



To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 20 December 2016 at 2.00 pm

Rooms 1&2 - County Hall, New Road, Oxford OX1 1ND

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

Peter Clark
County Director

December 2016

Contact Officer: **Sue Whitehead**
Tel: 07393 001213; E-Mail: sue.whitehead@oxfordshire.gov.uk

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 Local Government, Business, ICT & Customer Services</i>
Melinda Tilley	<i>Cabinet Member for Children & Family Services</i>
Steve Harrod	<i>Cabinet Member for Education</i>
Lorraine Lindsay-Gale	<i>Cabinet Member for Property, Cultural & 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 Friday 30 December 2016 unless called in by that date for review by the appropriate Scrutiny Committee. Copies of this Notice, Agenda and supporting papers are circulated to all Members of the County Council.

Date of next meeting: 24 January 2017

County Hall, New Road, Oxford, OX1 1ND

www.oxfordshire.gov.uk Fax: 01865 783195 Media Enquiries 01865 323870

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 **07776 997946** or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes (Pages 1 - 10)

To approve the minutes of the meeting held on 22 November 2016 (**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. Proposed Amendments to Traffic and Access Restrictions - Queen Street, Oxford (Pages 11 - 132)

Cabinet Member: Environment

Forward Plan Ref: 2016/035

Contact: Andy Warren, Project Sponsor Tel: (01865) 815835

Report by Acting Director for Environment & Economy (**CA6**).

A report on proposals for changes to access for buses, taxis and cyclists in Queen

Street was considered by the Cabinet Member for Environment on 24th November 2016, seeking a delegated decision of the Cabinet.

The Cabinet Member for Environment decided at that meeting to refer the matter to full Cabinet on 20th December with a recommendation “to approve a proposal that Queen Street remain open as it was before the Westgate redevelopment with a review after 6 months”.

This officer report sets out the reasons for the Cabinet Member for Environment’s decision on 24th November and highlights a number of issues the Cabinet needs to be aware of in considering this matter.

The Cabinet is RECOMMENDED:

- (a) To consider the Cabinet Member for Environment’s decision and recommendation as set out in paragraph 6.***
- (b) If the Cabinet is minded to approve the Cabinet Member for Environment’s recommendation, TO INSTRUCT officers to work with bus operators and others towards the ‘additional measures’ set out in paragraph 11, seeking Cabinet or Cabinet member approval where required.***

7. 2016/17 Financial Monitoring & Business Strategy Report - October 2016 (Pages 133 - 172)

Cabinet Member: Finance

Forward Plan Ref: 2016/073

Contact: Katy Jurczynsyn, Strategic Finance Manager (Finance, Strategy & Monitoring)

Tel: 07584 909518

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

This is the third financial monitoring report for 2016/17 and focuses on the delivery of the Directorate Business Strategies that were agreed as part of the Service and Resource Planning Process for 2016/17 – 2019/20. Parts 1 and 2 include projections for revenue, reserves and balances as at the end of October 2016. Capital Programme monitoring is included at Part 3.

The Cabinet is RECOMMENDED to:

- (a) note the report;***
- (b) approve the request for the creation of OXSIT traded service Reserve as set out in paragraph 41;***
- (c) approve the debt write off detailed in paragraph 52;***
- (d) note the settlement of the debt detailed in paragraph 53;***
- (e) note the Treasury Management lending list at Annex 3;***
- (f) approve the changes to the Capital Programme at Annex 7b and Annex 7c.***

8. Concluding Report of the Income Generation Cabinet Advisory Group
(Pages 173 - 176)

Cabinet Member: Finance
Forward Plan Ref: 2016/117
Contact: Claire Phillips, Senior Policy Officer Tel: 07785 453260

Report by Chairman of the Income Generation Cabinet Advisory Group (**CA8**).

This report proposes the conclusion of the work of the Income Generation Cabinet Advisory Group (CAG) which has explored options for income generation. The CAG will submit proposals for income generation from service areas of the council to be included in the budget for 2017/18 following a review of the proposed fees and charges.

The Cabinet Member for Finance RECOMMENDS Cabinet to endorse the work of the Income Generation Cabinet Advisory Group and agree to disband the group.

9. Service & Resource Planning Report - 2016/17 - December 2016
(Pages 177 - 256)

Cabinet Member: Finance
Forward Plan Ref: 2016/074
Contact: Katy Jurczynszyn, Strategic Finance Manager (Finance, Strategy & Monitoring)
Tel: 07584 909518

Report by Chief Finance Officer (**CA9**).

This report is the second in the series on the Service & Resource Planning process for 2017/18 which will culminate in Council setting a budget for 2017/18 and a medium term plan to 2020/21 in February 2017. The report sets out:

- the new pressures and savings for 2017/18 and the medium term,
- the key announcements of the Autumn Statement announced on 23 November 2016; and
- the capital programme proposals for 2017/18 to 2020/21.

Cabinet is RECOMMENDED to take the issues set out in the report into consideration in forming their proposed budget for 2017/18, Medium Term Financial Plan to 2020/21 and Capital Programme to 2020/21.

10. Rents for Asset Transfer of Children's Centre (Pages 257 - 276)

Cabinet Member: Property, Cultural & Community Services
Forward Plan Ref: 2016/132
Contact: Nigel Cunning, Corporate Landlord Manager Tel: (01865) 780250/Ben Threadgold, Policy & Performance Service Manager Tel: 07867 467838

Report by Acting Director for Environment & Economy (**CA10**).

This report considers the implications of the current asset transfer policy in supporting community groups to develop self-financing, sustainable proposals to take on responsibility for a children's centre. In particular it sets out the financial implications of different possible approaches, and the additional support that could be offered to community groups in developing viable proposals.

The Cabinet is RECOMMENDED to:

- (a) **Maintain the terms of the existing Asset Transfer Policy in considering transfers of children's centres to community groups;**
- (b) **Extend additional support (as outlined in para 31) beyond 1st April to help community groups develop a viable business case fully;**
- (c) **Agree that a deadline is set for these cases to be brought forward to be considered at a 3rd and final round of the Transition Fund, no later than the Cabinet meeting in July;**
- (d) **Offer a defined, short-term rent-free period of up to a maximum of 6 months to support mobilisation, where the business case would otherwise not be viable. After this initial period the rent would increase in line with the asset transfer policy, to 50% of the commercial rent level for the property.**

11. Senior Management Review - Proposed Structure (Pages 277 - 296)

Cabinet Member: Leader

Forward Plan Ref: 2016/127

Contact: Steve Munn, Chief HR Officer Tel: (01865) 815191

Report by County Director (**CA11**)

This report asks Cabinet to consider the views of Members on the Senior Management Review and to approve the proposed recommendations including a new structure.

The Cabinet is RECOMMENDED to:

- (a) **endorse the Senior Management Review recommendations and proposed structure;**
- (b) **agree in principle that the post of County Director should be made permanent and re-designated Chief Executive; and**
- (c) **agree that pending a permanent appointment as discussed in paragraph 9 above Peter Clark is redesignated from County Director to Interim Chief Executive**

12. Forward Plan and Future Business (Pages 297 - 300)

Cabinet Member: All

Contact Officer: Sue Whitehead, Committee Services Manager Tel: 07393 001213

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include "updating of the Forward Plan and proposals for business to be conducted

at the following meeting”. Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA12**. This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

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

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

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Agenda Item 3

CABINET

MINUTES of the meeting held on Tuesday, 22 November 2016 commencing at 2.00 pm and finishing at 3.30 pm

Present:

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

Other Members in Attendance: Councillor Liz Brighthouse (Agenda Item 11)
Councillor Steve Curran (Agenda Item 8 & 9)
Councillor Jean Fooks, (Agenda Item 6)
Councillor Susanna Pressel (Agenda Item 9)
Councillor Gill Sanders (Agenda Items 6 & 12)

Officers:

Whole of meeting	Peter Clark (County Director); Sue Whitehead (Corporate Services)
Part of meeting	Name
Item	
6	Maggie Scott, Chief Policy Officer; Sarah Jelley (Corporate Services)
8	Susan Halliwell, Acting Deputy Director Strategy and Infrastructure Planning; Andrew Pau, Strategic manager Waste & Transport
9	Susan Halliwell, Acting Deputy Director Strategy and Infrastructure Planning
10	Donna Ross, Principal Financial Manager
11 & 13	Steve Munn, Chief Human Resources Officer

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.

93/16 APOLOGIES FOR ABSENCE

(Agenda Item. 1)

Apologies were received from Councillor Nick Carter.

94/16 MINUTES

(Agenda Item. 3)

The Minutes of the meeting held on 18 October 2016 were approved and signed as a correct record.

95/16 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

Councillor Howson had given notice of the following question to Councillor Nimmo Smith:

“To ask what steps can be taken to stop cars and other vehicles parking on the cycle track along the south side of the Marston Ferry Road in such a manner that makes the use of the cycle path dangerous for those using it for cycling?”

Councillor Nimmo Smith replied:

Officers have investigated this problem and a traffic regulation order would be required to prohibit this use of the cycle track, which would likely also need to be supported by the installation of bollards. Unfortunately however there is currently no budget available for this work, but we will keep this matter under review should the funding situation change.

Councillor Godden had given notice of the following question to Councillor Nimmo Smith:

“An accident waiting to happen has happened. Earlier this week a cyclist was badly injured when she was knocked off her bike in collision with a car on the B4044 at Farmoor in my division. As you know, this council, as highways authority, agreed with TVPA that the B4044 was too dangerous for cycling when a request was made for a fund-raising cycling event earlier this year. Yet the road is a busy commuter route within good cycling distance of the City centre. A strong campaign for a cycle path along the existing verge has been going for five years. Will you now agree to include construction of a segregated path alongside the B4044 as a priority project in future road planning?”

Councillor Nimmo Smith replied:

“At this stage, the scheme needs further development to consider feasibility and funding potential. The council does not have a fully-funded future programme for such schemes and is required to submit bids which currently meet the central government agenda.

Our officers are, however, working with Bike Safe to develop the proposal so that it can better meet funding criteria that supports future growth and address the recognised local community concerns about current conditions for cyclists.”

Supplementary: Councillor Godden enquired how the road did not meet central government criteria given that it was a busy commuter route, linking two major roads, with schools at either end. Councillor Nimmo Smith replied that unfortunately although it met the criteria for a cycle path the funding had to come from development and there was not sufficient development in the area to provide the necessary funding.

Councillor Bartholomew had given notice of the following question to Councillor Nimmo Smith/Councillor Hudspeth:

“The Leader has given assurances that at this stage investigation into a Congestion Charge for Oxford will be given equal weight to a Workplace Parking Levy, yet the report is titled 'Workplace Parking Levy' and a Congestion Charge is only referenced fleetingly at paragraph 5. To avoid confusion, could the Leader and/or Cabinet Member please confirm that an updated Press Release and statement to Councillors clarifying the position will be released after the Cabinet meeting on 22nd November.”

Councillor Nimmo Smith replied:

“Paragraph 5 is more than clear that congestion charging will be investigated and considered as part of the process. We need to understand the cost of implementation of such a scheme.

I am sure that Cabinet will issue a full press statement after a decision has been taken.”

96/16 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

A petition was received from Ian French, Davenant Road Action Group calling on Cabinet to take measures 'Making Davenant Road a safer road for all residents' and referred to the Acting Director for Environment & Economy for response.

The following requests to address the meeting had been agreed by the Chairman:

Item 6 – Councillor Jean Fooks, local councillor for Wolvercote & Summertown; Councillor Gill Sanders, Shadow Cabinet Member for Children & Family Services and Education

Item 8 – Councillor Steve Curran, Shadow Cabinet Member for Environment

Item 9 – Councillor Susanna Pressel, local councillor for Jericho & Osney; Councillor Steve Curran, Shadow Cabinet Member for Environment

Item 11 – Councillor Liz Brighthouse, Opposition Leader

Item 12 – Councillor Gill Sanders, Shadow Cabinet Member for Children & Family Services and Education

97/16 TRANSITION FUND

(Agenda Item. 6)

In February 2016 the council agreed to set aside £1m for creating a 'one off' fund to provide pump priming to support Children's Centres. It was agreed that a cross party group of county councillors would consider maximum benefit of this fund and bring proposals back to Cabinet for decision.

