover the full cost of providing these services, so it would be possible for them to continue and/or seek alternative sources of funding. This could lead to increased social isolation, hospital admissions and care home placements. To reduce the impact of this change, the Council would offer assessments to all clients using these services (and their carers) and meet their needs for care support if they are eligible.	C	-300	-450			-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 role in delivering day opportunities.	This could lead to increased social isolation, hospital admissions and care home placements. To reduce the impact of this change, the Council would offer assessments to all clients using these services (and their carers) and meet their needs for care support if they are eligible.	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.	No direct impact on the public. People's ability to access appropriate alternative ways to meet their needs would be considered as part of the support planning process.	C		-200			-200

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
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.	There could be negative impact on service users (single homeless people, people at risk of domestic abuse, people misusing substances, people with a history of offending and people using the floating support service), their friends & families, and future service users. There could also be an increase in demand for statutory services such as health and housing as service users' situations deteriorate. The timing of this reduction needs careful consideration in view of the potential significant consequences to those affected by the service. We would continue to work closely with our statutory and non-statutory partners to consider other ways of delivering this support, e.g. alternative funding sources and/or alternative ways in which this support could be provided.	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.	The impact of this change is likely to be positive.	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.	This could avoid duplication between services, reduce the number of transitions between different providers, improve consistency, and potentially improve current performance around discharge. Possible reduced capacity in the redesigned service could be offset by comprehensive joint working between organisations around planning transitions and transfers. In the short term there may also be a need to review how to respond quickly to initial delays and/or reduced capacity and capability.	S	-440				-440

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
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.	More people in the county now have dementia so reducing the service could affect the ability of the service to meet demand. This could also lead to increased costs elsewhere, e.g. increased admissions to care homes. Close work with NHS partners would be needed to carry out this proposal as part of the wider dementia services they commission, and to monitor and lessen the impact on people with dementia.	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.	The impact would depend on the model developed, as introducing charging would have a direct impact on people using the service. However, this would be means tested to ensure that people were able to afford any charges introduced.	S					0
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.	This could address on-going issues with performance, deliver significant savings and focus on services which have the biggest impact/benefit for service users. Possible reduced capacity in the redesigned service could be offset by comprehensive joint working between organisations around planning transitions and transfers. In the short term there may also be a need to review how to respond quickly to initial delays and/or reduced capacity and capability.	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.	If carers do not receive the support they need to sustain them in their caring roles, this could lead to more pressure on carers and increase the risk of needing emergency services for the cared for person. It would therefore be important to ensure that the Council's ongoing commitment to valuing, acknowledging and respecting the important role of carers is maintained.	S	-200				-200

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
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.	If carers do not receive the support they need to sustain them in their caring roles, this could lead to more pressure on carers and increase the risk of needing emergency services for the cared for person. It would therefore be important to ensure that the Council's ongoing commitment to valuing, acknowledging and respecting the important role of carers is maintained.	S	-200				-200
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>					<b>-4,908</b>	<b>-5,728</b>	<b>-5,963</b>	<b>-3,535</b>	<b>-20,134</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>
<b>PRESSURES</b>									
SCS33		Money Management - the service was transferred from E&E with a business plan to generate income to break even and a bridging reserve. However, the service users are either in receipt of services with fees agreed by the Court of Protection or have insufficient assets to charge. There is therefore a shortfall in cost recovery		NP	220				220
SCS34		Front Door (Health & Social Care Team) - there is has been a consist increase in activity from adult social care clients. E&E have covered the increased costs from underspends elsewhere in 2015/16 but fuding needs to be included on an on-going basis.		NP	430				430
SCS35		Deprivation of Liberty Standards (national issue) - the Cheshire West decision places an obligation on Councils to seek authorisation from the court for the deprivation of liberty for Care Home placements and Supported Living placements. There are costs of social workers, legal fee, administration and medical fees. There has been a one-off grant in 2015/16 which has reduced the pressure in the current year.		NP	485				485
SCS36		Deprivation of Liberty Standards - Learning Disability (national issue) (see description above)		NP	785	-585			200
SCS37		Safeguarding - referrals have increased by 25% over 4 years and this is the required additional resource to support this activity		NP	160				160



Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
SCS38		Learning Disabilities - the cost of support provided to clients is expected to exceed budget in 2015/16. As support is in place on an ongoing basis, this will cause a pressure in 2016/17 although this is less than had been expected due to close scrutiny of spend in 2015/16		NP	300				300
SCS39		Sleep-ins (national issue) : Case law has upheld the decision that certain nightshift hours were working time & staff that provide "sleep-in" care must be paid the national minimum wage		NP	600				600
SCS40		Demography - the cost of providing support for the expected increase in Adult Social clients		NP			5,000	5,000	10,000
<b>TOTAL PRESSURES</b>					<b>2,980</b>	<b>-585</b>	<b>5,000</b>	<b>5,000</b>	<b>12,395</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>					<b>1,572</b>	<b>-763</b>	<b>-2,963</b>	<b>-1,035</b>	<b>-3,189</b>

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

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Savings	-3,227	-2,328	-5,343	-2,635	<b>-13,533</b>
Cuts	-1,681	-3,400	-620	-900	<b>-6,601</b>
	<b>-4,908</b>	<b>-5,728</b>	<b>-5,963</b>	<b>-3,535</b>	<b>-20,134</b>

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

Ref No.	Name	Proposal	Impact	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.	(A) Some reduction in provision of relevant, up-to-date resources, books and information. (B) Impact on services to children and elderly, particularly in rural and disadvantaged homes. In mitigation some users particularly the older and less mobile could be offered the Home Library Service. (C) This will lead to a reduction in the current Library staffing establishment coupled with the deployment of Customer Service Advisers from County Hall to libraries and other County Council buildings. This deployment is integral to the delivery of the digital agenda and specifically the support of vulnerable citizens. The continued development of supported self-service in library settings uses the existing investment in the Peoples' Network and the extension of public Wifi which is already committed over the next two years.	C	-300	-400	-300		-1,000

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
			<p>*Retains access to all libraries and minimal impact on access to services except for closure of mobile libraries.</p> <p>*Mitigation for potential families and children's services savings (incl. Children's Centres) and provision of additional services to children and young people e.g. reading, literacy and language development, parenting skills and preparation for school.</p> <p>(D) Transfer of the support for the Library Management system to the council's Central ICT Service and share systems with other local authorities to reduce costs and improve resiliency.</p> <p>(E) The transformation programme envisaged will take two years to complete allowing the full savings to be realised from 2018/19.</p>						

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £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)	Core funding strengthens projects ability to attract other funding, particularly from Arts Council and other sources. Significant reduction of core funding to these projects potentially jeopardise long term sustainability. Loss of youth activities particularly for disadvantaged children, including excluded pupils (OYAP). Non-statutory provision and, therefore, subject to appropriate consultation, possible to end with sufficient and appropriate notification. Sufficient notice required to allow further progress on commissioned work from the council on a range of youth activities and to allow sufficient time to source other funding.	C			-92		-92
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>					<b>-300</b>	<b>-400</b>	<b>-392</b>	<b>0</b>	<b>-1,092</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>					<b>-300</b>	<b>-400</b>	<b>-392</b>	<b>0</b>	<b>-1,092</b>

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**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	-300	-400	-392	0	-1,092
	-300	-400	-392	0	-1,092

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

Ref No.	Name	Proposal	Impact	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.	No immediate impact on the public.	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.	This could lead to a 30 per cent drop in capacity to respond to consumer legislation, enforcement work and the cessation of free support for businesses. There would also be a reduction in support for vulnerable consumers, as well as the team's ability to respond to consumer legislation breaches and undertake proactive prevention activity.	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.	In the short term, this would reduce the overall number of frontline fire appliances staffed across Oxfordshire from 34 to 33. The Fire and Rescue Service would seek to communicate this change to local people and the current vehicle would remain part of the strategic fleet reserve for major incidents, with crewing provided from wider Cherwell/West Oxfordshire resources, if needed.	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.	This would protect frontline operational response capacity and provide capacity across the Thames Valley FRS's to develop further collaborative initiatives.	S	-25				-25

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
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.	No direct impact on the public.	S	-260				-260
FRS6	Management review – group managers	Reduce the number of operational Group Manager posts in the Fire and Rescue Service.	An increase in the number of Watch Manager level incident support officers from the existing group of supervisory managers and the provision of an Operations Support Team would mitigate this change and create wider opportunities for integration with the rest of Oxfordshire County Council.	S				-90	-90
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.	No direct impact on the public.	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.	There would be an impact on the young people who attend the scheme and the subsequent skills and experience they take out to the wider community. There is also a reputational risk to both the service and the county council of ceasing this long-standing youth scheme.	C			-30		-30
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>					<b>-410</b>	<b>-48</b>	<b>-30</b>	<b>-360</b>	<b>-848</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>					<b>-410</b>	<b>-48</b>	<b>-30</b>	<b>-360</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	-410	0	0	-90	<b>-548</b>
Cuts	0	0	-30	-270	<b>-300</b>
	<b>-410</b>	<b>0</b>	<b>-30</b>	<b>-360</b>	<b>-848</b>

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

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
<b>Savings &amp; Cuts to Services</b>									
E&E1	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.	Impact on the public will be seen through a reduction in schemes in the capital programme for highway maintenance. Risk of delay in delivery of current capital programme for 2016/17.	S	-2,583	-106			<b>-2,689</b>
E&E2	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.	Less responsive service for the public and increased risk of localised flooding of the highway.	C	-100			-200	<b>-300</b>
E&E3	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.	No direct impact on the public.	S	-100	-50			<b>-150</b>
E&E4	Increase fee income from Oxford strategic transport model	Explore further opportunities for generating funding from OCC transport model system.	No direct impact on the public.	S	-25	-25	-25		<b>-75</b>
E&E5	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.	Less responsive service for the public though some less urgent issues would be dealt with in a less reactive way.	C	-55				<b>-55</b>
E&E6	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.	No direct impact on the public.	S	-25	-25			<b>-50</b>
E&E7	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.	Less responsive service for the public may make some smaller events less viable. Charity related events will not be subsidised, which could lead to them not happening. Risk of more disruption on the network should charges lead to reduced engagement with Highways Department.	C	-25				<b>-25</b>
E&E8	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.	Less responsive service for the public.	S	-820	-100			<b>-920</b>

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
E&E9	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.	No direct impact on the public.	S				-540	-540
E&E10	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.	Less responsive service for the public. Lack of maintenance could result in higher cost per meter for the work carried out.	C	-70			-222	-292
E&E11	Traffic signals maintenance	Charge to the capital programme.	May mean delays to the capital programme.	S	-250				-250
E&E12	Property contract	Renegotiation of elements in property contract to deliver further savings.	Reduction of staff capacity within provider and associated increase in response times.	S	-50	-190			-240
E&E13	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.	Risk that reduction in management resource could result in performance issues and delayed response times - to be mitigated through retained officer resources and business process review.	S	-25	-125	-25	-44	-219
E&E14	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.	This could assist the OxLEP partnership in targeting priorities for inward investment and skills. No direct impact on the public.	S	-50	-50	-50	-45	-195
E&E15	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.	If roads that are currently gritted are not gritted in future, other roads may become less safe or useable during winter.	C	-180				-180
E&E16	Locality team co-location	Re-structure management of locality teams and reduce non-staffing budgets used to develop schemes and test development proposals.	No direct impact on the public.	S		-150			-150



Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
E&E17	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.	No direct impact on the public.	S		-50	-50	-50	-150
E&E18	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.	Information will not be provided to the public which alerts them to when buses are due, causing less usage of buses.	C			-140		-140
E&E19	Safety fence repair and maintenance	Remove unnecessary barriers (identified through a risk assessment) and therefore reduce ongoing maintenance.	Less responsive service for the public.	C				-51	-51
E&E20	Reduce policy and strategy capacity	Reduce staffing levels. Mitigated through close working relationships & maximising revenue elements of project funding bids.	No direct impact on the public.	S	-50				-50
E&E21	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.	No direct impact on the public.	S		-40			-40
E&E22	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.	Public Rights of Way in Oxfordshire may become less accessible or attractive than at present.	C				-40	-40
E&E23	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.	This could have an impact on the public whose routes are at stopped.	C	-1,220				-1,220