The working group have considered the applications under the first round of bids against the criteria outlined in the guidance notes and Cabinet considered a report setting out their recommendations.

Councillor Jean Fooks, local councillor for Wolvercote & Summertown noted that the report referred to the need to help those people and families identified as vulnerable. However she was concerned that preventative and universal services had suffered and stressed the importance of keeping some universal services in all areas of the County.

Councillor Gill Sanders, Shadow Cabinet Member for Children, & Family Services & Education supported the comments from Councillor Fooks recognising the importance of keeping as many centres open as possible. She commended the work of the cross party group and was pleased to see that 6 groups were to be funded with other requiring further work. She queried the support available to groups to complete the process which would be difficult for those without experience. Referring to the balance still available Councillor Sanders asked how that money would be protected and used appropriately.

Councillor Tilley, Cabinet Member for Children & Family Services, responding to the comments made confirmed that all groups were being put in touch with OCVA and received help from officers. Councillor Stratford, Cabinet Member for Finance gave an assurance that he anticipated the funding would remain and will be taken up over the next few years. The position in terms of the need for further rounds would be reviewed at the end of the second round process.

During discussion Councillor Hudspeth advised that Councillor Mallon who could not attend wished to make known his strong support for the Butterfly Meadow. Cabinet thanked Sarah Jelley and other officers involved in the process so far.

RESOLVED: to:

- (a) approve for funding the following bids:
- a. Butterfly Meadows
 - b. Carterton Town Council
 - c. Botley Bridges
 - d. Grandpont Nursery

- e. St Nicholas Primary School
 - f. Sharing Life Trust
- (b) ask that further work is conducted to develop more robust business plans and reapply for funding under the next round of applications:
- a. Barton Community Association
 - b. Employment Action Group
 - c. Chalgrove Primary School
 - d. Cutteslowe Primary School
 - e. The Nature Effect
 - f. Magpies Pre-School
 - g. Friends of Maple Tree Children's Centre & Wheatley Nursery School
 - h. Oxfordshire Play Association
- (c) decline for funding the following bids:
- a. Donnington Doorstep
 - b. The Happy Hub
 - c. Lord Williams School

98/16 EXEMPT ITEM

(Agenda Item. 7)

Cabinet agreed to hold discussion of the next item in public, whilst confirming that annexes 3 and 4 contained exempt information and should not be made public.

99/16 HOUSEHOLD WASTE RECYCLING CENTRE MANAGEMENT AND REVISED WASTE ACCEPTANCE POLICY

(Agenda Item. 8)

The information contained in the annexes 3 & 4 is exempt in that it falls within the following prescribed category:

3. *Information relating to the financial or business affairs of any particular person (including the authority holding that information).*

Cabinet considered a report seeking approval for the revised Waste Acceptance Policy and authority to procure the new HWRC management contract, putting into effect the strategy for the future provision of HWRC services approved by Cabinet in December 2015.

Councillor Steve Curran, Shadow Cabinet Member for Environment commended officers for a comprehensive piece of work. He highlighted the answer by members of the public to question 6 which made it clear they did not want to see charges introduced. He recognised the issues and problems and commented that it was important that the proposals did not result in increased fly-tipping of either domestic or commercial waste. The charge

must be kept as low as possible. He would be interested to receive information on the impact of the current commercial charges on fly-tipping.

Councillor Nimmo Smith in moving the recommendations highlighted that this was about the management of the existing sites and was not about closing any site. He referred to the experience in the South of the County where Reading had stopped residents of Oxfordshire from using their sites and noted that this had not led to an appreciable increase in fly-tipping.

Andrew Pau, presented in detail the proposed changes to the Policy and the approach being taken to procuring the new contract. Responding to a question from a Cabinet Member on the requirements for testing and liabilities around re-use of electrical goods Andrew Pau explained that this activity would be carried out by charities skilled in such re-use and there would be no liability for the Council.

RESOLVED: to

- (a) agree the proposed changes to the HWRC Waste Acceptance Policy described in the report and the draft policy in Annex 2;
- (b) approve the procurement of the HWRC management contract on the basis of the service described in the report and the draft specification in Annex 3;
- (c) delegate authority to the Director for Environment and Economy in consultation with the Cabinet Member for Environment for;
 - i) final editing of the service specification and Waste Acceptance Policy prior to and during procurement,
 - ii) finalisation of the Waste Acceptance Policy following the procurement provided any changes are in accordance with the principles set out in the report, and
 - iii) approval of the award of the HWRC management contract following completion of the procurement process.

100/16 OXFORD WORKPLACE PARKING LEVY

(Agenda Item. 9)

Cabinet had before them a report that outlined the benefits of introducing a Workplace Parking Levy (WPL) in Oxford, along with a timetable and costs for the work required to develop and implement a WPL. Paragraph 5 of the report flagged that further evidence was required to fully understand whether a congestion charging scheme is appropriate and how this could work in conjunction with, or independently of, a WPL.

Councillor Susanna Pressel, local councillor for Jericho & Osney spoke in support of the proposals on a workplace parking levy noting that she had put forward an unsuccessful motion to Council in 2013. She hoped that the process would be speedy. It was important to convince people that it would

reduce congestion and would provide benefits in terms of funding for projects. She asked that in considering the area to be included that Cowley be excluded as it would have a detrimental impact on attracting and retaining companies. Councillor Pressel suggested that councillors could lead by example by looking at the spaces outside County Hall.

Councillor Steve Curran, Shadow Cabinet Member for Environment supported the proposals which were important in providing funding to deliver the Local Transport Plan. He would hope that if possible the timescales be reduced and was pleased to see that the County was working with Nottingham which should allow us to learn from their experience.

During discussion Cabinet thanked officers for their work, supported the proposals but urged against the danger of spending the funding several times over. Councillor Nimmo Smith, Cabinet Member for Environment in moving the recommendations commented that doing nothing was not an option as the funding to be gained was essential. Officers added that the timescales referred to in the report were realistic taking into account the experience shared by Nottingham. Engagement with the business community would be vital.

Councillor Heathcoat proposed an amendment, seconded by Councillor Nimmo Smith clarifying that there should be further exploratory work around congestion charging.

RESOLVED: to approve the overall approach proposed, to explore further the congestion charging scheme, including the programme at Annex 1, as the basis for further work and to allocate £100,000 from reserves to the development of an outline business case by October 2017.

101/16 TREASURY MANAGEMENT MID TERM REVIEW (2016/17)

(Agenda Item. 10)

Cabinet noted a report that set out the Treasury Management activity undertaken in the first half of the financial year 2016/17 in compliance with the CIPFA Treasury Management Code of Practice. The report included Debt and Investment activity, Prudential Indicator monitoring and forecasts for interest receivable and payable for the financial year.

RESOLVED: to note the report and to **RECOMMEND** Council to note the Council's Mid-Term Treasury Management Review 2016/17.

102/16 SENIOR MANAGEMENT REVIEW

(Agenda Item. 11)

Cabinet considered a report on progress made with the Senior Management Review and that sought agreement in principle to the implementation of the proposed structure (subject to receiving views of Audit & Governance

Committee, a Members Briefing and County Council), in line with the principles outlined in the report. The report referenced associated work carried out on the unitary debate as well as on the transformation of services and identified potential savings to be gained from reductions in senior management posts.

Councillor Brighouse, Chairman of Performance Scrutiny Committee, indicated that ordinarily the report would have been considered at a meeting of the Performance Scrutiny Committee. However she considered that it was important to involve all councillors and instead she was chairing an all member seminar on 9 December. Penna, the consultants who had carried out the review would be in attendance.

Steve Munn, Chief Human Resources Officer, explained the background and the approach taken to the Review.

The Leader in moving the recommendations referred to paragraph 17 of the report that set out the savings achieved but emphasised that it was about an organisation fit for purpose in tackling the challenges ahead.

RESOLVED: to:

- (a) note the progress made to date on the Senior Management Review
- (b) ask for the views of Members attending the Senior Management Review briefing on the 9th December 2016 on whether the structure will contribute to good performance
- (c) ask for the views of Audit & Governance Committee to review governance
- (d) ask for views from County Council; and
- (e) request officers to bring a final version of the report back to Cabinet on 20 December reflecting feedback from those committees and meetings

103/16 ADOPT THAMES VALLEY REGIONAL ADOPTION AGENCY PROJECT - DEVELOPING AND HOSTING A SHARED ADOPTION SERVICE

(Agenda Item. 12)

Cabinet considered a report that provided an overview of plans to set up a Regional Adoption Agency (RAA) across the Thames Valley Region. It described the legislative framework, potential benefits for children and families and the planned timetable for setting up the RAA.

Councillor Gill Sanders, Shadow Cabinet Member for Children & Family Services and Education endorsed the recommendations, highlighting the the County's excellent record on adoption. Councillor Sander's only concern was that although there was initial funding there was no guarantee of ongoing government funding. It was essential that all partners continue appropriate

funding. She noted the further report and agreed that it was important to see the detail before final confirmation as lead authority.

During discussion Cabinet supported the recommendations and recognised the excellent work of Hannah Farncombe and her team.

RESOLVED: to

- (a) agree to joining Adopt Thames Valley and approve the recommendation of the Adopt Thames Valley Project Board that Oxfordshire County Council should, in principle, become the host authority for the planned new shared service (subject to satisfactory financial arrangements being agreed with the other partner local authorities); and
- (b) agree that a further report setting out the detailed financial and staffing implications be presented to Cabinet in the Spring of 2017, prior to a final decision being taken.

104/16 STAFFING REPORT - QUARTER 2 - 2016

(Agenda Item. 13)

Cabinet considered a report that gave an update on staffing numbers and related activity during the period 1 July 2016 to 30 September 2016. It gave details of the actual staffing numbers at 30 September 2016 in terms of Full Time Equivalents. These are shown by directorate in Appendix 1. In addition, the report provided information on the cost of posts being covered by agency staff.

RESOLVED: to note the report.

105/16 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 14)

The Cabinet considered a list of items for the immediately forthcoming meetings of the Cabinet together with the following additional item notified at the meeting.

Rents for Asset Transfer of Children’s Centre (Ref: 2016/132)

To agree amendments to the Asset Transfer Policy and Processes to waive the rent for a building where that would enable a community – led proposal to keep a Children’s Centre open that would otherwise have to close.

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

..... in the Chair

Date of signing 2016

CABINET – 20 DECEMBER 2016

Proposed Amendments to Traffic and Access Restrictions – Queen Street, Oxford

Report by Acting Director for Environment & Economy

Introduction

1. A report on proposals for changes to access for buses, taxis and cyclists in Queen Street was considered by the Cabinet Member for Environment on 24th November 2016.
2. The Cabinet Member for Environment decided at that meeting “to approve a proposal that Queen Street remain open as it was before the Westgate redevelopment with a review after 6 months” subject to ratification by full Cabinet on 20th December.
3. This report sets out the reasons for the Cabinet Member for Environment’s decision on 24th November and (in the event that Cabinet is minded to approve it) makes officer recommendations for additional measures.

Cabinet Member’s Decision and reason for referral to Cabinet

4. The officer report to the Cabinet Member for Environment’s Delegated Decision meeting on 24th November sets out the background to the Queen Street proposals advertised for public consultation earlier in 2016 and is at Annex 1.
5. The officer recommendations were:
 - i. NOT TO APPROVE the proposals as advertised;
 - ii. TO INSTRUCT officers to report to a future Cabinet Member Decisions meeting a proposal for an experimental closure of Queen Street to buses and taxis which addresses the concerns about conditions in St Aldates and High Street raised during the recent consultation and which does not rely on the bus turning facility at Worcester Street; and
 - iii. TO NOTE the city council’s and COLTA’s latest correspondence in relation to the decision made at Cabinet Member Decisions on 21st July 2016 regarding changes to TROs for Castle Street, Norfolk Street and Speedwell Street as part of the Westgate centre development and confirm that this does not alter the decision made.
6. Recommendations (i) and (iii) were accepted. The Cabinet Member for Environment’s decision on recommendation (ii) was “to approve a proposal

that Queen Street remain open as it was before the Westgate redevelopment with a review after 6 months” subject to ratification by full Cabinet on 20th December.

7. The reasons for the Cabinet Member for Environment’s recommendation are as follows:
 - Future pedestrian flows in Queen Street are impossible to accurately predict once Westgate opens, so it makes sense to implement something on a trial basis. This means either closing Queen Street to buses, monitoring the overall impact and reviewing whether or not to open to buses OR keeping Queen Street open, monitoring for conflict between pedestrians and buses/bikes and reviewing whether or not to close it.
 - The major bus operators have agreed that if there are health and safety concerns a closure to buses can be carried out overnight and the alternative bus routes can be reverted to.
 - The bus turning at the Worcester Street car park identified as part of the original plans to close Queen Street to buses has not been resolved with Nuffield College. Keeping Queen Street open provides more time to resolve this or identify a suitable alternative.
 - St Aldate’s should not be further cluttered with buses and stops - it is a major tourist destination and should be kept as much an uncluttered architectural gem as possible.
 - At a time when OCC is promoting increased bus patronage ease of access for buses to and through the city centre and around the new Westgate development is important.
8. The Cabinet member considered that given the wider implications of this decision, and its controversial nature, it should be considered by Cabinet.

Officer response

9. Officers’ analysis of the issues and the original officer recommendations remain as set out in the report to Cabinet Member Decisions on 24th November. Whilst we respect the recommendation of the Cabinet member, we would still ask Cabinet to consider the original report as the preferred recommendation going forward.
10. The bus operators’ assurances on safety and their willingness to switch to alternative routes at short notice (if required) are welcome but these do not remove our concern over pedestrian safety as expressed in the main report.
11. Cabinet should note that the original officer report did not seek a decision to *approve* an experimental TRO to close Queen Street, only authority for officers to prepare a proposal for subsequent approval. It should also be

noted that approval from the Secretary of State for Transport is required for an experimental TRO that prevents bus access to a street.

12. If Cabinet is minded to approve the Cabinet Member for Environment's recommendation, officers recommend that the Cabinet consider and agree the following additional measures:

- A well-considered 'plan B' to be worked up with the bus operators to ensure any urgent closure of Queen Street due to safety concerns can be implemented quickly and with minimal disruption;
- Officers to work with bus operators to remove the bus stop that was previously in Bonn Square as this should no longer be required once the new bus stops in Castle Street and Norfolk Street are available;
- Officers to work with bus operators to reduce the flow of buses in Queen Street below the level that existed prior to the start of the Westgate construction works, to help reduce bus/pedestrian conflicts;
- Officers to develop proposals to reduce the numbers of taxis and private hire vehicles using Queen Street below the level that existed prior to the start of the Westgate construction works to help reduce taxi/pedestrian conflicts;
- Cycle access should remain unchanged for the time being and should be reviewed six months after the opening of the Westgate centre, at the same time as the bus access arrangements; and
- Officers to develop proposals to address the concerns about congestion and the environment in St Aldates and High Street raised in the most recent Queen Street consultation.

Financial and Staff Implications

13. The approved capital programme includes for these proposals as part of the Connections to Oxford Station project. The total budget for the scheme (including costs to date) is £1.970m and it is funded using the following sources:

- | | |
|-----------------------------|---------|
| • County council capital | £0.170m |
| • LEP (Local Growth Fund) | £1.300m |
| • City council contribution | £0.500m |

14. This allocation will be reviewed following the Cabinet's decision. The city council has confirmed that its contribution to the project – for public realm improvements in Queen Street – will not be available unless there is a commitment to pedestrianisation. The view of the LEP in relation to the Local Growth Fund allocation will need to be sought following Cabinet's decision.

Equality implications

15. Since the proposals are under review, equality implications will be assessed and reported at a future Cabinet Member Decisions meeting when the final proposals have been developed and assessed.

RECOMMENDATIONS

The Cabinet is **RECOMMENDED**:

- (a) To consider the Cabinet Member for Environment's decision and recommendation as set out in paragraph 6.
- (b) If the Cabinet is minded to approve the Cabinet Member for Environment's recommendation, TO INSTRUCT officers to work with bus operators and others towards the 'additional measures' set out in paragraph 11, seeking Cabinet or Cabinet member approval where required.

BEV HINDLE
Acting Director for Environment & Economy

December 2016

Background papers: Annex 1 – "Proposed Amendments to Traffic and Access Restrictions – Queen Street, Oxford" (report by Director for Environment & Economy to the Cabinet Member for Environment: 24th November 2016)

Contact Officer: Martin Kraftl, Principal Infrastructure Planner,
matrin.kraftl@oxfordshire.gov.uk 07920 084336

Andy Warren, Project Sponsor
andy.warren@oxfordshire.gov.uk, 07881 268230

CABINET MEMBER FOR ENVIRONMENT – 24 NOVEMBER 2016

PROPOSED AMENDMENTS TO TRAFFIC AND ACCESS RESTRICTIONS – QUEEN STREET, OXFORD

Report by Acting Director for Environment & Economy

Introduction

1. This report summarises the formal consultation undertaken on the proposed amendments to traffic regulation orders, bus stop clearways and provision of new zebra crossings in association with Queen Street, Oxford. The consultation took place between 15 September and 14 October 2016.

Background

2. Queen Street is a key pedestrian link in the heart of Oxford city centre. It is also part of a wider east-west cross city-centre link which extends to Oxford station.
3. An intention to close Queen Street to buses has been included in the city and county councils' policies for many years, and currently form part of the county council's Local Transport Plan and the city council's Core Strategy and West End Area Action Plan.
4. Six bus stops were relocated away from Queen Street in 2009, and public realm improvement works were carried out as part of this scheme (Delegated Decisions Cabinet Member for Transport, April 2009).
5. The current proposals constitute Phase 1 of the county council's 'Connections to Oxford Station' project. In summer 2016 the Local Enterprise Partnership (LEP) submitted a bid for this project (along with many other projects across Oxfordshire) to the Department for Transport's Local Growth Fund Round 3 (LGF3). This wider project aims to improve the various transport routes between Oxford station and the city centre.
6. An announcement of the successful LGF3 project is expected in the Chancellor's Autumn Statement.
7. The construction of the enlarged and refurbished Westgate Centre is well underway, with completion expected in autumn 2017. The new centre will add 50% to the total retail area of the city centre. New bus stops are to be provided as part of the development along the length of Castle Street and Norfolk Street, and the western end of Speedwell Street, providing bus stops close to the Westgate Centre and also serving other destinations in the western and southern parts of the city centre.
8. It is anticipated that the city's commercial bus operators will respond to the opening of the Westgate Centre with changes to some of their routes and

stops to ensure serve the Westgate Centre is well served by bus, whether Queen Street is closed or not.

9. Improvements to Queen Street – as the main shopping street between the new Westgate Centre and the rest of the city centre, will help to integrate the Westgate Centre with the rest of the city centre, as well as increase pedestrian safety and comfort in Queen Street itself.
10. Currently Queen Street is closed to cars, but utilised by buses, taxis, cyclists and deliveries at certain times of day. Before Queen St was closed to facilitate the Westgate redevelopment, it carried pedestrian flows of up to 47,000 pedestrians a day. The number of buses using Queen Street is up to 750 per day, which equates to approximately 55 an hour.
11. With the opening of Westgate and the projected increase in footfall within the centre from 5 million a year to 16 million a year, pedestrian flows on Queen Street are expected to increase substantially. Other future development in the West End will further increase pedestrian flows.

Scheme Proposals

12. To enable the proposed removal of buses from Queen Street, an exercise was undertaken in consultation with the main bus operators to reallocate services to bus stops around the adjacent road network. The following improvements were identified as necessary to support the closure:
 - Additional bus stops and bus layover points on High Street, St Aldates, Butterwyke Place and New Road.
 - A bus turnaround facility to the west of Queen Street at the junction of New Road/Worcester Street/Park End Street . To accommodate this facility, some land at the Worcester Street pay and display car park would need to be acquired from Nuffield College.
 - Improvements to the public realm along the length of Queen Street from Bonn Square to Carfax including the corner of St Aldates and High Street.
13. The proposals require amendments to existing traffic regulation orders to accommodate the changes to prohibit buses from Queen Street and adjust loading and disabled parking arrangements. Two public consultations were carried out during 2016 on the proposals.

Informal Consultation

14. An informal consultation on the initial proposals was undertaken between 06 May and 06 June 2016. This resulted in a total of 136 responses being received. In answer to the main question of the proposal to pedestrianise

Queen Street 38% (51) supported, 30% (41) objected and 32% (44) neither supported nor objected. Specific concerns on the proposals included;

- Increased congestion and pollution on St Aldates and High Street
- The need to provide adequate separation of pedestrians and cyclists
- Concerns over cyclists safety at the proposed turnaround and on St Aldates
- Increased bus congestion and journey times due to reallocation of bus stops and
- Excessive walking distances between revised bus stops.

15. This led to some amendments being made prior to commencing formal consultation, including:

- A proposal for an experimental order to permit cycling, 24 hours a day 7 days a week, along Queen Street in both directions
- Access by taxis from Carfax, after 9pm and turning at a mid-point to feed the existing taxi rank by Carfax Tower.

Formal Consultation

16. Formal consultation including related Traffic Regulation Orders was undertaken between 15th September and 14th October 2016 incorporating revised proposals outlined above. The proposals as consulted on are shown in Annex 1.

17. In total, 213 responses were received to the seven specific questions on the proposals. The questions are shown in Annex 2 to this report and a summary of the responses including officers' comments is included at Annex 3. A file containing copies of responses is available within the Members' Resource Centre.

18. In summarising the responses against the specific questions;

- Permanent prohibition of buses from Queen Street – 60% (128) support, 23% (49) object, 17% (36) neither.
- Reduce length of High Street loading bay, replace with bus stop – 38% (82) support, 10% (22) object, 52% (109) neither.
- Amendment to St Aldates/Abingdon Road bus gate – 38% (82) support, 13% (28) object, 49% (103) neither.
- Reduction in length of New Road disabled bay – 21% (44) support, 9% (19) object, 70% (150) neither.
- Permit 24 hour cycling on Queen Street (experimental) – 67% (143) support, 26% (55) object, 7% (15) neither.

- Permit taxis to remain on Queen Street at reduced hours (experimental) – 16% (33) support, 44% (94) object, 40% (86) neither.
 - Replace signal crossings at New Road / Worcester Street junction with zebra crossings – 43% (90) support, 16% (35) object, 41% (88) neither.
19. The main themes raised during the consultation were associated with:
- Position and safety of the turnaround facility including its impact on the future development of the adjacent land
 - The need for buses to remain using Queen Street if the turnaround is not progressed for bus efficiency and economical reasons
 - Increased congestion and pollution on St Aldates and High Street
 - Safety concerns over how pedestrians and cyclists will share the space on Queen Street and the need for it to be sufficiently marked
 - Use of Queen Street by taxis.
20. No objections to the proposals were received from Thames Valley Police whilst support to the experimental 24/7 cycling through Queen Street came from Cycling UK, Cyclox, Bike Safe and the University of Oxford while Westgate Oxford Alliance supported its pedestrianisation.
21. Some key stakeholders provided mixed responses which supported some of the proposals whilst objecting to others. These included;
- Oxford City Council would support the pedestrianisation of Queen Street as it is an identified aim within the Oxford Core Strategy 2026. However, they object to the proposed extension to the permitting of cycling through Queen Street due to the potential conflicts between cyclists and pedestrians plus that it may result in a similar proposal in the future for Cornmarket. They also object to the proposed taxi arrangement due to the reduction in rank time and suggest that loading arrangements on High Street and St Aldates should be considered as part of the project.
 - Oxford Pedestrians' Association supports fewer buses on Queen Street but not at the expense of more buses in the already too congested, and polluted, St Aldates.
22. Objections were received from a number of key stakeholders. In summary;
- The main bus operators objected to the prohibiting of through buses on Queen Street due to concerns about the impact on their operations and patronage

- Oxford Preservation Trust, Brasenose College, Christchurch College, Rescue Oxford and Oxford High Street Association objected due to concerns about the negative impacts on St Aldates and High Street
- Nuffield College objected to the proposal of siting the bus turnaround facility on part of their land and raised concerns about the impact of displaced buses
- Bus Users UK objected to the removal of buses from Queen Street due to concerns about increased walking distances to bus stops and negative impacts on St Aldates. Objects to the increase in cyclist use of Queen Street and zebra crossings on the grounds that disabled users need signal controlled crossings.
- City of Oxford Licensed Taxi Association (COLTA) offered numerous suggestions for taxi routes and ranks in and around the city centre for further consideration.