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000	
E&E24	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.	Less responsive service for the public	C		-1,094			-1,094	
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.	This could cause slow or limited response to day to day issues as only safety related defects would be identified and repaired.	C		-320		-300	-620	
E&E26	Gully Emptying	Prioritising essential work, meaning a reduction in frequency from once every three years to once every four years.	Less responsive service for the public though potential of some challenges due to blocked gullies or flooding in specific locations.	C	-220				-220	
E&E27	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.	No impact on the public.	S	-500	350			-150	
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>						<b>-6,348</b>	<b>-1,975</b>	<b>-290</b>	<b>-1,492</b>	<b>-10,105</b>
<b>CHANGES TO EXISTING MTFP</b>										
E&E28		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>

Ref No.	Name	Proposal	Impact	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		NP		445			445
EE30		Parking Account - unrealisation of income target		NP	150				150
EE31		Costs arising from Transport Safeguarding Assurance Framework ensuring that clients using transport service supported by Oxfordshire County Council are safeguarded effectively		NP	373				373
EE32		Supported Transport Programme Costs - implementation costs are integral to the realisation of the £6m savings in Supported Transport included in the MTFP		NP	274	-274			0
EE33		One-off Investment needed to realise a number of savings set out above		NP	2,180	-2,180			0
EE34		Net pressure from Property		NP		150			150
EE35		Waste - increase in tonnages		NP	1,500		500	500	2,500
<b>TOTAL PRESSURES</b>					<b>4,477</b>	<b>-1,859</b>	<b>500</b>	<b>500</b>	<b>3,618</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>					<b>-1,871</b>	<b>-2,684</b>	<b>210</b>	<b>-992</b>	<b>-5,337</b>

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

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Savings	-4,478	-561	-150	-679	-5,868
Cuts	-1,870	-1,414	-140	-813	-4,237
	-6,348	-1,975	-290	-1,492	-10,105

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

Ref No.	Name	Proposal	Impact	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.	Analysis of impact depends on the outcome of the senior management review. Likely to be an impact on the support provided to directorates.	S	-300	-200	-100		<b>-600</b>
CS2	Organisational development	Reduced learning and development budgets for staff training.	Some impact on staff development activity, but over £600,000 is retained for training purposes. More online training – no Investors in People reaccreditation in 2017.	C	-124	-150			<b>-274</b>
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.	Potential reduced capacity to support the council's managers which should be mitigated by new ICT systems becoming embedded.	S	-100	-100	-50		<b>-250</b>
CS4	Communications – reduce campaigns and consultations	Reducing money spent on consultations, surveys and campaigns as well as removing one post in the communications team.	Some reduction in public engagement activity, but we would continue to meet our legal requirements.	C	-145				<b>-145</b>
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.	Limited impact as work is transferred to Hampshire and successors developed.	S	-82				<b>-82</b>
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.	Reduced level of service. No direct impact to the public.	C	-30				<b>-30</b>
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.	This saving relates to making different administrative arrangements for meetings and will not prevent the meetings from proceeding. No direct impact to the public.	S	-22				<b>-22</b>

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
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.	This budget could be reduced without adverse impact on the Chairman's ability to fulfil his or her role. No direct impact on the public.	S	-9				-9
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>					<b>-812</b>	<b>-450</b>	<b>-150</b>	<b>0</b>	<b>-1,412</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>					<b>-812</b>	<b>-450</b>	<b>-150</b>	<b>0</b>	<b>-1,412</b>

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

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Savings	-513	-300	-150	0	<b>-963</b>
Cuts	-299	-150	0	0	<b>-449</b>
	<b>-812</b>	<b>-450</b>	<b>-150</b>	<b>0</b>	<b>-1,412</b>

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

Ref No.	Name	Proposal	Impact	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.	No direct impact on the public	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.	No direct impact on the public	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.	No direct impact on the public	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.	No direct impact on the public	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.	No direct impact on the public	S	-1,000				-1,000
CM6	Insurance contract	Savings arising from successful contract negotiations for the council's insurance cover.	No direct impact on the public	S	-800				-800
<b>TOTAL SAVINGS &amp; CUTS TO SERVICES</b>					<b>-6,900</b>	<b>-3,200</b>	<b>-2,000</b>	<b>-1,300</b>	<b>-13,400</b>
<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

Ref No.	Name	Proposal	Impact	Saving or Cut	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
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.			3,179	-1,272	34	36	1,977
<b>TOTAL PRESSURES</b>					<b>12,352</b>	<b>4,289</b>	<b>5,947</b>	<b>4,194</b>	<b>26,782</b>
<b>TOTAL PROPOSED BUDGET CHANGES</b>					<b>5,452</b>	<b>1,089</b>	<b>3,947</b>	<b>2,894</b>	<b>13,382</b>

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

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Savings	-6,900	-3,200	-2,000	-1,300	-13,400
Cuts	0	0	0	0	0
	-6,900	-3,200	-2,000	-1,300	-13,400

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**SERVICE & RESOURCE PLANNING 2016/17 - 2019/20**  
**CABINET -15 DECEMBER 2015**  
**EARMARKED RESERVES**

Earmarked Reserves	2015/16 - forecast as at 31 October 2015				Forecast Balance			
	Balance at 1 April 2015 £000	Movement		Balance at 31 March 2016 £000	Balance at 31 March 2017 £000	Balance at 31 March 2018 £000	Balance at 31 March 2019 £000	Balance at 31 March 2020 £000
		Contributions from Reserve £000	Contributions to Reserve £000					
<b>Revenue Reserves</b>								
<b>Schools' Reserves</b>	<b>21,919</b>	<b>-1,053</b>	<b>0</b>	<b>20,866</b>	<b>18,196</b>	<b>15,567</b>	<b>12,340</b>	<b>9,371</b>
<b>Cross Directorate Reserves</b>								
Vehicle and Equipment Reserve	2,375	-208	437	2,604	1,859	2,018	1,672	1,402
Grants and Contributions Reserve	18,724	-5,229	0	13,495	4,731	107	32	0
ICT Projects	634	-350	0	284	142	0	0	0
Government Initiatives	1,086	-851	0	235	0	0	0	0
<b>Total Cross Directorate</b>	<b>22,819</b>	<b>-6,638</b>	<b>437</b>	<b>16,618</b>	<b>6,732</b>	<b>2,125</b>	<b>1,704</b>	<b>1,402</b>
<b>Directorate Reserves</b>								
<b>CE&amp;F</b>								
CE&F Commercial Services	951	-481	266	736	219	234	245	256
Thriving Families	1,761	-262	0	1,499	662	96	0	0
Children's Social Care	726	-706	0	20	0	0	0	0
Foster Carer Loans	220	0	0	220	190	177	167	157
Academies Conversion Support	470	-470	0	0	0	0	0	0
Early Intervention Service Reserve	28	-28	0	0	0	0	0	0
<b>Total CE&amp;F</b>	<b>4,156</b>	<b>-1,947</b>	<b>266</b>	<b>2,475</b>	<b>1,071</b>	<b>507</b>	<b>412</b>	<b>413</b>
<b>S&amp;CS</b>								
Older People Pooled Budget Reserve	2,866	-1,166	0	1,700	888	76	0	0
Physical Disabilities Pooled Budget Reserve	544	0	0	544	254	0	0	0
Learning Disabilities Pooled Budget Reserve	95	0	0	95	0	0	0	0
Fire Control	40	0	0	40	0	0	0	0
Fire & Rescue & Emergency Planning Reserve	129	0	350	479	382	70	70	70
Community Safety Reserve	156	0	0	156	126	51	51	51
<b>Total S&amp;CS</b>	<b>3,830</b>	<b>-1,166</b>	<b>350</b>	<b>3,014</b>	<b>1,650</b>	<b>197</b>	<b>121</b>	<b>121</b>
<b>E&amp;E</b>								
Highways and Transport Reserve	37	-4	0	33	33	33	33	33
On Street Car Parking	1,445	-1,402	1,476	1,519	1,269	1,019	769	519
Countryside Ascott Park - Historical Trail	21	0	1	22	23	24	25	26
SALIX Energy Schemes	376	0	0	376	326	276	226	176
Oxfordshire Waste Partnership Joint Reserve	12	-12	0	0	0	0	0	0
Dix Pit Engineering Works & WRC Development	730	-730	0	0	0	0	0	0

**SERVICE & RESOURCE PLANNING 2016/17 - 2019/20**  
**CABINET -15 DECEMBER 2015**  
**EARMARKED RESERVES**

Earmarked Reserves	2015/16 - forecast as at 31 October 2015				Forecast Balance			
	Balance at 1 April 2015 £000	Movement		Balance at 31 March 2016 £000	Balance at 31 March 2017 £000	Balance at 31 March 2018 £000	Balance at 31 March 2019 £000	Balance at 31 March 2020 £000
		Contributions from Reserve £000	Contributions to Reserve £000					
Waste Management	380	0	0	380	0	0	0	0
Property Disposal Costs	235	-115	0	120	75	0	0	0
Developer Funding (Revenue)	475	0	0	475	475	475	475	475
West End Partnership	56	0	0	56	56	56	56	56
Catering Investment Fund (formerly FWT)	1,118	-1,118	0	0	0	0	0	0
Asset Rationalisation	237	-237	0	0	0	0	0	0
Job Clubs	7	-7	0	0	0	0	0	0
Minerals and Waste Project	46	-46	0	0	0	0	0	0
Joint Use (moved from CE&F)	814	-1,047	233	0	0	0	0	0
LABGI Funding to support Local Enterprise Partnership	198	-66	0	132	66	0	0	0
OCS Development Reserves	262	-262	0	0	0	0	0	0
Money Management Reserve	0	0	0	0	0	0	0	0
Oxford Western Conveyance	350	0	350	700	0	0	0	0
Oxfordshire - Buckinghamshire partnership	398	-398	0	0	0	0	0	0
Cultural Services Reserve	1,029	-472	0	557	360	245	130	15
<b>Total E&amp;E</b>	<b>8,226</b>	<b>-5,916</b>	<b>2,060</b>	<b>4,370</b>	<b>2,683</b>	<b>2,128</b>	<b>1,714</b>	<b>1,300</b>
<b>Chief Executive's Office</b>								
Coroner's Service	40	0	0	40	0	0	0	0
Council Elections	232	0	199	431	631	831	0	200
Registration Service	404	0	0	404	0	0	0	0
<b>Total - CEO</b>	<b>676</b>	<b>0</b>	<b>199</b>	<b>875</b>	<b>631</b>	<b>831</b>	<b>0</b>	<b>200</b>
<b>Directorate Reserves</b>	<b>16,888</b>	<b>-9,029</b>	<b>2,875</b>	<b>10,734</b>	<b>6,035</b>	<b>3,663</b>	<b>2,247</b>	<b>2,034</b>
<b>Corporate</b>								
Carry Forward Reserve	196	-196	0	0	0	0	0	0
Efficiency Reserve	1,748	-1,098	2,000	2,650	0	0	0	0
<b>Corporate Total</b>	<b>1,944</b>	<b>-1,294</b>	<b>2,000</b>	<b>2,650</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Revenue Reserves</b>	<b>63,570</b>	<b>-18,014</b>	<b>5,312</b>	<b>50,868</b>	<b>30,962</b>	<b>21,354</b>	<b>16,291</b>	<b>12,807</b>