Outcome of Formal Consultation

23. Officers consider there are two key implications arising from the consultation:
- the original proposals cannot now be implemented without the need for at least one (and possibly two) public inquiries for the traffic regulation order and/or the compulsory land purchase for the turnaround;
 - due to the considerable concern about the impact of displaced buses from Queen Street, particularly on the special historic environment of St Aldate's and High Street the scheme needs to incorporate consequential impacts of the closure on the surrounding streets.
24. Given the above, officers conclude that the original proposals need further consideration, but are clear that there is a need for changes prior to the Opening of Westgate. The opening of the new Westgate centre will transform the nature and status of Oxford as a destination for shopping and leisure and will represent the biggest change to Oxford city centre's travel patterns since the original OTS in 1999. The effects of this, particularly on Queen Street, are difficult to quantify, which suggests the council should take a flexible approach and be prepared to alter its position once travel patterns settle down after the opening of the Westgate centre.
25. Officers consider that due to the uncertainty of both direct and consequential impacts of the closure of queen street, that a more informed understanding is required before a permanently solution implemented. This should be achieved through a trial. It is considered there are two possible options –: leave Queen Street open to buses in some form (potentially with a reduced bus flow), monitor the situation and close Queen Street if necessary; or close Queen Street to buses; monitor and re-open if appropriate.

26. Officers consider the second option to be the more appropriate option because the greatest uncertainty is how crowded Queen Street will be once Westgate opens. Whilst closing Queen Street will have some negatives (most notably increased bus flows in surrounding streets) there are conceivable ways of mitigating these effects.
27. A trial of leaving Queen St open is not recommended because it could result in an unsafe situation and risks the authority having to rapidly arrange an 'emergency closure' with all the disruption that goes with it. Road safety and the safety of pedestrians in such an environment should be of paramount importance and as it is impossible to accurately predict how significant the increase in use of Queen Street will be, officers recommending erring on the side of removing buses in case there simply is not enough road space at peak times to safely manage demand.
28. However, given the concerns raised in the consultation, this experimental closure should be conditional on identifying a deliverable package of improvements which:
- Reduce congestion on the road and footways in St Aldate's and the western end of High Street, primarily through more loading restrictions
 - Reduce congestion and bus journey times on the routes to which buses are displaced (including the possible removal of the traffic signals at the Speedwell Street/Aldates and New Road/Worcester Street/Park End Street junctions, which has been shown in the past to significantly improve journey times).
29. These improvements will be beneficial whether or not the experimental closure is made permanent.
30. Given the proposed experimental approach to the removal of buses it is recommended that no further consideration is given to changes to cycle access until the question of bus access has been fully resolved.

Financial and Staff Implications

31. The approved capital programme includes for these proposals as part of the Connections to Oxford Station project. The total budget for the scheme (including costs to date) is £1.970m and it is funded using the following sources:
- County council capital £0.170m
 - LEP £1.300m
 - City council contribution £0.500m
32. If approved, the alternative approach set out above will affect the works required for the project and therefore the costs. Discussions will be needed with the city council and LEP to agree any changes to the use of their contributions.

33. The timetable is challenging and will require considerable staff resources between September 2016 and autumn 2017. Officers are able to draw in additional resources through its contract with Skanska, and this is expected to be sufficient to deliver the required work.

Equality implications

34. Since the proposals are now likely to change, equality implications will be assessed and reported at a future Cabinet Member Decisions meeting when the final proposals have been assessed.

Westgate-related TROs: taxis access

35. At the Cabinet Member Decisions (Environment) meeting on 21st July 2016, the “Westgate Centre” Traffic Regulation Orders were approved as advertised. In addition, it was agreed to give further consideration to allowing access for licenced hackney carriages in the area through the development.
36. Further submissions from COLTA and Oxford City Council were received in September 2016, which are summarised below.

COLTA

37. COLTA confirmed their position by email which was sent on 6th September 2016. Their objection centres on the rerouting of taxis via Oxpens Road and Longwall Street and concern that this will be more onerous and congested, and as a result, will lead to a poorer taxi service and complaints from customers. COLTA argue that they are an important part of the transport offer, and so should be given the same benefits as buses, for example. In their email COLTA put forward the following proposals:
- The City Council to amend its original planning permission conditions to allow unrestricted access ONLY to Oxford Licensed Hackney carriages through the link route of Speedwell Street, Abbey Place and Norfolk Street, 24 hours a day.
 - To put in place provisions that ONLY Oxford Licensed Hackney Carriages are permitted access through this link route (as we are Public Hire Vehicles) as was discussed with the possibility of putting in place a vehicle registration recognition system.
 - The County Council to undertake another environmental/emissions assessment of the area so that we may progress with our proposal.

Oxford City Council

38. Oxford City Council wrote to COLTA by email on 20th September 2016, to respond to the above proposals put forward by COLTA and to confirm the city

council's updated position. The letter confirms that officers at the city council are not able to make a case for the reformulation of the original Traffic Regulation Order. The city council set out both legal and environmental reasons for this, summarised as follows:

- Taxi usage could only be on a comprehensive basis i.e. that all hackneys and private hire vehicles regardless of their licensing status would have to enjoy equal rights of access. As a result, this is likely to imply a very substantial increase in the volume of vehicles using the section of road that is covered by the restriction; and
- The Environmental Impact Assessment which accompanied the planning application concluded that there would be a Moderate Adverse impact on the air quality along the route. If there were to be an extension of the use of the route to include all taxis, the impact on air quality would be very significant, and likely to result in an unacceptable level of pollution.

39. The city council also makes the point that the original planning application for Westgate, including the submitted Environmental Impact Assessment, assumed the Norfolk Street and Castle Street link was a bus only route and if taxis were allowed a new planning application from the developers would need to be submitted (including a new Environmental Impact Assessment) and the route potentially redesigned. They noted that this would have a significant impact to both the construction programme and cost of works that are currently taking place.
40. The city council also point out that the Westgate Alliance met with COLTA representatives in early 2014, and the West Area Planning Committee subsequently granted outline planning permission for the Westgate development including the bus only route following representations from COLTA dated 4th March 2014 which expressed '*support in its fullest entirety and objectives*' for the scheme, and withdrew their initial objections.

RECOMMENDATIONS

41 The Cabinet Member for Environment is RECOMMENDED:

- (a) not to approve the proposals as advertised;**
- (b) instruct officers to report to a future Cabinet Member Decisions meeting a proposal for an experimental closure of Queen Street to buses and taxis which addresses the concerns about conditions in St Aldates and High Street raised during the recent consultation and which does not rely on the bus turning facility at Worcester Street; and**
- (c) to note the City Council's and COLTA's latest correspondence in relation to the decision made at Cabinet Member Decisions on 21 July 2016 regarding changes to TROs for Castle Street, Norfolk**

Street and Speedwell Street as part of the Westgate centre development and confirm that this does not alter the decision made.

BEV HINDLE

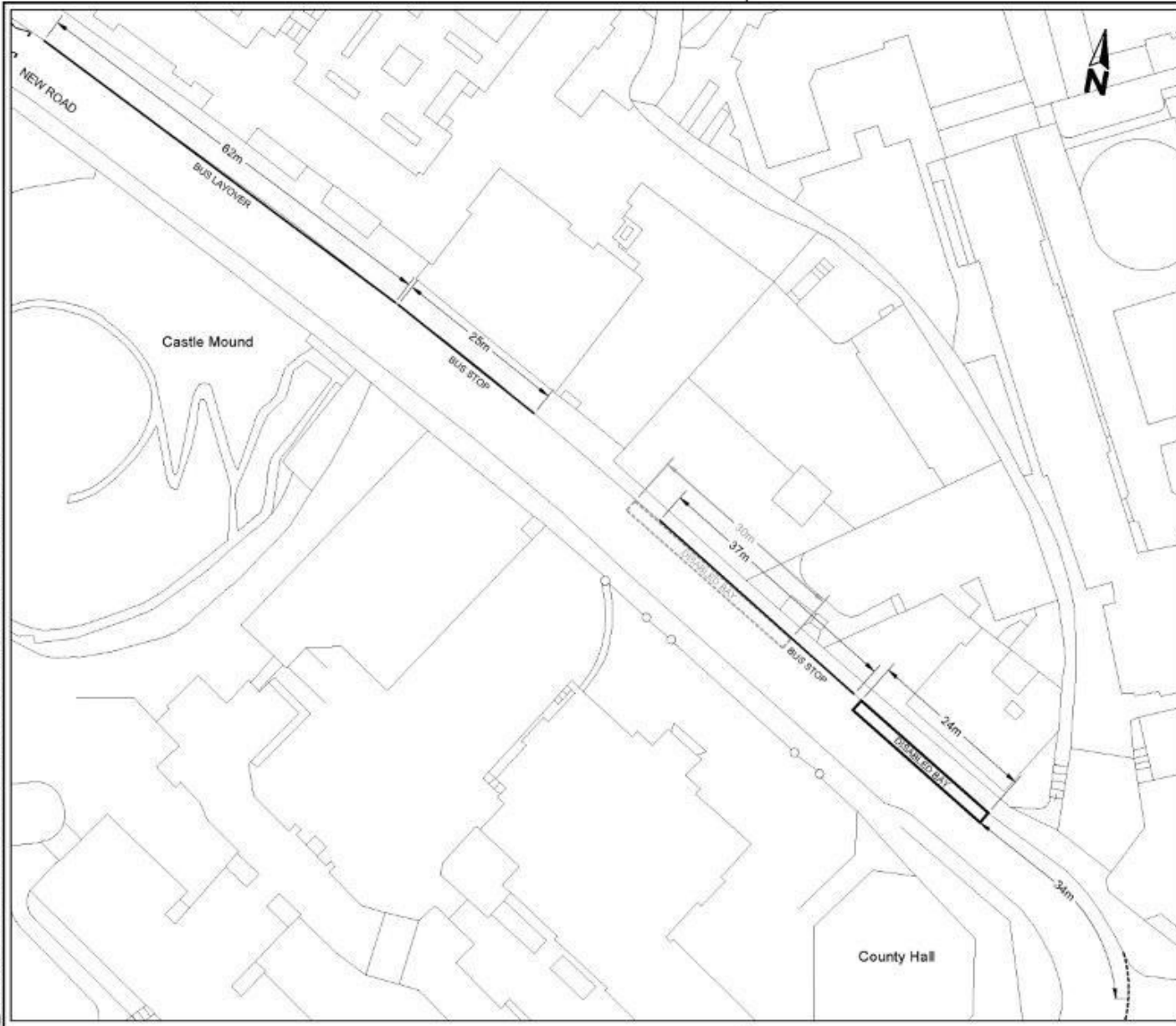
Director for Environment & Economy

Background papers: Document A – Draft Traffic Regulation Order(s)
 Document B – Consultation Plans
 Document C – Copies of all consultation responses

Contact Officer: Andy Warren, 07881 268230

November 2016

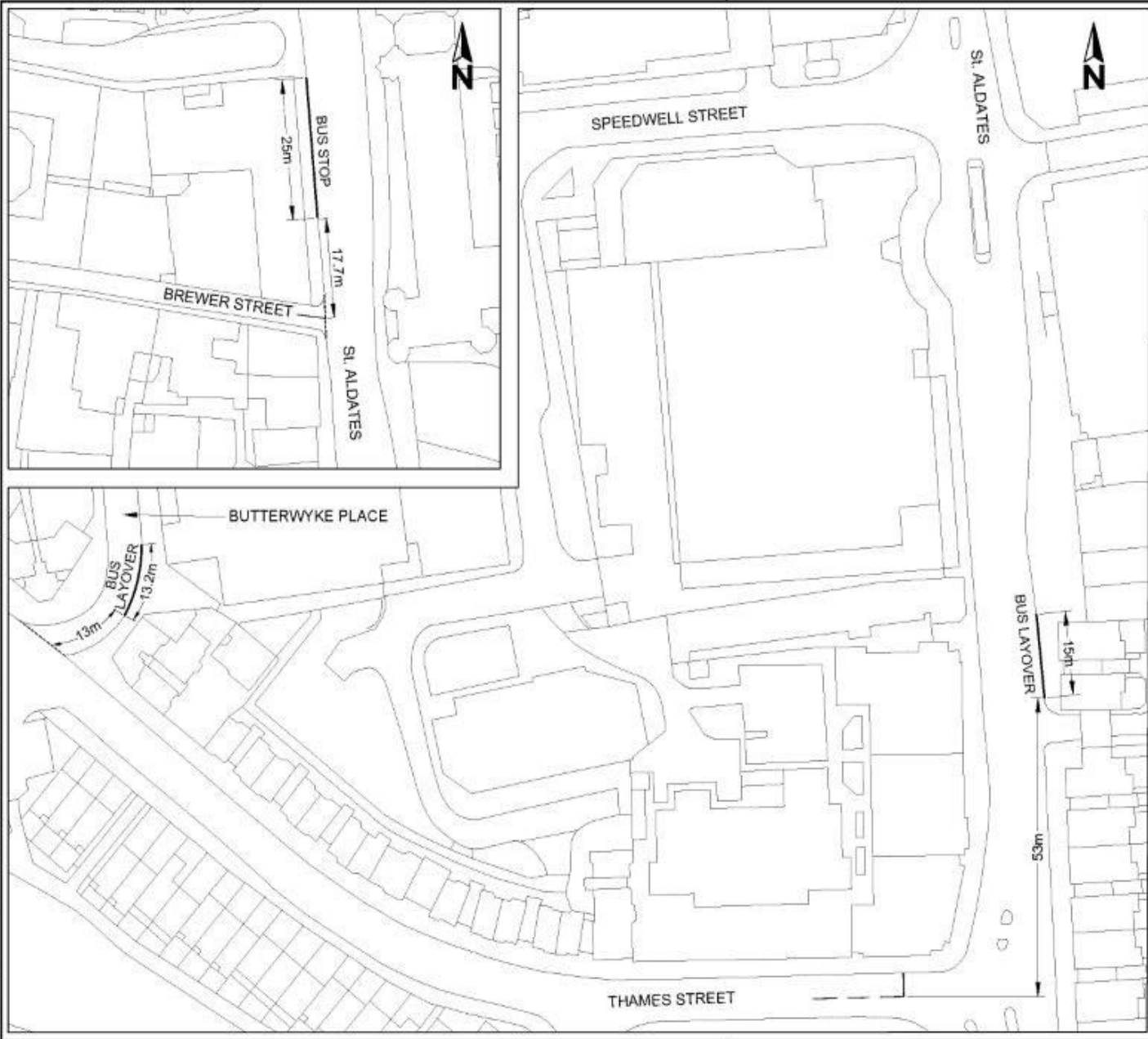
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<div style="display: inline-block; vertical-align: middle; margin-left: 10px;"> <p style="font-size: small; margin: 0;">Mark Kemp Deputy Director - Commercial Development and Economy Oxfordshire County Council Approved: Mark Kemp Approved: Date: _____ Date: 17.08.16 Tel: (01865) 815700 Fax: (01865) 241877</p> </div>													
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Drawing No. S-000700/066/CON/000/003 Revision 0

KEY:
 Type New Bus Stop Clearway

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Rev.	Date	Purpose of revision	Drawn	Checked/Approved

OXFORDSHIRE COUNTY COUNCIL
 Mark Kemp
 Senior Director - Commercial
 Development and Enterprise
 Oxfordshire County Council
 Specialist - Civil
 Oxford
 OS/1918
 Tel: 01895 815700
 Fax: 01895 241677

Project title
 Connections To Oxford Station

Drawing title
 Proposed New Bus Stop Clearway
 St. Aldates & Butterwyke Place

Scale @ A3	Consultation		
	Drawn by	Checked by	Approved by
NTS	SAC	AW	AW
	Date drawn 16.08.16	Date checked 17.08.16	Date approved 17.08.16

Oxfordshire Project No. & File Ref
 Drawing No. S-000700/066/CON/000/003 Revision 0

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Drawing No. S-000700-066-FEA-000-012 Revision 3

- KEY:**
- Existing bus stop to be removed
 - Proposed bus stop
 - Proposed footway build-out

- NOTES:**
1. Vehicle used for tracking is E200 (11.8m)
 2. All dimensions and clearances are indicative as the drawings (incl. vehicle tracking) are based on Ordnance Survey mapping. Any further design work would require a topographical survey.

SAFETY, HEALTH AND ENVIRONMENTAL INFORMATION

IN ADDITION TO THE RESPONSIBILITIES NORMALLY ASSOCIATED WITH THE TITLE OF WORK, DESIGNER OF THIS DRAWING, NOTE THE FOLLOWING BEFORE ANY PERMITAL WORK:

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Rev.	Date	Purpose of revision	Drawn	Checked	Approved
1	21.01.16	Issue for comment	SAC	EA	EA
2	17.02.16	Check against approved bus stop	SAC	MW	MW
3	13.04.16	Finalise drawing for approval and issue for construction	SAC	MW	MW

OXFORDSHIRE COUNTY COUNCIL

Mark Kemp
 Deputy Director - Commercial
 Development and Economy
 Oxfordshire County Council
 Approved Member
 Specialist Street
 Clerk
 2nd Floor
 Tel: (01865) 815700
 Fax: (01865) 251877

Project title
 City Centre Bus Stops
 Connection to Oxford Station
 (Including Queen Street)

Drawing title
 High Street
 New Bus Stops

Drawing Status

FEASIBILITY			
Scale @ A3	Drawn by	Checked by	Approved by
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	Date drawn 7.1.16	Date checked 20.01.16	Date approved 20.01.16

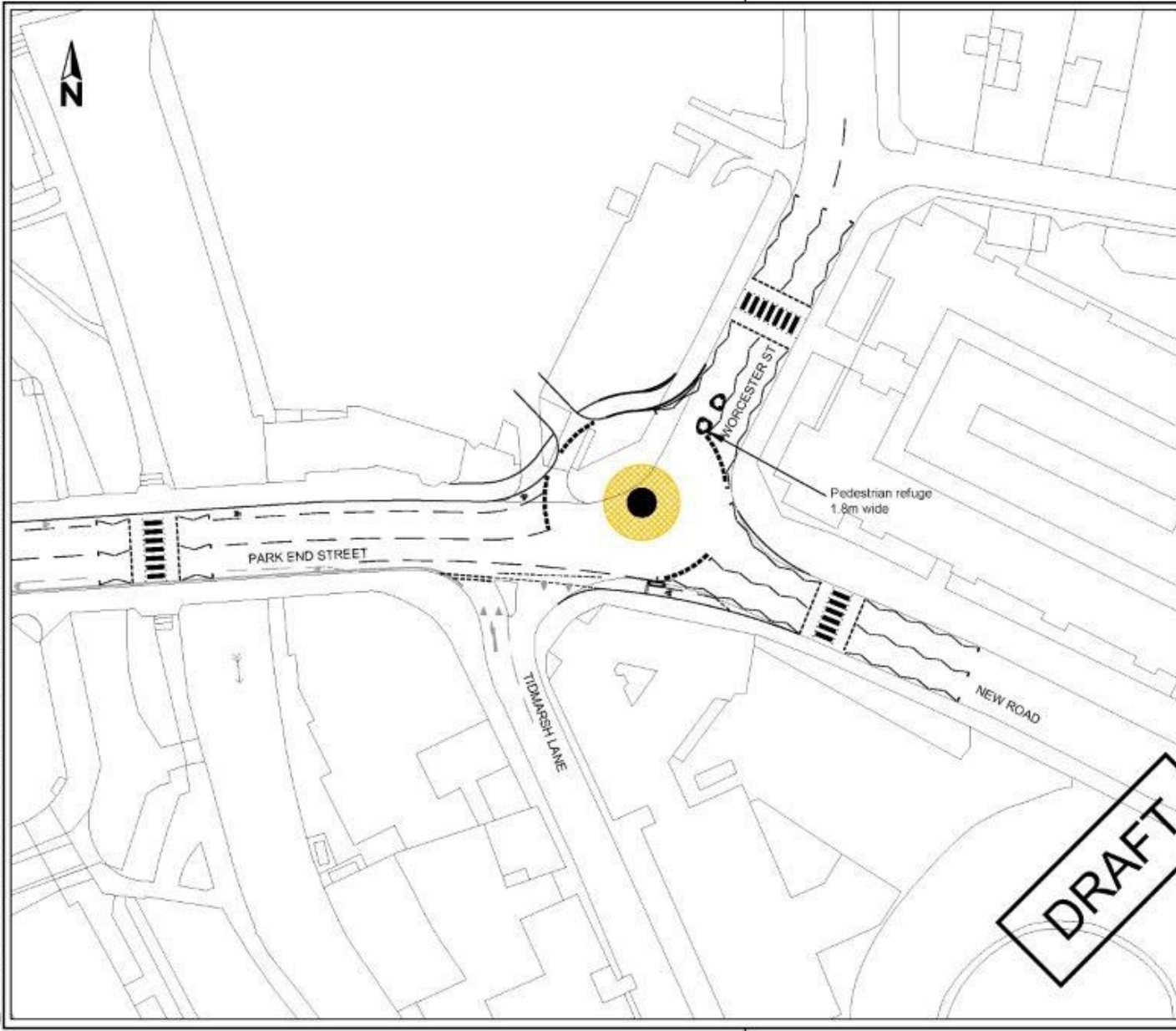
Oxfordshire Project No. & File Ref
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<small>(ENTER Y/N/IF APPLICABLE)</small>					
<small>HAZARDOUS SUBSTANCES</small>					
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<small>USE</small>					
<small>(ENTER Y/N/IF APPLICABLE)</small>					
<small>EXCESSIVE OVERSIGHTS, ETC.</small>					
<small>(ENTER Y/N/IF APPLICABLE)</small>					
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Rev.	Date	Purpose of revision	Drawn	Checked	Approved
OXFORDSHIRE COUNTY COUNCIL <small>Mark Kemp - Deputy Director - Commercial Development and Economy Oxfordshire County Council Approved: Mark Kemp Specialist: David Colton 01235 211212 Tel: (01235) 815700 Fax: (01235) 261877</small>					
Project title					
Connections To Oxford Station					
Drawing title					
New Road / Worcester Street Junction Proposed New Roundabout and Zebra Crossings					
Drawing Status					
DRAFT					
Scale @ A3	Drawn by	Checked by	Approved by		
1:500	<small>SAC</small>	<small>SAC</small>	<small>Date drawn</small>	<small>Date checked</small>	<small>Date approved</small>
			17.08.16		
Oxfordshire Project No. & File Ref					
Drawing No. S-000700/066/FEA/000/303		Revision 0			

DRAFT

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Drawing No. S-000700-066-FEA-000-012 Revision 3

- KEY:**
- Existing bus stop to be removed
 - Proposed bus stop
 - Proposed footway build-out

- NOTES:**
1. Vehicle used for tracking is E200 (11.8m)
 2. All dimensions and clearances are indicative as the drawings (incl. vehicle tracking) are based on Ordnance Survey mapping. Any further design work would require a topographical survey.