SERVICE & RESOURCE PLANNING 2016/17 - 2019/20  
 CABINET -15 DECEMBER 2015  
 EARMARKED RESERVES

Earmarked Reserves	2015/16 - forecast as at 31 October 2015			
	Balance at 1 April 2015 £000	Movement		Balance at 31 March 2016 £000
		Contributions from Reserve £000	Contributions to Reserve £000	
<b>Other Reserves</b>				
<b>Insurance Reserve</b>	<b>4,516</b>	<b>0</b>	<b>0</b>	<b>4,516</b>
<b>Capital Reserves</b>				
Capital Reserve	23,335	0	0	23,335
Rolling Fund Reserve	2,541	-2,541	0	0
Prudential Borrowing Reserve	8,898	-203	950	9,645
<b>Total Capital Reserves</b>	<b>34,774</b>	<b>-2,744</b>	<b>950</b>	<b>32,980</b>
<b>Cash Flow Reserves</b>				
Budget Reserve - 2013/14 to 2016/17	8,806	-4,746	2,896	6,956
<b>Total Cash Flow Reserves</b>	<b>8,806</b>	<b>-4,746</b>	<b>2,896</b>	<b>6,956</b>
<b>Total Other Reserves</b>	<b>48,096</b>	<b>-7,490</b>	<b>3,846</b>	<b>44,452</b>
<b>Total Reserves</b>	<b>111,666</b>	<b>-25,504</b>	<b>9,158</b>	<b>95,320</b>

Forecast Balance			
Balance at 31 March 2017 £000	Balance at 31 March 2018 £000	Balance at 31 March 2019 £000	Balance at 31 March 2020 £000
<b>4,516</b>	<b>4,516</b>	<b>4,516</b>	<b>4,516</b>
20,282	20,282	14,340	0
0	0	0	0
10,295	10,745	10,745	10,695
<b>30,577</b>	<b>31,027</b>	<b>25,085</b>	<b>10,695</b>
*	*	*	*
<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>35,093</b>	<b>35,543</b>	<b>29,601</b>	<b>15,211</b>
<b>66,055</b>	<b>56,897</b>	<b>45,892</b>	<b>28,018</b>

\* The budget reserve will be updated in January as the position set out in paragraph 52 of the report will change

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

Description	£'000	£'000
<b><u>Estimated Flexible Capital Resources Available</u></b>		
Additional Estimated Funding for 2019/20 & adjustments for earlier years		51,060
Removal of reported basic need funding gap 2015-2018		-5,814
<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
Highways Maintenance, Schools and Other Annual Programmes		16,387
<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
Programme reductions to be identified in Highways Structural Maintenance to	-8,800	2,852
<b>Total Surplus (+)/Shortfall (-)</b>		<b>2,852</b>

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Division(s):

## CABINET – 15 DECEMBER 2015

### HOUSEHOLD WASTE RECYCLING CENTRE STRATEGY

#### Report by Director for Environment and Economy

#### Introduction

1. Oxfordshire currently operates seven Household Waste Recycling Centres (HWRCs). The sites accept approximately 45,000 tonnes of household residual and recyclable material each year with an average recycling rate of around 70%.
2. Oxfordshire County Council (OCC) as a statutory waste disposal authority has a duty to provide facilities for residents to deposit their household waste. Budget pressures and property constraints combined with the changing way that residents dispose of waste mean that a revised approach is required to ensure that HWRCs remain financially and operationally sustainable in the long term.
3. In July 2015 Cabinet received a report proposing to consult the public on revised principles for the provision of HWRC capacity with the following key objectives:
  - *a reduced number of sites;*
  - *locate sites to limit as much as possible the drive times for residents;*
  - *locate the sites as close as possible to the more populated centres;*
4. This report sets out the results of the Council's consultation on the future of HWRCs alongside an analysis of financial and service pressures.
5. It goes on to recommend an approach to rationalisation that retains existing capacity in the medium term whilst certainty is obtained on future contract costs and detailed capital and feasibility assessments are made on a site by site basis.
6. In summary, this report recommends that:
  - No immediate decisions are taken on site closures or on the development of alternative sites;
  - Opening hours are reduced in line with new contract arrangements from 2017 to support in part anticipated cost increases;
  - A phased approach is applied to long-term investment decisions, within an overall strategic framework;
  - The retention and development of individual sites and overall capacity is based on further detailed service, financial and affordability analysis;
  - The development of alternative delivery models and partnership arrangements are prioritised through the implementation phase.
7. This approach to delivery will ensure that the programme can remain flexible to changes in the waste market, new technologies and alternative ways of working and to the development and expansion of communities and associated infrastructure.

8. In this way final decisions can be based on a more certain financial basis and updated needs analysis alongside more detailed proposals of geographic locations and capacity which will impact on the viability of the overall network when taken as a whole.

## Background

9. The Environmental Protection Act 1990 specifies that Oxfordshire County Council, as the waste disposal authority (WDA), must provide places where persons resident in its area may deposit their household waste. These places need to be reasonably accessible to residents, open at reasonable times (including weekends) and allow for the deposit of household waste free of charge outside of strictly prescribed circumstances. This specific restriction on charging was restated in a 2015 prohibition order issued from the Department for Communities and Local Government.
10. HWRCs are also required to help OCC deliver its commitment to policies contained within the countywide Joint Municipal Waste Management Strategy (JMWMS). Specifically:
- Policy 4: Achieving a recycling and composting rate of at least 65% by 31 March 2020;
  - Policy 5: Ensuring that recycling and waste services are available to all residents;
  - Policy 8: Providing waste management services for specialised and potentially polluting material streams such as Hazardous waste and Waste Electrical and Electronic Equipment.
11. Household waste management has changed dramatically over the past 15 years: Oxfordshire has moved from a system where waste was predominantly sent to landfill to one where the emphasis is on reducing the amount of waste produced and recovering value from materials that are disposed of, either through recycling or energy recovery.
12. As waste collection authorities, the city and district councils have made excellent progress in increasing the percentage of household waste recycled through the expansion of kerbside collection services. Every household in Oxfordshire now has a comprehensive kerbside collection service that includes a full range of recyclables, including food waste. These services continue to expand with small electricals, textiles and batteries now also recycled at the kerbside or in local bring banks.
13. The design and function of HWRCs has developed within this context and in support of maximising recycling and reuse, modern facilities now need space to sort, repair and sell goods and a large number of containers to segregate materials. The role and service that HWRCs provide is already changing with the average user visiting a recycling centre less frequently as their kerbside services are expanded.
14. Residents have embraced these systems and recycling rates in the county are amongst the highest in England. Residents have also been very successful in reducing the amount of waste they generate overall and the waste per head levels are amongst the lowest in the country. This is both good environmental practice and financially prudent: reducing waste reduces the costs of disposal and recycling minimise the costs of disposing of remaining waste for example by recovering value from materials and by minimising the high costs of land fill tax.
15. Over one million visits are made to the sites themselves each year and 92% of users are satisfied or very satisfied with the service provided. The sites accept approximately 45,000 tonnes of household waste each with an average recycling rate across the sites in 2014/15 of 71%.



16. Within this context, a set of significant issues are impacting on the HWRC network:
- The changing distribution of the population across the county and the overall capacity and distribution of the network in the context of future population growth;
  - Specific planning, structural and operational issues at individual sites within the network;
  - The restrictions on capacity at existing sites to realign facilities to help maximise recycling rates;
  - An anticipated increase in waste resulting from economic and household growth;
  - Income pressure from the sustained limitations on overall council budgets;
  - Existing cost pressures arising from increased processing costs for specific materials;
  - An anticipated increase in costs of the operating contract associated with supply and demand pressures in the global recycling market;
  - Additional cost pressures from the requirement to fund unavoidable capital investments.
17. These issues are set out in more detail below.
18. Taken as a whole, a comprehensive new approach is required to help the council manage the revenue costs of operating the service, prioritise capital investment, provide agreed context for partnership and commercial arrangements and provide a sound basis for describing specific capacity requirements in support of negotiations to secure developer funding contributions to expand sites where population growth will increase usage.
19. While some issues can be resolved on a site by site basis, the development of major community infrastructure must be planned for the long term. Significant capital investment will need to meet the requirements of the county for many years to come and it is therefore proposed that a set of strategic principles are adopted in order to guide the development of a full business case for investment.

## **Issues for Consideration**

### **Location, growth and future capacity**

20. HWRCs in Oxfordshire are traditionally based at landfill sites; former mineral extraction areas in rural parts of the county. Before recycling was common place this allowed all material taken to sites to be quickly and easily deposited in the adjacent landfill with minimal transport costs to the council. Residents were expected to drive from centres of population down low capacity rural roads to deliver their materials to site.
21. It is now possible to recycle around 70% of the material delivered to site. All of these materials are separated and transported to different locations for further processing rather than being disposed of in local landfill. The logic of a network of small sites located in rural areas next to (now closed) landfills is therefore reduced.
22. While a balance must be struck, importantly large sites are inherently less expensive to run than small sites. Based on current management charges, OCC's smallest site costs twice as much to operate per tonne of waste received as the largest.
23. While the impact on any community currently served by a local site needs to be considered carefully before any change is made and recognising the differential impact on individuals, locating sites near to centres of population has the potential to reduce overall travel times as far as possible. Larger sites will provide more space both to lay sites out to reduce queue times for residents, to maximise reuse and recycling and ensure that the maximum value is extracted from materials. This will reduce the amount of residual waste generated

(and associated costs) and ensure that OCC continues to comply with the waste framework directive.

24. The number of visits that each household makes to an HWRC each year has reduced as kerbside systems have improved. However, the current network of sites is still considered to be operating over-capacity, as residents often have to queue to deposit materials.
25. Housing growth of 100,000 new homes in the county over 20 years is particularly focused on the centres of Oxford, Bicester, Didcot, Banbury and market towns such as Wantage and Witney. As the concentration of population increases in some areas more than others, particularly in rapidly growing towns such as Bicester and Didcot, the sites serving these areas need particular attention, especially where the historic location of HWRCs creates access issues.
26. Furthermore, Oxfordshire is anticipating a period of overall household waste growth as the economy improves and for example, residents take the opportunity to improve their homes – disposing of items they have replaced or no longer need.
27. Total capacity (taken as a whole to include the number and size of sites along with their location and opening hours) must be reviewed, alongside opportunities for managing demand at sites by activity that reduces the production of waste and by the further diverting of residual waste to alternative less expensive channels.
28. **Property, planning and regulatory restrictions**
29. A number of existing sites are subject to planning and regulatory restrictions alongside property constraints including the need for significant capital investment. These issues require clarity of future plans in order to be resolved effectively and demonstrate that “no change” is not an option: in any scenario and regardless of current revenue pressures, the HWRC strategy requires review.
30. Specific site issues are set out in Annex 1.

### **Maximising Recycling Rates**

31. Oxfordshire County Council has very good recycling rates at HWRCs. However, both the total rate of recycling and the value of recyclables could be improved through continuing to adopt new approaches including better sorting, targeting of recyclables that remain in residual waste and pursuing reuse and sale opportunities. However, pursuing such approaches requires more space on sites along with specialist facilities, with a particular target on plastics and reuse – where goods can be refurbished, and sold on. Trials undertaken in Oxfordshire indicate that more space is needed to do this effectively.

### **Finance – overall pressures**

32. OCC is currently facing significant budget pressures; the council has already saved – or has plans to save – a total of £292 million between 2010/11 and 2017/18. Further savings totalling a potential £50 million for the four years between 2016/17 and 2019/20 have recently been consulted on ahead of an anticipated reduced local government finance settlement to be announced during December 2015.
33. While the exact impact of the local government settlement remains unknown, overall revenue spending across the council will need to continue to reduce. Therefore while the delivery of waste services to residents is statutory, in common with all services the HWRC service should be planning for a continued period of considerable financial constraint.

34. The HWRC service is already experiencing in-year pressures on the current operating budget. Significantly the unit costs for transport and recycling of wood has increased and collection rates have been greater than anticipated. Processing wood for recycling represents value for money as it diverts material from expensive landfill or residual alternatives. However, in total this service (which is operated outside of the existing operating contracts as a new recycling stream) is costing approximately £450,000 more than budgeted contributing to a total overspend of £550,000 as set out in the table below:

<b>CURRENT FINANCIAL POSITION</b>	<b>2015/16 BUDGET £'000</b>	<b>OUTURN FORECAST £'000</b>	<b>VARIATION £'000</b>
HWRC Operations Management	1,400	1,400	
HWRC Transport	320	450	130
HWRC Disposal	2,630	3,050	420
<b>TOTAL</b>	<b>4,350</b>	<b>4,900</b>	<b>550</b>

35. As identified in the July 2015 Cabinet report, the contract for the management of HWRCs requires re-procurement in 2017. This is expected to result in increased management costs due to changes in the materials markets that have seen a significant reduction in the income available to contractors through the recovery of recyclable materials. These changes are driven by both supply and demand related movements in global commodity markets, for example continued downward pressure on the price of steel, a change in the demand for materials from abroad, closure of reprocessing plants in the UK, as well as continued and significant increases in British and European recycling rates increasing the total supply of recyclables materials coming to market. In preparation for developing a revised procurement strategy, officers are developing models to estimate the likely costs of new contract arrangements and to test procurement approaches for value for money. However, at this stage while all projections anticipate a potentially significant increase in costs, the level of cost increase remains uncertain.
36. The property issues outlined above create significant capital requirements that need to be addressed if capacity is to be retained.
37. A cautious estimate of the costs of investment required to maintain the existing network as-is is in the order of £5.7-£8.5 million with the lower figure addressing identified property issues but not providing sufficient investment to address existing capacity pressures. Emerging pressures generated through growth are also not addressed. Other network scenarios will need full appraisal and costing.

<b>HWRC INITIAL CAPITAL COSTS SUMMARY</b>	<b>£'000</b>
Capital costs to maintain existing network	5,700- 8,500

38. Given these anticipated considerable cost pressures in the context of council-wide financial constraints, a revised strategy is required that seeks to limit the costs of operating the HWRC network and manage and prioritise capital investment decisions.
39. Outline capital and revenue funding are set out in the financial implications section below.

## Public Consultation

40. In July 2015 Cabinet received a report proposing revised principles for the provision of HWRC capacity and authorising a public consultation on the development of a new approach.
41. A number of budget saving options were investigated before the consultation was undertaken. Balancing the opportunity for revenue savings and consequential capital investment, and reviewing population centres and likely average drive times, officers developed an approach for consultation which met the medium term financial pressure whilst maintaining a viable, if reduced, service level. The proposition was to reduce the total number of sites with investment focussed on a new network of three or four sites with accompanying reductions in opening hours.
42. The consultation aimed to investigate the value the community invested in specific sites, preferred visiting times, views on the specific proposals and solicited additional ideas for managing costs pressures within the waste system.
43. In addition, suggestions were made within the consultation regarding who may be able to take on new roles within the waste system. On the understanding that costs for the overall contract need to be controlled and minimised, the opportunity still exists for other bodies such as town and parish councils and social enterprises to propose alternative facilities and approaches to running those facilities where rationalising the HWRC network will lead to a reduction in coverage for local communities.
44. Further, during the course of the public consultation, two potentially viable partnership discussions have been initiated that could provide new approaches to sharing costs or raising income.
45. Officers have prepared an analysis of the consultation response, summarised from paragraph 68 below.
46. Overall, consultation respondents were not in favour of the proposals to reduce the overall number of sites to three or four, citing the inconvenience and increased costs of increased travel times to sites, a perceived risk of an increase in fly-tipping and the overall reduction in the level of service provided. Residents felt that this would have an adverse impact on the environment and erode the good work that had been done on increasing recycling rates over the last few years.
47. Residents were reluctant to accept reductions in service and a strong preference to retain the greatest number of sites possible across the county was shown. Residents accepted by a significant majority the principle that if necessary, a reduction in opening hours was preferable to a reduction in sites. (The question was asked specifically in the context of moving to a four rather than three site model - 79% were in favour of restricting opening hours if that was essential to maintain a fourth site.)
48. However, concern was expressed that sites would not be able to cope with the increased volume of visitors during opening hours and that queuing times at sites may increase.

## HWRC Strategy

49. A significant point noted within the consultation was that at this stage, individual site decisions have impact on the acceptability of associated decisions as the location of each

site impacts on the total accessibility of the network. Without specific site information it can be difficult to assess the overall effect of an agreed high level approach.

50. An alternative proposition is therefore to recognise the connectivity of decisions on individual sites and seek to resolve uncertainty as far as possible before taking final decisions.
51. For example, the Redbridge site requires redevelopment or relocation to resolve longstanding capacity and structural issues. A full options appraisal will support a decision on whether redevelopment or relocation is the best option. If relocation was pursued, the position of the new site with respect to road corridors to the rest of Oxfordshire would critically impact on the service levels provided to residents of these other areas and could change decision making with regard to those sites.
52. The waste economy, expectations of how waste is handled and the governance of both local authorities as a whole and existing waste management functions are likely to change considerably over the long-term life of this strategy. A benefit of taking a phased approach to decision making through the implementation of an overall programme is that at each stage, a wider reconsideration of waste strategy and the role of other partners in the system can be considered along with specific local issues and the practical opportunities available at each stage.
53. It is therefore considered sensible to maintain flexibility within the long term strategy to lead and support the development of new opportunities for innovative and partnership approaches.
54. Taking these factors into account, officers have developed an approach that seeks to provide a strategic framework to guide and progress required development and investment and manage medium term budget pressures while accepting that detailed resolution of specific issues will take place across the delivery period.
55. In particular, this approach would mean that final decision making can take place with a fuller understanding of the financial implications of a re-procured contract while at the same time, work can progress where known site issues need to be addressed at an early point.
56. In this way, decision making can be fully informed by dependent decisions, particularly interconnected decisions on site location, and by updated needs analysis and more certain financial information.

### **Proposed Approach**

57. The revised HWRC strategy proposed to cabinet is based on the following approach:
  - That a site rationalisation approach is adopted to minimise revenue pressures taken as a whole based on the following principles:
    - Fewer, larger sites, located close to centres of population with the aim of reducing average drive time as far as possible (recognising that this may mean longer times than the current arrangements for some residents)
    - Reduced opening hours in preference to fewer sites
    - Innovative site design to maximise reuse and recycling and reduce/offset disposal costs







- Partnership working with District Councils and local communities to investigate alternative approaches where a HWRC operating on the current model is not financially sustainable in the long term
  - Innovation to reduce public requirement to visit traditional HWRCs
- That existing site capacity is secured in the short–medium term
  - That an options appraisal is completed for replacing or redeveloping Redbridge
  - That an options appraisal is completed for the rationalisation of Ardley and Alkerton incorporating potential partnership approaches in Cherwell
  - That an options appraisal is completed for providing capacity in the south of the county
  - That a final decision on the futures of Dix Pit, Stanford in the Vale and Oakley Wood is completed after the Redbridge and south decisions are made alongside an options appraisal for a potential retained or replacement site
  - That these options are developed to minimise whole life costs with the aim of providing an affordable solution overall and maximising the security of s106 funding
58. In line with the pressures on overall council budgets OCC will look to rationalise the number of HWRCs over the medium to long term as fewer, bigger sites are less expensive to run. However given the long lead time required to make the necessary infrastructure changes, and recognising the concern expressed by residents throughout the consultation period about the impact of losing their local sites, the implementation plan will be reviewed on a regular basis, to ensure that any proposed redevelopment or rationalisation of capacity meets the strategic principles set out above.
59. To help meet current financial pressures, the new contract will be let on the basis that the opening hours of all sites will be reduced from October 2017. This is in-line with the outcome of the public consultation which identifies that residents prefer in principle the concept of reductions in opening hours over site closures. The details of individual site opening hours will be determined in 2016 to ensure that they align with usage and the preferences expressed in the consultation exercise as well as maximising value for money through the procurement exercise. Detailed impact assessment will be undertaken as part of this process.
60. As set out above, a number of current sites do not have infrastructure suitable for the future. The implementation plan has been developed to allow for the prioritisation of replacement or refurbishment of those sites in most need. This staggered approach allows an assessment of the catchment area of each new site to be identified which will in turn allow better determination of where other sites should be located. This will also enable the assessment of the impact of any site closures and ensure that robust mitigation measures are in place to counteract, for example, any increase in fly-tipping or reduction in recycling rates seen.
61. During the development of the initial options appraisals and feasibility studies for those sites most in need of investment, OCC will remain open to discussions with other authorities and partners. The location of facilities and operating models are all open for discussion before the decision points detailed in the implementation plan and OCC would welcome approaches from other parties in line with our aims as set out above.

62. It is important to note that this strategy does not constitute a costed options appraisal of specific capacity. As detailed proposals are brought forward, full business cases will need to be developed in the context of a broader service business plan that demonstrates affordability. Detailed financial plans will inform future service and resource planning exercises.

### **Implementation**

63. *Fig 1.* below details an indicative phasing of implementation across the county. As detailed above this approach allows for reassessment of all the influencing factors including budget, location of sites, recycling rates, partnership opportunities and changes in HWRC usage at each stage.
64. In order to maximise the potential for income generation the new contract will specify that materials are segregated for repair (where possible) and resale. Due to the limited space on site direct resale from the HWRCs may not be possible, but potential contractors will need to detail how they will maximise the amount of materials available for reuse. As new site infrastructure is developed space for on-site reuse, and potentially commercial waste, will be included.
65. The population of the county is expected to grow and while kerbside collections can accept a large range of materials, site infrastructure will be developed that ensures adequate capacity is available, especially around the county's growth areas.
66. All HWRCs would accept residual (non-recyclable) and recyclable waste and visitors would be expected to make full use of the recycling, composting and reuse facilities available on site. Recent waste analysis showed that 48% of material in the residual bins at HWRCs could have been recycled, therefore residents will be expected to pre-sort their waste before coming to site and material being placed into the general waste containers should be segregated to ensure that no material suitable for recycling is sent for disposal. Site staff will be on hand to ensure that this happens and that any material suitable for recycling and reuse is not placed into the bins.
67. OCC will continue to explore opportunities to extend the range of items that can be recycled at site and work with local organisations to maximise the amount of material reused and recycled.

**Fig 1: indicative implementation plan**

Year	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	10 years +	
Whole Network	<b>Secure current site provision</b>	Contract procurement based on new strategy	 Reprocurement as required								
	Determine suitable opening times for each HWRC		<b>Reduced opening hours at all sites begins</b>	 Monitor and Review as required							
Oxford area		Options appraisal for city: new HWRC provision OR replace/ refurbish Redbridge	Commission work on new site if required					New site for city open and in operation if required			
North Oxfordshire	Seek to extend planning at Alkerton										
	Investigate and secure extension of operations at Ardley										
			Options appraisal for Northern Oxfordshire - takes into account Redbridge location and housing growth.	Commission work on new site if required					New site open and in operation – decommissioning of Alkerton and Ardley if required		
Central & South Oxfordshire				Complete options appraisal for	Work on Central and South						



CA8

				Central and South Oxfordshire (Drayton, Oakley & Stanford).	Oxfordshire provision begins	Shut and decommission sites if required				
	Seek to extend planning at Stanford									
West Oxfordshire						Re-consider future of Dix Pit taking into account other options appraisals	Shut & decommission if required OR continue operation until new site built			New site in West open if needed - Shut & Decommission Dix.