SAFETY, HEALTH AND ENVIRONMENTAL INFORMATION

IN ADDITION TO THE RESPONSIBILITIES NORMALLY ASSOCIATED WITH THE TITLE OF WORK, DESIGNER OF THIS DRAWING, NOTE THE FOLLOWING BEFORE ANY PERMITAL WORK:

CONSTRUCTION
 FEASIBILITY STAGE THEREFORE NOT APPLICABLE

OPERATION/MAINTENANCE
 FEASIBILITY STAGE THEREFORE NOT APPLICABLE

USE
 FEASIBILITY STAGE THEREFORE NOT APPLICABLE

DECOMMISSIONING/DEMOLITION
 FEASIBILITY STAGE THEREFORE NOT APPLICABLE

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Rev.	Date	Purpose of revision	Drawn	Checked	Approved
1	21.01.16	Issue for comment	SAC	EA	EA
2	17.02.16	Check against approved bus stop	SAC	MW	MW
3	13.04.16	Finalise drawing for approval and issue for construction	SAC	MW	MW

OXFORDSHIRE COUNTY COUNCIL

Mark Kemp
 Deputy Director - Commercial
 Development and Economy
 Oxfordshire County Council
 Approved: Mark Kemp
 Specialised Street
 Clerk
 2nd Floor
 Tel: (01865) 815700
 Fax: (01865) 261877

Project title
 City Centre Bus Stops
 Connection to Oxford Station
 (Including Queen Street)

Drawing title
 High Street
 New Bus Stops

Drawing Status

Scale @ A3	Drawn by	Checked by	Approved by
1:500	SAC	MW	EA
	Date drawn: 7.1.16	Date checked: 20.01.16	Date approved: 20.01.16

Oxfordshire Project No. & File Ref
 S-000700-066

Drawing No. S-000700-066-FEA-000-012 Revision 3

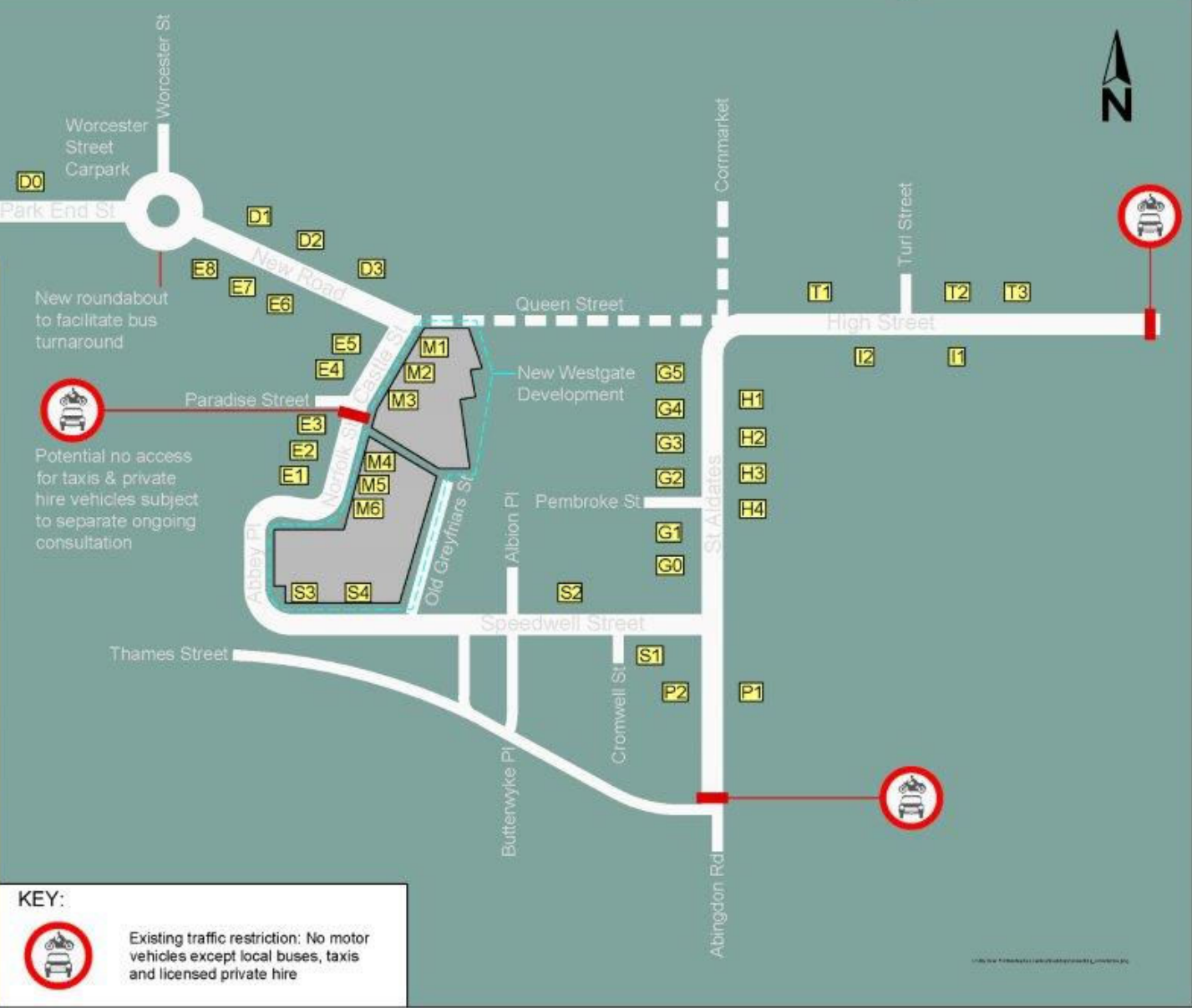


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QUEEN STREET OXFORD - Changes to Bus Stop Locations / Service Allocations

Bus Services At Each Bus Stop

Stop no.	Service no.
D0	14, 1/5, 3, 280, U1, X2
D1	Sightseeing
D2	13, 4, 66, X30, 400
D3	11, S5, S1, 500
E1	11, X30, S1
E2	4, U1
E3	1, 3/3A, 5, 13, 280, X2
E4	300
E5	66, 400
E6	500, S5
E7	X39/X40, X32/X34, 35, 31
E8	1, 3/3A, 5, 13, 280, X2
O0	Sightseeing
G1	4, 400
G2	1, 5
G3	10, 16/12, U5/U5X
G4	13/X13
G5	8/9
H1	13/X13
H2	12/16, T1, U5/U5X
H3	U1
H4	X90/Tube/Airline
I1	3/3A, 4, 5, 13/X13, 280
I2	1, 10, 12, T1, 275, 8/9, 400
M1	1, 5
M2	3/3A
M3	400, 280, U1
M4	300, 35
M5	4, 13
M6	31, X2, X32/X34, X39/X40
P1	16, 31, 35, X2, X13, X32/X34, X39/X40, 300
P2	16, 31, 35, X2, X13, X32/X34, X39/X40, 300
S1	1/5, 3/3A, 4, 8/9, 10, 13, 280, 400, T1, U1, U5/U5X
S2	1/5, 3/3A, 4, 8/9, 10, 13, 280, 400, T1, U1, U5/U5X, Sightseeing
S3	Tube, The Airline, X90, Sightseeing
S4	66, 85, 11, 500, S1, X30
T1	3/3A
T2	U1, 280
T3	103/104, T1, Sightseeing



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QUEEN STREET OXFORD - Changes to Loading, Disabled & Taxi Bays



KEY:

- Existing traffic restriction: No motor vehicles except local buses, taxis and licensed private hire
- New facility
- Existing facility to be removed
- Existing facility to remain

Only affected taxi, loading and disabled bays are shown

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**PROPOSED AMENDMENTS TO TRAFFIC AND ACCESS ARRANGEMENTS -
QUEEN STREET, OXFORD**

Proposals Consulted On

The econsultation at this formal consultation stage consisted of seven (7) questions on proposals for change and also gave the opportunity to make general comments against each.

The proposals were as follows;

1. Permanent prohibition of buses from using Queen Street,
2. Reduction in the length of existing loading bay in High Street outside the Covered Market and it's replacement with a new single bus stop,
3. Relaxation of the existing restriction at the St Aldates access from Abingdon Road to enable all buses / coaches to enter to set down and pick up passengers,
4. Re-siting, and slightly shortening, the existing Disabled Persons Parking bay on the north-east side of New Road,
5. Removing the time restrictions on cyclists so as to allow cycles to use Queen Street 24 hours in both directions,
6. Enabling of taxis to enter Queen Street from Carfax, turning at the mid-point adjacent to the Clarendon Centre and wait in the existing taxi rank at Carfax Tower, and
7. Replacement of the current signalled crossing arrangement at the Worcester Street / New Road junction with 3 new zebra crossings.

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ANNEX 3 - COMMENTS FROM FORMAL TRAFFIC REGULATION ORDER (TRO) CONSULTATION INCLUDING ZEBRA CROSSINGS (Thursday 15 September to Friday 14 October 2016)

Reference	RESPONDENT	SUMMARISED COMMENTS	OCC RESPONSE
1	Written Response, (unknown)	Objects to the proposal to allow 24/7 two – way cycling through Queen Street due to increased potential for conflicts between pedestrians and cyclists due to higher numbers of shoppers etc and no buses. Suggests that cycling should be banned at all times on Queen Street.	Noted. Officers do not recommend this element of the scheme is approved at this stage
2	Written Response, (Grove)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Delivery vehicles also cause congestion and should be banned during peak hours ▪ Bicycles, which are hard to see and hear, pose a greater threat of injury to pedestrians than buses ▪ Moving bus stops inconveniences bus users and discourages bus travel and will increase journey times ▪ Current proposals appear to discriminate against bus users, especially those who travel into Oxford to work and shop, for the benefit of cyclists and traders in Queen Street <p>Suggested alternatives such as;</p> <ul style="list-style-type: none"> • Buses should continue to travel West to East along Queen Street, as now, but the bus stop at Bonn Square should be relocated. • Taxis and private hire vehicles should be prohibited from using Queen Street and delivery vehicles excluded during morning peak hours. • Cyclists should be encouraged to dismount when 	Noted. Officers do not recommend this element of the scheme is approved at this stage

		passing through Queen Street, especially when travelling in a westerly direction (crossing Queen Street would be much safer for pedestrians if they only had to look in one direction).	
3	Written Response, (unknown)	<p>Objection – due to the following reason:</p> <ul style="list-style-type: none"> • This will affect greatly the route of buses in detriment to the bus users and collapse of the flow of traffic already difficult. 	Noted. Officers do not recommend this element of the scheme is approved at this stage
4	Written Response, (Abingdon)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Distance between bus stops is excessive and will not be accessible to disabled, elderly etc, ▪ Turning circle will not be used and should be abandoned, ▪ Cyclists should not be permitted on Queen Street but should be asked to dismount and walk between Castle Street and Carfax, ▪ Bus routes and stop changes will increase congestion on St Aldates and High Street. 	Noted. Officers do not recommend this element of the scheme is approved at this stage
5	Written Response, (Transport Consultant on behalf of Nuffield College)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Object to New Road bus turnaround facility utilising their land due to lack of clarity and possible impact on their future development plans for the site. ▪ Suggested that the layout of Frideswide Square lends itself to being utilised for bus turning and a standard mini roundabout should be provided at Worcester Street / New Road to wider 	Noted. Officers do not recommend this element of the scheme is approved at this stage

		environmental benefits.	
6	Written Response, (Bike Safe)	<p>Support the proposal to permit cycling in Queen Street without time restrictions as it will provide a vital east to west link but;</p> <ul style="list-style-type: none"> ▪ Would advise against further demarcation between cyclists and pedestrians as Shared use paths are becoming increasingly common – for example Frideswide Square – and becoming increasingly accepted. ▪ Would be interested to know how it is proposed to evaluate the scheme given that it is proposed to lift restrictions for only a specified period. 	Response noted
7	Written Response, (Unknown)	<ul style="list-style-type: none"> ▪ No objection to the proposals. 	Response noted.
8	Written Response, (Unknown)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Queen Street should be left as it is with access for taxis after 6:30 pm and all day Sundays ▪ Bus stops should be relocated to Queen Street as the County Council has created a big bottle neck on St Aldates and the High Street. ▪ The road is cracking away on St Aldates with the sheer number of buses. 	Noted. Officers do not recommend this element of the scheme is approved at this stage
9	Written Response, (Abingdon)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Very strongly opposed to allowing unlimited cycling along Queen Street either for 18 months or 	Noted. Officers do not recommend this element of the scheme is approved at this stage

		<p>permanently. Experience of today's cyclists in Oxford (and elsewhere) is that a majority are selfish, ride too fast, do not give warning of their approach and at times are aggressive.</p> <ul style="list-style-type: none"> ▪ At present the bus stops in St Aldates offer an excellent choice of routes to Abingdon, X2, X3, X13, 31, 35 and is a central situation enabling passengers to depart from Oxford fairly rapidly. Splitting the Abingdon services can only make for delays in departing Oxford and with the present proposals a long walk for elderly and disabled people down to the Police Station, especially if carrying shopping. ▪ Efforts have been made over the years to encourage the use of public transport but these proposals seem to have the opposite effect by making access to services more inconvenient. 	
10	Written Response, (Westgate Oxford Alliance)	<p>No objection:</p> <ul style="list-style-type: none"> ▪ In favour of pedestrianising Queen Street which will help protect the high volume of people travelling about the area by foot from traffic but assist with the seamless flow of people about the city centre which they believe would benefit local businesses in 2017. 	Response noted