## **Consultation Responses**

68. Public consultation on the proposed strategy was undertaken with support from the OCC consultation unit between 10 August and 5 October 2015.
69. The consultation was advertised on the County Council website and at all HWRCs. All county, and district council councillors were emailed, along with local MPs and letters and posters were sent to all Parish and Town councils. Posters were also distributed to all county and district council offices. Paper copies were available in libraries for review and residents were able to receive paper copies via the customer contract centre if they could not respond online. Considerable media interest through local newspapers, television news and radio ensured that the consultation was given additional publicity. Facebook advertising and Twitter were also used to highlight the consultation, including targeting areas that were seen to be underrepresented in the responses.
70. Responses could be made online (through the e-consultation portal), by email or by writing to the waste management team.
71. Detailed analysis of the responses received to all questions can be found in Annex 2.
72. A total of 2770 responses were received via the portal, email or letter to OCC. In addition three petitions were received, one from residents near Oakley Wood (55 signatories) and one from residents near Stanford in the Vale (95 signatories) both stressing the importance of their local site and requesting that it remain open. A Change.org petition was also received against the proposals (1148 signatories and comments from residents countywide).
73. Overall residents urged the Council to reconsider the proposals and find the savings from elsewhere rather than reducing the HWRC service.

## **Responses to specific issues raised**

- **Fly-tipping**

74. Residents were concerned that any changes to the HWRC network may lead to an increase in fly-tipping across the county, impacting on the environment, and increasing costs overall.
75. Fly-tipping is a serious environmental crime predominantly carried out by traders who do not wish to pay to dispose of their waste legally. Reducing the number of sites (which traders cannot currently use) will not impact on the behaviour of these individuals. Recent Defra figures have shown an increase in the amount of fly-tipping across England. The impact in Oxfordshire has been seen without changes having been made to the HWRC network and is most likely related to the recent drop in materials prices making it more expensive for commercial operators to dispose of their waste legally rather than to the availability of a recycling centre for householders.

76. While the Council does not have evidence to show that change at HWRCs will directly result in significant volumes of additional material being fly tipped by residents, a phased approach will allow OCC to monitor the impact of any changes to site opening hours, location and availability at each stage and if necessary refine communications and prevention and enforcement activity and to reconsider any further change.

- **Travel Distance**

77. The Council understands that residents are concerned that they may have to travel further to a HWRC in the future and the impact that this will have on their free time, travel costs and the amount of carbon emissions generated. OCC will continue to work with the district and city authorities to ensure that kerbside collection services are as comprehensive and well used as they can be, reducing the need for residents to visit sites at all. When searching for locations for new sites OCC will seek to ensure they are located on major travel and transport routes so that journeys can be combined if appropriate.

- **Recycling Rates and Environmental Issues**

78. Through the consultation residents expressed concern that Oxfordshire's excellent recycling rate would be damaged by the proposal and on the impact that this would have on the environment as a whole.

79. Reduced recycling rates would be a concern to OCC in policy terms and through an increase in overall costs of waste disposal. OCC will continue to encourage residents to use all the options available to them to maximise the amount of material recycled.

80. A phased approach will allow any changes to be planned for and appropriate communications and behaviour change activity to be put in place.

- **Charging**

81. Many respondents asked why the option of charging at sites was not being considered.

82. Legislation currently prevents local authorities from charging for general access to HWRCs. Charging cannot therefore be formally considered as it is not currently a practicable option. Oxfordshire already charges for waste at HWRCs where it is legal to do, such as a permitting scheme for trade waste where facilities are available and charges for DIY waste in some circumstances. These costs are kept under review and must remain competitive with commercial operators if they are to continue to generate income.

83. However, whilst the national picture was made clear in OCC's public consultation, many residents clearly stated across a range of questions that they would be happy to pay an entrance charge in order to keep HWRCs open. OCC will therefore continue to lobby for legislative change. OCC has

written to DEFRA and DCLG to request a review of this legislation and has provided detail of the support for this approach from within the consultation to support the proposal. If a change in legislation is forthcoming then this will be fed into the future development of the strategy and business plan.

- **Additional Materials**

84. Residents requested that sites were able to accept a larger range of materials for recycling with plasterboard and paint the most commonly requested items.
85. Plasterboard is currently accepted for recycling at three of the Council's seven sites. As sites are rationalised and contracts renewed OCC will review the provision of additional skip facilities including plasterboard and increase where possible.
86. Paint is accepted at HWRCs, but only when dried. This is because disposing of liquid paint is very expensive potentially costing hundreds of thousands of pounds to dispose of the volume that would be expected if accepted. Noting the comments made OCC will continue to assess the markets and seek to find an outlet for this material that does not dramatically increase costs including reviewing innovative approaches for reuse. However, any changes to existing provision will need to be made in the context of available budgets.

### **Financial and Staff Implications**

87. In February 2014, budget savings of £350,000 by 2017/18 were agreed from the HWRC budget, as part of the Council's Medium Term Financial Plan (MTFP).
88. In July 2015 Cabinet approved the removal of a non-statutory 'Green Waste Credit' from District Councils from April 2016. Cabinet agreed that the funds realised from this saving could be used in the medium term to meet existing HWRC revenue pressures including the MTFP saving.
89. These savings are addressed in the current revised budget proposals. An element of additional funding to relieve existing service pressures (as outlined above) is also proposed.
90. These arrangements are summarised below:

<b>HWRC REVENUE FUNDING SUMMARY</b>	2016/17 £'000	2017/18 £'000
Revenue funding from existing budget (incl. MTFP)	4,350	4,000
<b>Proposed Additional funding (Current S&amp;RP Process)</b>		
Materials recycling cost pressures	550	550
Removal of MTFP saving 15EE24		350
Additional cost of managing the sites		445
<i>Sub-total proposed additional pressures</i>	550	1,345
<b>TOTAL Agreed and Proposed budgets</b>	<b>4,900</b>	<b>5,345</b>

91. In all scenarios covered within the approach proposed, additional costs are likely to bring significant financial pressure onto the service through an increase in contract costs and the costs associated with capital finance:

<b>HWRC REVENUE FORECAST ADDITIONAL COSTS SUMMARY</b>	2017/18 £'000
Additional cost of managing sites*	400-2,300
Illustrative capital finance costs**	145

\*Increase in operating costs is anticipated in line with new contract arrangements from 2017/18. New costs modelled anticipate increased contract pricing related to changes in the recycling market and are based on existing or replacement sites with reduced opening hours. Additional new pressures or savings proposals including reductions in opening hours will be required to meet costs beyond agreed and proposed budgets .

\*\*Additional capital financing costs funded from new pressures or additional savings proposals may be required to meet the gap between capital funding currently held from s106, general capital and budgeted-for prudential borrowing, and the costs of site development/replacement and associated decommissioning. An initial £1m of prudential borrowing is illustrated here.

92. As set out above, these pressures are proposed to be funded in part through additional funding within the current budget proposals. However, this funding is unlikely to meet the pressures in full – depending on contract costs and the fully identified capital requirements – and savings proposals will be required through the application of the approach recommended in this report including site rationalisation and adjustments to opening hours to meet any future revenue gap.
93. An element of capital funding is available from developer contributions already held in reserve for use in redeveloping the HWRC network. OCC will continue to collect additional developer contribution as need can be demonstrated through future planning negotiations. A capital fund is also provided for within the general capital programme.

<b>HWRC INITIAL CAPITAL FUNDING SUMMARY</b>	£'000
Agreed funding within the capital programme	4,539
Additional held and secured s106 funding	2,289
<b>Current total capital funding</b>	<b>6,828</b>

94. The total costs of capital development will be established through site specific options appraisals. However, as identified in the financial pressures section above, the minimum investment required to maintain existing sites as-is is estimated at £5.7-£8.5 million with the lower figure addressing identified property issues but not providing sufficient investment to address existing capacity pressures. Emerging pressures generated through growth are also

not addressed. The total capital funding currently available is therefore unlikely to be sufficient to meet the full capital requirements creating capital pressures.

95. The approach proposed within this report will allow current facilities to continue to operate while the proposed preferred approach of further work to design a rationalised network incorporating innovations in service design is developed.
96. As part of the development and delivery of the approach described above, a revised financial model and business plan for the service will need to be prepared along with detailed business cases to justify the investment of capital funding.
97. There are no direct staffing implications arising from this strategy.

## Risks

98. Significant risks are identified in the table below

Risk	Consequences	Likelihood	Impact	Notes
Insufficient certainty on sites location reduces ability to secure s106 contributions	Loss of developer funding to help capital requirements of replacement or refurbished sites	Medium	High	Strategy identifies that capacity is under pressure but that site locations are yet to be determined. Evidence provided to the developer funding team shows how all sites are at capacity and additional space (and therefore funding) is needed to increase capacity. As the strategy programme is developed through a phased approach, more detailed proposals will be available at each stage.
Increase in drive-times to HWRCs	Increased costs for district and	Low	Medium	A phased approach to

leads to increased fly tipping	county council in cleaning up and disposing of material			decision making means that no site closures are agreed at this stage. Most fly-tipping is from commercial operations that are not able to use HWRCs so any future changes should not impact. It is thought that relatively few residents will turn to criminal behaviour but a phased approach will allow for OCC to monitor the impact of any changes and work with Enforcement Officers to ensure that adequate mitigation measures are put in place to identify and prosecute offenders
Increase in drive-times to HWRCs leads to materials previously recycled being placed in residual bins by householders	Increased costs for disposal as people place materials in residual bin rather than taking it for recycling at an HWRC	Unknown	High	There is no evidence on how much additional material will end up in the residual bins in the event of specific site closures. A phased approach will allow for OCC to monitor the impact of any changes and work with officers and residents to mitigate any changes seen in

				behaviour.
Reduction in countywide recycling rate	Loss of position as high performing county council recycler, increased costs for OCC, potential cost increases for district councils as rounds change to accommodate additional waste	Unknown	Medium	A phased approach will allow for OCC to monitor the impact of any changes and work with officers and residents to mitigate any changes seen

### Legal Implications

99. There are no legal implications identified within this report.

### Equalities Implications

100. A [service and community impact assessment](#) was prepared in support of the consultation documents published in August 2015.
101. It considered the impact of adopting a strategy based on a network of fewer sites (specifically three or four) and of other changes including reducing opening hours.
102. The assessment indicated that the proposed reduction in the number of sites would mean that some residents will live further from a HWRC, including those in some rural communities, raising travel costs and increasing reliance on the car for those individuals. It concluded that the proposal may also impact on those residents who do not have a car and need to rely on friends, family and neighbours to access sites as although currently sites do not accept pedestrian visitors and so no additional users will be excluded from sites, increasing journey times for individuals could increase reliance on others.
103. The SCIA noted that in the event of closures, residents will be encouraged to make full use of the available kerbside collections services to reduce the need to travel to sites at all and to combine trips with other journeys where possible. It also noted that residents will be directed to the district bulky waste collection services or retailer take back schemes to dispose of larger items in mitigation of any reduction of service.
104. The approach outlined in this report seeks to limit drive time as far as possible but does accept that for some individuals, drive times may increase. The approach also notes that work to reduce the requirement of residents to visit HWRCs will ultimately mitigate the impact of any change in services.



105. This report recommends that current services are maintained while detailed proposals are planned on a site by site basis. Full service and community impact will need to be undertaken where any service change is proposed taking into account comments already received within the consultation.
106. This report also recommends that opening hours are reduced in order to maintain the maximum number of sites when a new contract is agreed in 2017.
107. Changing opening hours has the potential to have a differential impact on those of working age with shift patterns that do not match opening hours. However, sites will still be open for 'reasonable' hours including weekend opening, as prescribed by legislation. When decisions on opening hours are made, full consideration of the preferences expressed through the consultation, the data on usage and the impact on any group specifically impact by a reduction will need to be taken into account.
108. The public were invited to comment on the SCIA within the consultation and responses are detailed in the consultation annex to this report.
109. The most frequent comment that directly related to an equalities issue was the suggestion that OCC had underestimate the specific and disproportionate impact that proposals would have on those living in rural areas. The impact of any changes to the site network would be specifically felt in those areas currently served by a site which then has services reduced or withdrawn under any new arrangements. Residents were concerned that those living furthest from sites would be most impacted by increases in cost and time increases in their journey to alternative facilities.

## **CONCLUSIONS**

110. In summary, the strategy outlined from paragraph 57 proposes that:
  - No immediate decisions are taken on site closures or on the development of alternative sites;
  - Opening hours are reduced in line with new contract arrangements from 2017 to support in part anticipated cost increases;
  - A phased approach is applied to long-term investment decisions, within an overall strategic framework;
  - The retention and development of individual sites and overall capacity is based on further detailed service, financial and affordability analysis;
  - The development of alternative delivery models and partnership arrangements are prioritised through the implementation phase.

**RECOMMENDATION**

**111. The Cabinet is RECOMMENDED 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.

SUE SCANE

Director for Environment and Economy

Contact Officer: Robin Rogers, [robin.rogers@oxfordshire.gov.uk](mailto:robin.rogers@oxfordshire.gov.uk)

Annex 1: Property issues

Annex 2: Detailed analysis of consultation responses

December 2015

## Annex 1

### Property, planning and regulatory restrictions

<b>Alkerton</b>	Planning permission for this site expires in December 2019. The site is located near the border with Warwickshire and is some distance from Banbury. Some small scale drainage works are currently being carried out to comply with planning and Environment Agency conditions but if planning permission was extended further additional works may be required. The HWRC Management contract expires in September 2017. Expansion is possible, although this would require significant capital investment.
<b>Ardley</b>	Planning conditions require that the site is restored by December 2018 and the current owner/operators (Viridor) wish to shut the site in 2017. OCC may be able to request that Viridor extend planning permission in line with landfill restoration plans but this is likely to result in additional costs. The HWRC management contract expires in 2017. Viridor may impose additional conditions/costs if OCC wish to allow an alternative operator to run the site. The site is small and there is limited opportunity to expand.
<b>Dix Pit</b>	The site has planning permission until December 2028. The management and lease of this site is tied in with the bulking and haulage contract operated by FCC. There is a break clause every five years from 2017, but OCC will incur additional costs as part of the bulking and haulage contract if the HWRC is shut or passed to an alternative operator. If the HWRC is to remain open it is recommended that its management is included as a variant option so that a full business case to assess best value to the council can be assessed. The site, while over capacity at peak times, is one of OCCs largest, is relatively modern and there is space to expand if lease/planning/capital investment could be secured.
<b>Drayton</b>	Permanent planning permission, however the site currently suffers from capacity issues at all times which the growth around Didcot will only exacerbate; surrounding landownership constraints mean this site cannot be expanded. HWRC Management contract expires in September 2017.
<b>Oakley Wood</b>	Permanent planning permission and modernised site. Currently over capacity. Space to expand if required, however proximity of landfill could impact on capacity costs. HWRC Management contract expires in September 2017.
<b>Redbridge</b>	Permanent planning permission, however the site currently suffers from capacity issues at all times and the site design is under pressure from the number of people using it, leading to health and safety and environmental concerns about its viability in the medium term. The site is also suffering from structural issues which have been temporarily resolved to prevent further subsidence, but is not suitable for the long term. HWRC Management contract expires in September 2017.
<b>Stanford in the Vale</b>	Planning permission expires in 2019. The site is small; further hardstanding has recently been laid to cater for additional materials to be collected but further expansion will be difficult without moving on to the landfill. HWRC Management contract expires in September 2017.

## Annex 2

### Detailed Analysis of the consultation responses received:

Below the responses received for each question asked are presented. Not all respondents chose to answer all questions. Where there was space for respondents to add a comment the key themes have been summarised. OCCs response to the main concerns and comments raised are detailed in the main body of the report.

**Question 1:** What are your views on our proposals for reducing the overall number of HWRCs in Oxfordshire in order to meet a required 30 per cent reduction in the HWRC operating budget by 2017/18?

Response	Percentage of respondents
Support	8%
Oppose	91%
Don't know	3%

#### Key themes (2241 comments made)

Those who supported the proposals did so in acknowledgement that savings needed to be made and they believed that OCC has investigated all of the options. A number of residents said that they would support the proposals as long as their local site was kept open. Some residents reminded OCC of the need to ensure that kerbside services would need to be maintained and that remaining sites would need to be able to cope with the increased and varied usage.

Those who opposed the proposals felt that they would lead to an increase in fly-tipping and that the extra journey time was unacceptable; that this would be a disincentive to recycle and bad for the environment. They felt that the remaining sites would become overcrowded and difficult to use and that the population growth in their area was not being adequately catered for. Overall a number of respondents felt that the proposals would increase costs for the council.

**Question 2:** If opening hours are reduced we may be able to open a fourth HWRC. On balance, which of the following would you prefer?

Response	Percentage of respondents
Longer opening hours (3 sites not 4)	5%
Restricted opening hours (4 sites not 3)	79%
Don't know	9%

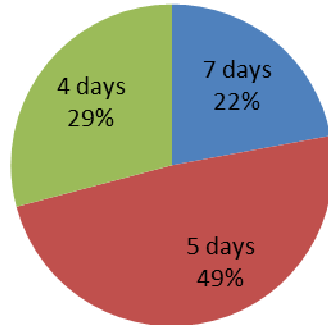
#### Key themes (1743 comments made)

Those who preferred longer opening hours and fewer sites felt that this option would reduce traffic and queuing, provide more choice and flexibility to residents and be preferable to those who work at weekends/non standard hours.

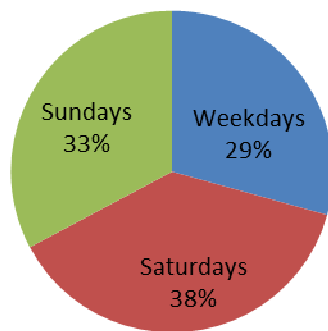
Those who preferred a greater number of sites felt that it would be easier to adjust their visit times rather than travel a greater distance; this in turn would make it easier to recycle, reduce the risk of fly-tipping and reduce queuing/traffic at the remaining sites. The need to ensure that the revised hours reflected the usage of the sites was emphasised and a number of respondents commented that while they had picked this option, ideally they would prefer no changes to sites.

A number of those who chose 'don't know' stated that they did not support either option and would prefer all sites to remain open. Respondents commented that changes to sites could lead to increased fly tipping and congestion on the roads.

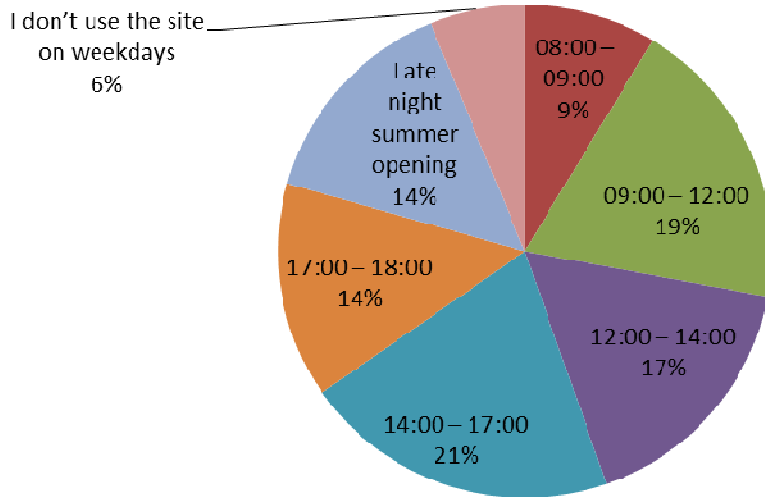
**Question 3: Which days would you prefer sites to be open?**



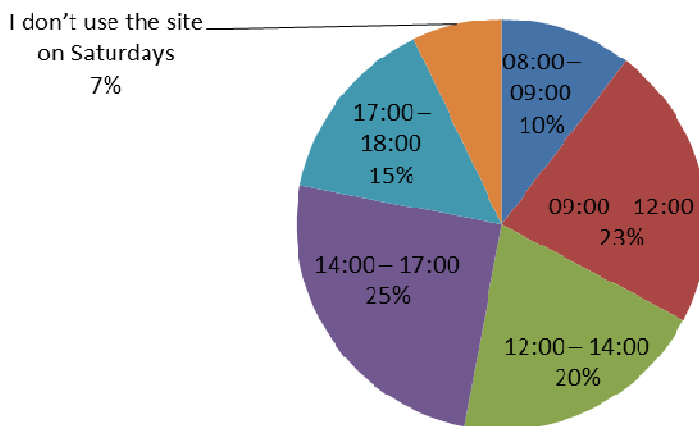
**Question 4a: What days would you prefer sites to be open?**



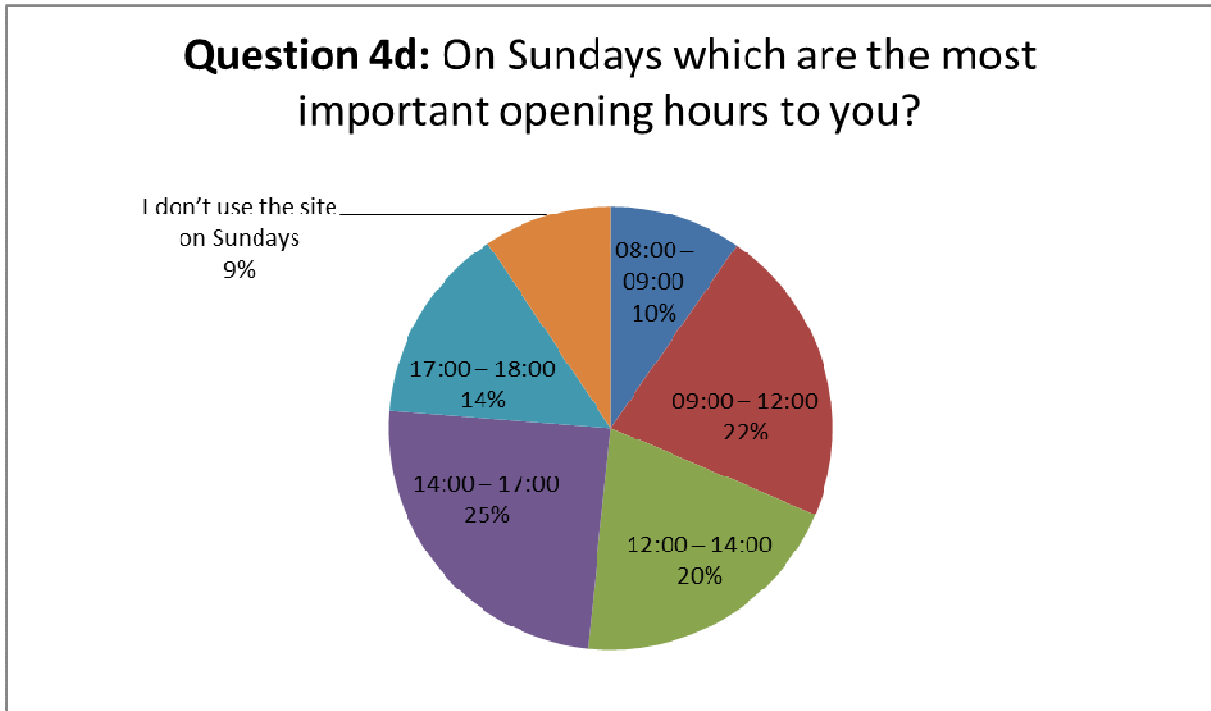
**Question 4b: On weekdays which are the most important opening hours to you?**



**Question 4c: On Saturdays which are the most important opening hours to you?**



### Question 4d: On Sundays which are the most important opening hours to you?



### Question 5: What are your views on our proposals for the locations of the three main sites?

2180 comments were made in response to this question. Those with over 5% of the responses are detailed below.