11	Written Response, (Unknown)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Moving bus stops elsewhere in Oxford invariably means increased pedestrian congestion in those areas, and increased bus travel times in a city renowned for congested traffic. Better to spread the demand for public transport across several streets rather than concentrate it where there is not purpose-built capacity (eg. a bus station). ▪ Regardless of the decision made about buses, I feel very strongly that the current ban on bikes should remain in place. There will be incidents if cyclists are given shared right of way along that busy stretch of road. Why change what works? 	Noted. Officers do not recommend this element of the scheme is approved at this stage
12	Written Response, (ROX)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Have major concerns on the impact on the already congested High Street and St Aldates. ▪ Suggests buses should turn at the rail station rather than at a new facility at New Road / Worcester Street. ▪ Impact on residents not formally assessed ▪ The negative impact on much of the city centre needs to be carefully considered and measured before the current proposals are further progressed. 	Noted. Officers do not recommend this element of the scheme is approved at this stage
13	Written Response, (Oxford High Street	Objection – due to the following reasons:	Noted. Officers do not recommend this element of the scheme is

	Association)	<ul style="list-style-type: none"> ▪ Object on the grounds of the bus stops on both sides of the High Street where people are finding great difficulty in making progress along the pavement, with many walking in the road to get along. ▪ Pollution and loss of natural light, caused by the height of the buses are other worries. ▪ Urge a re- think about these proposals and about the need to improve the terrible conditions experienced too often at the west end of the High Street. 	approved at this stage
14	Written Response, (Cyclox)	<p>Support cycling on Queen Street – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ strongly support an 18-month experiment removing restrictions to permit cycling at all times in Queen Street ▪ Current street design is already broadly appropriate as shared space for pedestrians and cyclists ▪ Object to allowing taxis to enter Queen Street from Carfax in daytime, with turning near the Clarendon Centre <p>Other general comments include;</p> <ul style="list-style-type: none"> ▪ Concerned that the increased bus flows will worsen cycling still further on St Aldates and Carfax – more bus obstructions at stops, more conflicts with pedestrians crossing, poorer air quality. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		<ul style="list-style-type: none"> ▪ More pedestrian and cycle crossings, there are currently none between High St and Speedwell St. ▪ Install advance stop lines for cycles at the signalled crossing at Carfax, ▪ Redesign Carfax as a place for pedestrians and those on bikes, not a thoroughfare for vehicles between St Aldates and High Street ▪ The crossings at New Road / Worcester Street etc should be replaced with Tiger not Zebra crossings. ▪ Would like to see well-designed outbound and inbound cycle lanes between New Road through roundabout to Park End Street, of a standard suitable for less experienced people on bikes 	
15	Written Response, (Bus Operators (Joint))	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Formally object to all proposals associated with the TRO's and offer formal observations to the experimental ones. ▪ Proposals to remove buses from Queen Street and the associated changes to moving and stopping arrangements cannot demonstrate effective, efficient, reliable or convenient bus services. ▪ OBC & Stagecoach have clear evidence that these proposals will increase journey times for passengers, increase mileage, compromise reliable operation of services through inadequate layover provision, negatively affect air pollution and create additional 'at stop' congestion. ▪ Oxford Bus, Thames Travel and Stagecoach object to the proposals to change the TRO's without a suitable bus turning facility at Worcester Street / 	Noted. Officers do not recommend this element of the scheme is approved at this stage

		<p>New Road.</p> <ul style="list-style-type: none"> ▪ The current temporary closure of Queen Street has demonstrated very clearly many of the impacts of the permanent closure on buses in practice. 	
16	Written Response, (Unknown)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Strongly opposes the closure of Queen Street to buses. The current, temporary arrangement has caused considerable problems to passengers travelling from the city centre to Headington on the 8/9 bus routes. ▪ The temporary bus stop outside Pembroke College is totally inadequate for the number of buses using it. ▪ Unless a way is found to allow buses to use Castle Street both ways it is essential that buses should continue to be able to use Queen Street. 	Noted. Officers do not recommend this element of the scheme is approved at this stage
17	Written Response, (Unknown)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Urges that cyclists are restricted to a particular area so they are not moving freely amongst pedestrians. ▪ Is of particular concern in a city with so many visitors (cyclists and pedestrians) who will not be familiar with the notion of a shared area, and furthermore, where there are no clear signs warning pedestrians about bicycles approaching at speed from any direction, nor any warning cyclists to be alert to pedestrians walking freely across the area. 	Noted. Officers do not recommend this element of the scheme is approved at this stage

		<ul style="list-style-type: none"> ▪ Danger is increased for those with disabilities (especially sensory impairment), some elderly people and young children. 	
18	Written Response, (Oxford)	<p>Broadly in favour of proposals but made the following comments;</p> <ul style="list-style-type: none"> ▪ Maintaining a time restriction on cycling along Queen St, ▪ Changing the time restriction to be no cycling on Queen St between 10am and 5pm Sunday to Friday, and between 9am and 6pm on Saturday, ▪ Placing LED signage at each end of Queen St dynamically indicating either currently a 'green' cycling allowed period or currently a 'red' pedestrians only period. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
19	Written Response, (Patient Voice)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Very concerned about the proposals to allow cyclists to use Queen Street in both directions as some cyclists disregard the presence of pedestrians, particularly elderly and those less steady on feet, and conflicts will occur. ▪ Does not like the removal of signalled crossings at New Road / Worcester Street and their proposed replacement with zebra crossings. ▪ Proposals specifically affect the proposed route of S1 bus service. 	Noted. Officers do not recommend this element of the scheme is approved at this stage
20	Written Response,	Objection – due to the following reasons:	Noted. Officers do not recommend

	(Oxford)	<ul style="list-style-type: none"> ▪ It seems daft and pointless to me to ban busses, but allow bicycles at all times. Anyone who walks along the area of the New Inn Hall Street/St Ebbes cycle lane knows how dangerous it is to mix pedestrianised areas and cycle lanes. Anyone fit enough to cycle is fit enough to walk their bikes down Queen St. ▪ As someone with reduced mobility and no car, would like to see more, not fewer bus stops in the centre of Oxford, particularly Queen Street. Saw no problems with the situation when Queen St used to be lined with bus stops. ▪ There is a major problem already with congestion and air quality in St Aldates. 	this element of the scheme is approved at this stage
21	Written Response, (Unknown)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Please do not implement your idea of allowing cycling in Queen Street during the day. ▪ Existing cycling restriction should be extended to 9am in city centre streets. ▪ Cyclists are notoriously inconsiderate to pedestrians. Has nearly been knocked over several times recently, twice in one morning. Having pedestrians and cyclists in the same space is dangerous. ▪ It can be no hardship for cyclists to wheel their bikes for two minutes down the street. 	Noted. Officers do not recommend this element of the scheme is approved at this stage
22	Written Response, (Unknown)	<p>Objection – due to the following reasons:</p>	Noted. Officers do not recommend this element of the scheme is

		<ul style="list-style-type: none"> ▪ The granting of unlimited permission to cycling along Queen Street is dangerous particularly with increased pedestrian traffic due on completion of the new Westgate project. ▪ Several near misses with cyclists along this route and the situation will only become more dangerous if the proposal described here goes ahead. 	approved at this stage
23	Written response (Thames Valley Police)	No objections to the proposals.	Response noted.
24	Written response (COLTA)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Offered numerous suggestions for taxi routes in the city centre for further consideration. ▪ Would like to see Carfax rank made available to taxis 24hr. ▪ Re-open discussions regarding a High Street rank. ▪ Suggested access to Queen Street rank could potentially be via New Inn Hall Street or St Ebbes Street. ▪ Need to consider a taxi rank to the west of the city centre i.e. on New Road. 	Noted. Officers do not recommend this element of the scheme is approved at this stage
25	Written response (Consultant on behalf of Brasenose College)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Would prefer if the High Street bus stops near Turl Street remain outside the frontage to All Saints Church, including any new bus shelters rather than outside retail and residential properties. ▪ Proposals should not be at the expense of High 	Noted. Officers do not recommend this element of the scheme is approved at this stage

		Street traders and residents.	
26	Written response (Cllr Jean Fooks)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Oppose the turning circle on Worcester Street car park ▪ Would prefer to keep buses in Queen Street ▪ Considerable doubts about the proposal to allow cyclists to ride along a pedestrianised Queen Street – it will then NOT be like Cornmarket ▪ Suggested there should be no peak hours delivery in Queen Street – so the allowed times should be from 6pm until 8am – it is unpleasant and feels dangerous to have deliveries mixing with peak hour traffic, especially where the traffic is largely cyclists and pedestrians ▪ Restrictions on deliveries should be considered on other streets also i.e. not be allowed in Cornmarket or Gloucester Street after 8 am. 	Noted. Officers do not recommend this element of the scheme is approved at this stage
27	Written response (Oxford)	<p>No objections to prohibition of buses or permitting of 24 hour cycling on Queen Street – due to the following reasons;</p> <ul style="list-style-type: none"> ▪ Does want Queen St to be motor vehicle free, but if the bus stops make cycling worse and are inaccessible to a number, on foot - then there may have to be compromise. ▪ The County Council's own LTP 4 includes Queen Street as a "Cycle Super Route", thus for the County Council's own LTP4 to be implemented fully, cycling needs to be permitted in Queen 	Response noted

		<p>Street.</p> <ul style="list-style-type: none"> ▪ Queen Street forms part of the major east - west cycle desire line across the city, connecting the west, Botley and Rail Station with the employment areas in the east (Oxford Brookes, Old Road Campus, JR hospital, BMW, Cowley Business Park). ▪ Queen Street would present a better route trajectory than the dangerous junction that the George St, Hythe Bridge Street - Worcester Street traffic lights present today. ▪ Some careful thinking about signs/road layout/markings will be needed to reassure those who have concerns about allowing cycling in Queen Street. ▪ Enabling cycling in traffic-free central areas has been implemented in Cambridge, and recently both Croydon and Leicester. <p>Objects to additional bus stops on High Street and amending of the St Aldates bus gate restriction – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Cycling in The High is continually compromised. I fear this will worsen safety for cycling by the likelihood of having to 'run the gauntlet' in an 'alley' full of mostly large vehicles. ▪ Additional movements will occur resulting from this proposal, detrimental to safety for people cycling. ▪ People choosing to cycle are marginalized by the proposal. ▪ The recent, crude, erasing of the cycle lanes in 	<p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
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		lower St Aldates, (illustrated) for bus and coach parking has been a one-sided action with no commensurate benefit for people cycling.	
28	Written response (Cycling UK)	<p>No objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Strongly in favour of the 18 month trial to allow 24/7 two way cycling as it is a vital east - west cycle link. ▪ Some careful thinking about signs/road layout/markings will be needed to reassure those who have concerns about allowing cycling in Queen St. 	Response noted
29	Written response (University of Oxford)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Supportive of pedestrianising Queen Street including the amendment to peak time ban for cyclists. ▪ Final design of turnaround facility at New Road / Worcester Street needs to accommodate safety of cyclists. ▪ Concerned that proposed zebra crossings are not on the desire lines for pedestrians. 	Noted. Officers do not recommend this element of the scheme is approved at this stage
30	Written response (Oxford Preservation Trust)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Do not support the closure of Queen Street due to the negative effects on the future development of the city centre plus the increased traffic movements that will be generated, road safety and the environment. 	Noted. Officers do not recommend this element of the scheme is approved at this stage