Response	Percentage of respondents
Three sites are not sufficient - some areas have no coverage	22%
Locations are too far away / inconvenient / not local enough	22%
Disagree with proposal - all existing sites should remain open	14%
Agree with the proposal	5%
It will encourage fly tipping	7%
Will lead to extra car miles / time added to journey	8%
Will lead to increased road congestion / traffic	5%
It will reduce recycling / people just won't travel too far	5%
My local site should remain open (with details of site)	8.6%

### Question 6: What are your views on the location of a fourth possible site?

2153 comments were made in response to this question. Those that named a specific area, or with over 5% of the responses are detailed below. For clarity those people that used a local name for the site have been grouped together under the official site name.

Response	Percentage of respondents
Alkerton site should stay open	0.7%
Ardley site should stay open	1.2%
Dix Pit site should stay open	7.3%
Drayton site should stay open	1.2%
Oakley Wood site should stay open	23.1%

Redbridge site should stay open	0.7%
Stanford in the Vale site should stay open	18.3%
West Oxfordshire	8.2%
South Oxfordshire	3.3%
East Oxfordshire	0.9%
North Oxfordshire	0.8%
Central Oxfordshire	0.9%
Henley	0.7%
Witney	1.2%
Keep all existing sites open - should have as many as possible	11%

**Question 7:** What is your biggest concern if the HWRC you currently use was to close?

Response	Percentage of respondents		
Travel time to alternative sites	43%		
Impact on traffic around the sites	1%		
Queue time at sites	4%		
Not enough room in kerbside bins	2%		
Cost of bulky waste collections or retailer take back schemes for items usually taken to HWRC	2%		
Increase in fly-tipping	32%		
Reduction in Oxfordshire's recycling rate	7%	<b>Response</b>	<b>Percentage of respondents</b>
Other (please specify)	8%	All	25%
		Travel time	26%
		Impact on traffic around the sites	3%
		Queue time at sites	3%
		Not enough room in kerbside bins	2%
		Increase in fly-tipping	27%
		Reduction in Oxfordshire's recycling rate	5%
		Environmental/carbon impact	8%
		Other	2%

**Question 8:** Please give your views on the impacts identified in the SCIA. Have we missed anything?

1200 comments were made in response to this question. Those with over 5% of the responses are detailed below.

Response	Percentage of respondents
No / no comment / NA / seems fine	30%
You have underestimated the increase in fly tipping if closures go ahead	15%
Lots of associated costs of these changes / false economy	11%



You have underestimated the impact this will have on the environment and environmental targets	6%
Extra car miles / time added is unacceptable	6%
You have underestimated the impact this will have on those living in rural areas	5%
Statistical information should have been provided	5%

**Question 9:** If we are able to build bigger, more comprehensive facilities are there any items that you like to recycle at the HWRCs in the future that you cannot do now?

796 responses were received to this question with many respondents detailing items that can already be disposed of at a HWRC.

<b>Response</b>	<b>Percentage of respondents</b>
Chemicals	3%
Hazardous items	5%
Batteries	1%
Electronics / electrical items	3%
Furniture	5%
Glass	1%
Light bulbs	1%
Oil (all types - cooking & petrol)	4%
Paint / paint tins	39%
Plasterboard / plaster / gypsum	11%
Plastic (various)	9%
Polystyrene	3%
Soft furnishings	4%
Tyres	2%
Paper	1%
Clothing / textiles	1%
DIY waste	2%
Garden waste	1%
Video tapes, cassettes and floppy disks	2%
Anything that can be resold / redistributed	4%
No - everything is catered for	10%

**Question 10:** Do you have any alternative proposals for how the council could meet the required 30 per cent reduction in the HWRC operating budget?

1370 responses were received to this question and those with over 5% of the responses are detailed below.

<b>Response</b>	<b>Percentage of respondents</b>
Reduce opening times	17%
Reduce staff numbers	5%
Change legislation and charge a fee / add it to council tax	27%

Investigate making more revenue from HWRCs	12%
Make cuts elsewhere	16%
No alternatives - disagree with proposals	6%
Add more items / bins to kerbside collections	5%

**Question 11:** Do you have any other comments on the proposed service changes for the HWRCs set out in the consultation document?

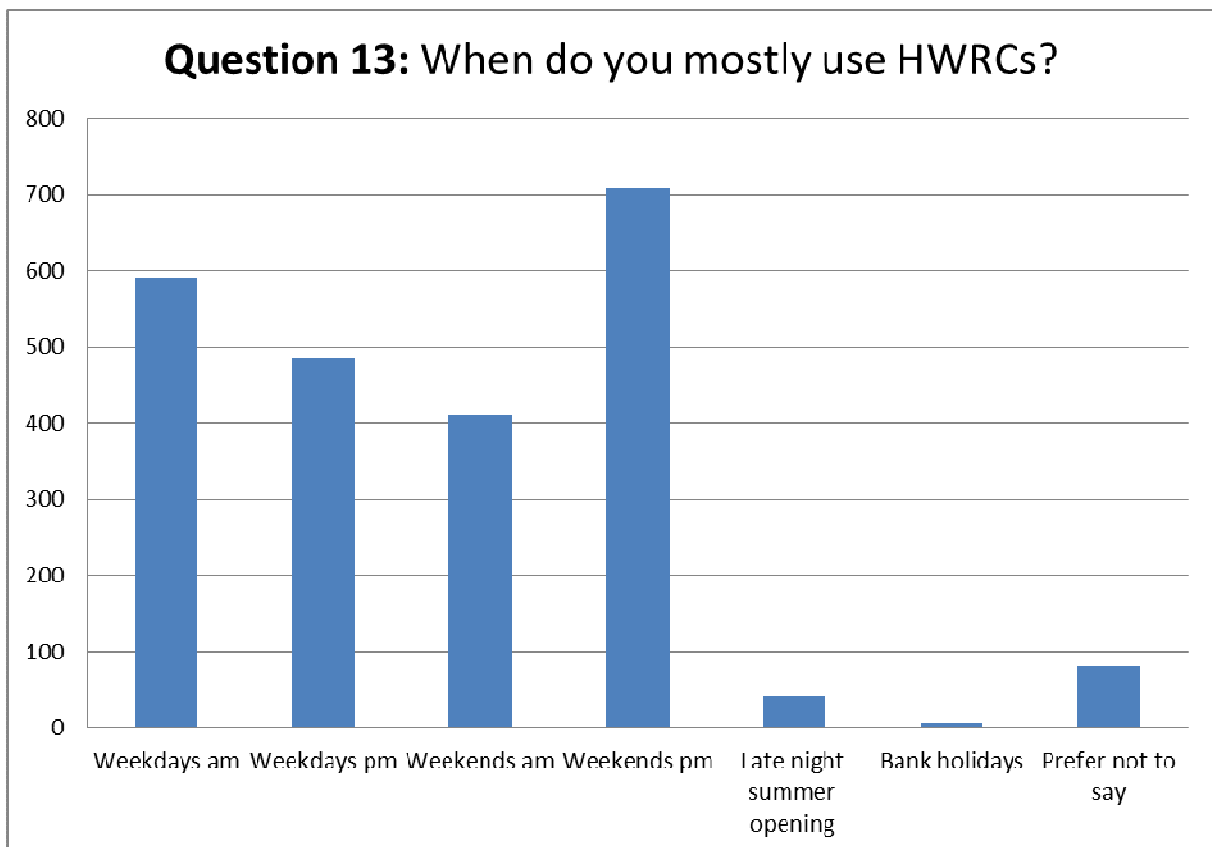
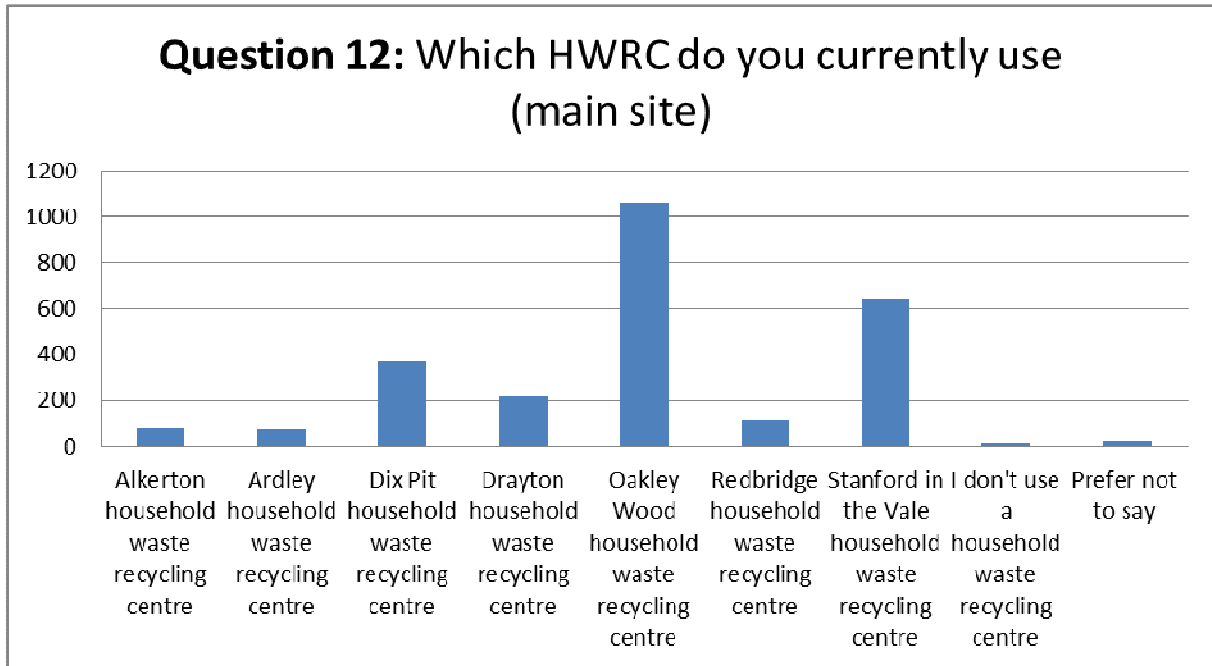
802 responses were received to this question.

<b>Response</b>	<b>Percentage of respondents</b>
Do not reduce services / close existing centre down	22%
Closure will increase fly-tipping in the local area	17%
Reduce opening hours to create savings	3%
False economy / short-termist policy / will create additional spending for the council	9%
Council shouldn't charge for waste disposal services	3%%
Happy to pay more to keep sites open	4%
Need more bins / roadside collections	4%
Increase in housing in local area - should increase number of waste removal sites	3%
Council should encourage more effective reuse / recycling	4%
Central government should have less influence in local matters	2%
Sounds like the decision has already been made - lack of proper consultation	9%
Proposal lacks innovation	7%
Will have negative impact on recycling rates	17%
Council should make cuts elsewhere	5%
Council should share resources with neighbouring counties	1%
Proposals do not consider knock-on effect of closures	10%
Services gradually being reduced, despite council tax increases	4%
No / nothing / none	3%

The responses to the following questions have been used to assess if adequate representation from all residents and HWRC users across the county was received. These questions were not compulsory and so response rates were lower than those detailed above. Overall:

- Monitored throughout the consultation, responses from residents in Cherwell were seen to be significantly less than those from other districts and local papers in the north of the county were contacted to ask them to highlight the consultation to residents.
- Where the consultation proposed that sites may close (Stanford in the Vale and Oakley Wood), local residents responded in far greater volumes than where refurbishment or replacement sites were planned (Redbridge and Drayton), again this was to be expected.
- With a large percentage of respondents retired, Facebook advertising was used to try and engage younger householders to respond
- HWRC usage habitats were reflected in the number of respondents stating that they used sites at any particular time.

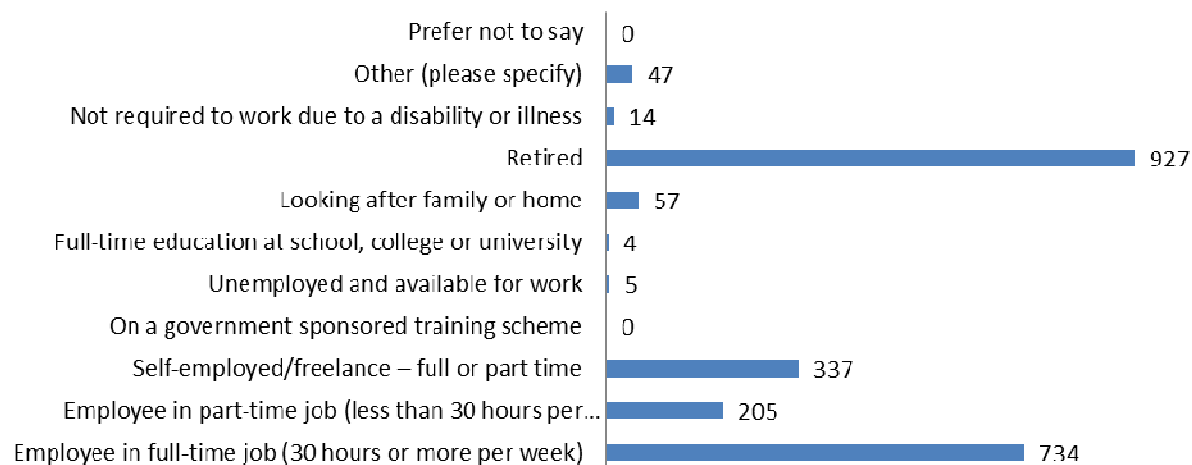
- Those with vehicles make up a large proportion of respondents, however with the majority of trips to the HWRCs made to dispose of items that due to volume or size need to be transported by vehicle, this was to be expected.



**Question 14:** Please provide your postcode

Details of respondent postcodes are not provided here, but were used as part of the analysis process.

### Question 15: Which of the following best describes your current work status



**Question 16:** do you own or have access to a vehicle?

Response	Percentage of respondents
Yes	83%
No	1%

**Question 17:** Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? (Include problems related to old age).

Response	Percentage of respondents
Yes, limited a little	2%
Yes, limited a lot	7%
No	70%
Prefer not to say	4%

**Question 18:** If you are responding as a Councillor or a representative of a group or organisation please provide details below.

Responded as:	Number
Councillor	72
Representative of a group or organisation (listed in Annex 2)	86

## Responses from Waste Collection Authorities

Responses were also received from each of the Waste Collection Authorities (Cherwell District Council, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council and West Oxfordshire District Council).

- Cherwell District Council feel that Oxfordshire is too large to be served by only three or four sites and that HWRCs should be located in easily accessible and convenient locations. They believe that residents should not have to travel so far to deposit their waste.
- Oxford City Council stated that they while they do not wish to see any closures they understood the budget pressures required behind the proposals and were therefore not in opposition to the changes proposed, as long as Oxford City continues to be served by a HWRC, preferably located with easy access from the ring road. They are not in favour of reduced opening hours and are keen to ensure that sites are able to cope with the demand that increased usage from other parts of the county places on them.
- South Oxfordshire and Vale of White Horse felt that a detailed financial appraisal had not been presented and that this meant it was difficult to assess the proposals. They believe that the proposals will result in many residents choosing not to travel to an HWRC and finding other means of disposing of their waste, either through kerbside bins, impacting on the excellent recycling rate, or through fly-tipping. They are also concerned that Drayton HWRC is not large enough to cope with the increased number of residents using it if Stanford and Oakley Wood were to close. They have requested that OCC investigate charging for entry further and continue discussions with other stakeholders to see if partnering could help to keep sites open.
- West Oxfordshire believed that residents should not have a total journey time in excess of one hour to deposit their waste and that the closure of Dix Pit would over double journey times for some residents increasing the costs and carbon impact of journeys. WODC also believe that the loss of an HWRC will result in an increase in fly-tipping which will increase costs of enforcement and clean-up paid by the district council. They would support a reduction in opening hours in order to maximise the number of HWRCs that could be provided and have urged OCC to lobby to enable charging for entry and continue to investigate alternative options to closures.

## Responses from other organisations

A number of responses were received from representatives of town and parish councils, and residents associations. Those who provided full details and indicated that they were willing for their participation in the consultation to be made public are detailed below:

Abingdon-on-Thames Town Council	Kidmore End Parish Council
Adderbury Parish Council	Kingston Bagpuize with Southmoor Parish Council
Aston, Cote, Shifford & Chimney Parish Council	Kingston Lisle Parish Council
Bampton Parish Council	Kirtlington Parish Council
Banbury Calthorpe / Banbury Ruscote	Letcombe Regis Parish Council
Berinsfield Parish Council	Little Wittenham Parish
Bicester Town Council	Longcot Parish Church Council
Binfield Heath Parish Council	Longcot Parish Council
Blewbury Parish Council	Mapledurham Parish Council
Brightwell-cum-Sotwell community website	Marcham Parish Council
Brightwell-cum-Sotwell Parish Council	Middelton Stoney Parish Council
Brize Norton Parish Council	Milton Parish Council
Buckland Parish Council	Nettlebed and District Commons Conservators
Cassington Parish Council	Nettlebed Parish Council
Charlbury Town Council	
Charney Bassett PC.	Nuffield Parish Council
Checkendon Parish Council	Parish Councillor for Eye & Dunsden
Chilton Parish Council	Radley Ward Parish Council
Cholsey Parish Council	Representing: South Newington, Hook Norton, Wiggington, Sibford Ferris, Sibford Gower, Epwell, Swalcliffe, Lower & Upper Tadmarton, Broughton, North Newington, Shutford, Shenington with Alkerton, Wroxton, Balscote, Drayton, Hornton, Horley, Hanwell, Great & Little Bourton. Mollington, Claydon with Clattercote, Mollington, Williamscoote and Lower & Upper Wardington.
Combe Parish Council	Rotherfield Greys Parish Council
Compton Beauchamp Parish	Rotherfield Peppard Parish Council
Crowmarsh Parish Council	Salford Parish Council
Director CPRE Oxfordshire.	Shenington with Alkerton Parish Council
Stanton Harcourt, Standlake and Aston	Shrivenham Parish Council
Dorchester-on-Thames	Shutford Parish Council.
Drayton Parish Council	Sibford Ferris Parish Council
Drayton St Leonard Parish Council	Sonning Common Parish Council
East Challow Parish Council	Sonning Common Residents Association
East Hanney Parish Council	South Leigh Parish Council
Enstone Parish Council	South Oxfordshire Sustainability and Sustainable Wallingford
Eye & Dunsden PC	South Oxfordshire Sustainability waste group
Faringdon East Neighbourhood Action Group	Sparsholt Parish Council
Faringdon residents	St Michael's Catholic Church, Sonning Common
Farringdon Town Council	Standlake Parish Council
Filkins & Broughton Pogg Parish Council	Stanford in the Vale Neighbourhood Plan Steering Committee
Finmere Parish Council	Stanford in the Vale Parish Council
Fringford Parish Council	Stanton St John Parish Council
Fritwell Parish Council	Stonesfield Parish Council
Gosford and Water Eaton Parish council	Sutton Courtenay Parish Council

Hampton Gay and Poyle Parish Council	Swyncombe Parish Council
Harpsden Parish Council	The Bix & Assendon Parish Council
Henley and Mapledurham district	Uffington Parish Council
Henley on Thames Town Council	Upton Parish Council
Highmoor Parish Council	Wallingford Town Council
Hinton Waldrist Parish Council	Wantage town council
Horley Parish Council	Watlington Parish Council
Horspath, Berinsfield Parish Council	Wheatley Parish Council
Huntercombe Residents' Association	Witney Town Council
Iffley Fields Residents Association	Woodcote Parish Council
Ipsden Parish Council	Woodcote Village Green Committee and Woodcote Village Hall
	Wroxton & Balscote Parish Council

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Division(s): N/A
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## CABINET – 15 DECEMBER 2015

### FORWARD PLAN AND FUTURE BUSINESS

#### Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision	Portfolio/Ref
<b>Cabinet, 26 January 2016</b>	
<ul style="list-style-type: none"> <li>▪ <b>Delegated Powers</b> To report on a quarterly basis any executive decisions taken under the specific powers and functions delegated under the terms of Part 7.2 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c)(i). It is not for scrutiny call in.</li> </ul>	Cabinet, Leader 2015/123
<ul style="list-style-type: none"> <li>▪ <b>Business Management &amp; Monitoring Report for Quarter 2 - 2015/16</b> To note and seek agreement of the report.</li> </ul>	Cabinet, Deputy Leader 2015/085
<ul style="list-style-type: none"> <li>▪ <b>Urgent Social Care Services</b> To seek approval for the new model and procurement to delivery this.</li> </ul>	Cabinet, Adult Social Care 2015/121
<ul style="list-style-type: none"> <li>▪ <b>Future Provision of Intermediate Care in North Oxfordshire</b> To seek a decision regarding the future provision of intermediate care in North Oxfordshire, following public consultation.</li> </ul>	Cabinet, Adult Social Care 2015/102
<ul style="list-style-type: none"> <li>▪ <b>Action Plan in Relation to Recent Serious Care Review Overview Report</b> To note the action plan.</li> </ul>	Cabinet, Children, Education & Families 2015/086
<ul style="list-style-type: none"> <li>▪ <b>Progress Report on Looked After Children and those Leaving Care</b> To note the report.</li> </ul>	Cabinet, Children, Education & Families 2015/117
<ul style="list-style-type: none"> <li>▪ <b>Oxfordshire Minerals &amp; Waste Development Scheme</b> To seek approval of the Oxfordshire Minerals &amp; Waste Development Scheme (seventh revision) 2015.</li> </ul>	Cabinet, Environment 2015/113

- **Compulsory Purchase Powers for Acquisition of Land Required for Delivery of Schemes** Cabinet, Environment 2015/107  
To seek approval of the delegation of the exercising of Compulsory Purchase Powers to the Director of Environment & Economy in consultation with the Executive Cabinet Member for the purchase of land required for the delivery of schemes.
- **Service & Resource Planning Report - 2016/17 - January 2016** Cabinet, Finance 2015/084  
To provide an update on the service and resource planning process for 2016/17 and set out the Cabinet's proposed budget, medium term financial plan and capital programme.

### **Cabinet Member for Children, Education & Families, 18 January 2016**

- **Proposed Expansion of Chilton Primary School** Cabinet Member for Children, Education & Families, 2015/092  
Whether to support the proposal to expand Chilton Primary School by 0.5 forms of entry.
- **Formal Approval of School Funding Formula for 2016-2017** Cabinet Member for Children, Education & Families, 2015/111  
The final funding formula for schools and academies for 2016-2017 needs to be formally approved politically before submission to the DfE by 21 January.

### **Cabinet Member for Environment, 14 January 2016**

- **Proposed Parking and Access Restrictions - Meadow Lane, Oxford** Cabinet Member for Environment, 2015/081  
To seek approval of the proposals.
- **Proposed Puffin Crossing - Broad Gap, Bodicote** Cabinet Member for Environment, 2015/034  
To seek approval of the proposals.
- **Proposed Traffic Restrictions as Part of Orchard Centre Development (Phase 2) - Station Road, Didcot** Cabinet Member for Environment, 2015/094  
To seek approval of the proposals.
- **Proposed Speed Limit Changes - Hagbourne Hill** Cabinet Member for Environment, 2015/108  
To seek approval of the proposals.

- **Proposed Speed Limit and Crossings for New Harwell Link Road and the Chiltern Interchange Schemes**  
To seek approval of the proposals. Cabinet Member for Environment, 2015/109
- **Proposed Clarification of One Way Restriction - Old Minster Lovell**  
To seek approval of the proposals. Cabinet Member for Environment, 2015/112
- **Proposed Parking Controls at Bicester Park & Ride Site**  
To seek approval of the proposals. Cabinet Member for Environment, 2015/075
- **Proposed Parking Restrictions - Various, Cholsey**  
To seek approval of the proposals. Cabinet Member for Environment, 2015/076

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