		<ul style="list-style-type: none"> ▪ The Trust further object to the way it will spoil the central conservation area, the many listed buildings and public domain. 	
31	Written response (Oxford Pedestrians Assoc)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Supports less buses on Queen Street but not at the expense of more buses in the already too congested, and polluted, St Aldates. ▪ Majority of OXPA members were not supportive of cycling through Queen Street however, if it was decided to run with a trial it should be for a much shorter period than 18 months and heavily monitored including easy means of feedback from users. ▪ Would not like see taxis allowed as per the proposal. <p>No objection to the proposed bus turnaround facility – due to the following reason</p> <ul style="list-style-type: none"> ▪ Supports the removal of signals at New Road/Worcester Street/P.E.S junction and replacement with zebra crossings. 	Noted. Officers do not recommend this element of the scheme is approved at this stage
32	Written response (Oxford.)	<p>Objection – due to the following reasons:</p> <ul style="list-style-type: none"> ▪ Prohibiting buses from accessing and driving through Queen Street is very unhelpful and makes journeys across town ▪ As a pedestrian, feels safer on a road where buses (but not cycles) are permitted than on a road where 	Noted. Officers do not recommend this element of the scheme is approved at this stage

		<p>cycles (but not buses) are permitted. Bus drivers are specially trained, cyclists are not. Buses are easy to see and the direction they take is predictable, cyclists are neither of those things.</p> <ul style="list-style-type: none"> ▪ Regarding taxis only having access to Queen Street from High Street/St Aldates between 9pm and 6am, where are they expected to stop the rest of the time? Many users are elderly and can't walk far. If the bus stops are going to be around the perimeter of the shopping area and not in the central streets, people with limited mobility will be more reliant on the use of taxis. ▪ Having a bus stop right outside the Covered Market is not working, and will not work because the pavement is too narrow there. 	
33	Written response (City Council)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Would support the pedestrianisation of Queen Street as it is an identified aim within the Oxford Core Strategy 2026. ▪ Removal of buses would also help establish an area of high quality public realm around Bonn Square and the new main entrance to the Westgate. <p>Object to the following;</p> <ul style="list-style-type: none"> ▪ The proposed extension to the permitting of cycling through Queen Street due to the potential conflicts between cyclists and pedestrians plus that it may result in a similar future proposal for Cornmarket. 	<p>Response noted</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>

		<ul style="list-style-type: none"> ▪ The proposed taxi arrangement due to the reduction in rank time adversely affecting options for the public and reduce the rank spaces in the city during these periods. ▪ Queried whether or not the zebra crossing on Worcester Street was positioned on the pedestrian desire line and that no spaces are lost within the WS car park. ▪ Loading arrangements on High Street and St Aldates should be considered as part of the project. ▪ Called for air pollution mitigation measures on Butterwyke Place and asked if traffic will be displaced as a result of these proposals onto some of the more quieter streets such as paradise Street, St Thomas Street and Tidmarsh Lane. 	
34	Online Consultation (Freeland)	<p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Revisions to taxi arrangements on Queen Street as proposed. <p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street. 	<p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p> <p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

35	Online Consultation (Oxford)	<p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street as this would be fantastic for cyclists going east-west (or vice versa). Perhaps consider a cycleway to keep pedestrians and cyclists separate and reduce the chance of collisions. Enough cycle parking near the Westgate also important. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
36	Online Consultation (Oxford)	<p>No objection to the proposals however expressed neither support or object to;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendments to the New Road disabled bay. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
37	Online Consultation (Abingdon)	<p>Objects to the following:</p> <ul style="list-style-type: none"> ▪ Prohibition of buses from Queen Street as they use the X3/X13 service from St. Aldates to Abingdon. It is a nuisance having to go the Police Station to catch the X3 due to the current Queen Street closure. I do NOT want this to become permanent. 	Noted. Officers do not recommend this element of the scheme is approved at this stage

		<p>Abingdon residents, of which there are many using these services, deserve a full service from St. Aldates.</p> <ul style="list-style-type: none"> ▪ Permitting 24/7 cycling as Queen Street as it was before the current closure was a SHAMBLES. With no demarcation between pedestrians and traffic, and cyclists there was complete confusion with people walking slowly in front of buses as if deliberately to delay them. I have witnessed many near-misses. Plans do NOT meet pedestrian safety requirements. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>
38	Online Consultation (Cowley)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street but would welcome more cycle parking, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

39	Online Consultation (Kirtlington)	<p>No objection to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
40	Online Consultation (Oxford)	<p>No objection but had the following comments:</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Revisions to taxi arrangements on Queen Street as proposed, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>
41	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. ▪ Permitting of 24/7 cycling on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

		<p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street as Taxis should not be able to use Queen Street. The turning of taxis within Queen Street would be a hazard to pedestrians and cyclists. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. No changes to this junction are necessary. 	<p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
42	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street as Taxis should not be able to use Queen Street. The turning of taxis within Queen Street would be a hazard to pedestrians and cyclists. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
43	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

		<ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	
44	Online Consultation (Oxford)	<p>Objects to the following:</p> <ul style="list-style-type: none"> ▪ Prohibition of buses from Queen Street as they use the X3/X13 service from St. Aldates to Abingdon. It is a nuisance having to go the Police Station to catch the X3 due to the current Queen Street closure. I do NOT want this to become permanent. Abingdon residents, of which there are many using these services, deserve a full service from St. Aldates. ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Permitting 24/7 cycling as Queen Street. 	Noted. Officers do not recommend this element of the scheme is approved at this stage
45	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, <p>Objects to the following;</p>	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is</p>

		<ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Revisions to taxi arrangements on Queen Street as Taxis should not be able to use Queen Street. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	approved at this stage
46	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Revisions to taxi arrangements on Queen Street as ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
47	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Revisions to taxi arrangements on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p>	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		<ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. 	
48	Online Consultation (Unknown)	Supports all of the proposals.	Response noted.
49	Online Consultation (Cllr Susanna Pressel)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street however worries about access to the buses for older people with lots of shopping, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate but is very worried about air quality and congestion on the street and on the footway, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street. This is a great idea -- at least as an experiment. Can it be done in Cornmarket St too, otherwise there will be a lot of confusion. Can we find a way to ask cyclists to cycle slowly and be considerate? ▪ Revisions to taxi arrangements on Queen Street. It MAY work IF it is only after 9 pm and before 6 am, as proposed and IF the taxi drivers are EXTREMELY careful turning round. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. Most or 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		all of the buses should turn round at the rail station, not at this new roundabout. That would give us a joined-up transport system and the proposed new zebra crossings would be much safer and pleasanter for pedestrians and cyclists.	
50	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street. As a cyclist supports being able to use the street at all times of day. Suggests signs stating that cyclists should cycle slowly and stay to the left and that all users should share the space equally and pedestrians should keep a look out for cyclists. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street as Taxis should not be able to use Queen Street. Taxis should run from near Debenhams and not Carfax as this area is very congested with complex road arrangements for pedestrians and cyclists, and is effectively a pedestrianised area. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
51	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. The new eco buses are very quiet and so pedestrians are easily surprised by them approaching from behind. They also take up a significant space on the road forcing the 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

		<p>pedestrians to either side.</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street as Taxis should not be able to use Queen Street. Taxis turning in the middle of the road would cause problems for cyclists travelling along that route and would get close to a mostly pedestrianised area that is likely to have overspill. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
52	Online Consultation (Marston)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street however worries about access to the buses for older people with lots of shopping, ▪ Amendment to the St Aldates bus gate but is very worried about air quality and congestion on the street and on the footway, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street. This is a great idea -- at least as an experiment. Can it be done in Cornmarket St too, otherwise there will be a lot of confusion. Can we find a way to ask cyclists to cycle slowly and be considerate? ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>
53	Online	<p>Supports the following;</p>	<p>Noted, however officers consider that</p>

	Consultation (Oxford)	<ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Revisions to taxi arrangements on Queen Street as Taxis should not be able to use Queen Street. 	<p>major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
54	Online Consultation (Oxford)	<p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate. St Aldates is already overcrowded with people waiting for buses at peak times, it is difficult to get to existing stops especially for disabled people because of the large numbers of people waiting for buses ▪ Permitting of 24/7 cycling on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. Signalised crossings were removed at the train station area and during busy times it is difficult and dangerous for pedestrians to cross the road. Removing more signalised crossings will make oxford more dangerous for pedestrians 	<p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
55	Online	Supports the following;	Noted, however officers consider that

	Consultation (Headington)	<ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street. It seems excellent - a cycle route in both directions along Queen Street will be very helpful to all. The Council could do so much more to encourage cycling and make it safer in Oxford, where cars appear to rule throughout. ▪ .Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. Taxis already seem to take enormous liberties with the safety of pedestrians and cyclists in Oxford whom they do not respect. 	<p>major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
56	Online Consultation (Littlemore)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. Pedestrianisation should mean pedestrianisation. Cyclists are not pedestrians. Allowing cycling in a 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

		pedestrianised area will lead to conflict and accidents. If cycle provision is to be made then it should be in a demarcated area without pedestrian access. An already acceptable cycling route is available via St Ebbes and Pembroke Street.	
57	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Revisions to taxi arrangements on Queen Street. ▪ .Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. Whilst having nothing against cyclists, and feel that cycling should be encouraged as an alternate mode of transportation, does not feel Queen Street is appropriate as a shared space between cyclists and pedestrians. Simply put, the density of pedestrian traffic is high enough that there is an unacceptable risk of collision with cyclists. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
58	Online Consultation (Cumnor)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street. If this proposal goes ahead, special provision should be 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		<p>made for cyclists travelling west from the High Street onto Queen Street, by providing special cycle lanes and/or stop/go lights - this will effectively be a right turn across the main flow of traffic.</p> <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	
59	Online Consultation (Oxford)	<p>No objections to any of the proposals however offered no view on;</p> <ul style="list-style-type: none"> ▪ Amendments to the New Road disabled bay. 	Response noted.
60	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendments to the New Road disabled bay, ▪ Revisions to taxi arrangements on Queen Street. ▪ .Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
61	Online Consultation	Supports all of the proposals.	Response noted.

	(Oxford)		
62	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
63	Online Consultation (Headington)	<p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, Sending buses around Castle St, Speedwell Street & St Aldates creates a huge extra loop in the time taken to cross the city. It will also add significantly to the buses permanently stationed in St Aldates, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Revisions to taxi arrangements on Queen Street. Have the buses going slowly one way along Queen Street is fine - don't let taxis in to turn around - do we really want Carfax to become a taxi rank? ▪ Replacement of signalised crossings at New Road 	<p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>

		/ Worcester Street with zebra crossings.	
64	Online Consultation (Cowley)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market. This will merely cause a huge back up of traffic, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay. ▪ Revisions to taxi arrangements on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Response noted</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
65	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. This would be good and encourage more cycling and less use of motor vehicles. Please install more cycle parking spaces throughout the city to compensate for the added strain on current parking resources. ▪ Revisions to taxi arrangements on Queen Street. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Amendments to the New Road disabled bay, ▪ Replacement of signalised crossings at New Road 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>

		/ Worcester Street with zebra crossings.	
66	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. Cyclists ignore the 10 to 6 prohibition. Nothing is done to stop them doing it. If dedicated cycle lanes are provided, this might be a solution. 	<p>Response noted</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
67	Online Consultation (Kennington)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendments to the New Road disabled bay. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. This proposal relies on cyclists behaving responsibly towards pedestrians. Unfortunately experience suggests many won't, ▪ Revisions to taxi arrangements on Queen Street. Having taxis enter a pedestrianised shopping area is a very bad idea. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. Crossings do not appear to be on pedestrian desire lines. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>

68	Online Consultation (Benson)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Amendments to the New Road disabled bay. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street. ▪ Revisions to taxi arrangements on Queen Street. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Response noted.</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
69	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. Strongly object, even for a trial 18 month period. ▪ Revisions to taxi arrangements on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
70	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. 	<p>Response noted</p>

		<p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market. This site should not be used - even as a loading bay - during busy times. ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. These streets are too busy for bikes to be permitted. More city centre bike parking should be added to encourage cycling to (but not within) the city centre. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
71	Online Consultation (Abingdon)	<p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. Successive measures have moved bus access further and further away from city centre areas and also concentrated stops in locations like St Aldates. The permanent splitting of bus routes towards Abingdon, Redbridge P&R and beyond is itself highly inconvenient for bus users ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street. These streets are too busy for bikes to be permitted. More city centre bike parking should be added to encourage cycling to (but not within) the city 	<p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>

		centre.	
72	Online Consultation (South Hinksey)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street. The majority of cyclists are considerate to pedestrians and observant of traffic around them, so would not anticipate this causing significant difficulties for pedestrian shoppers in the street. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
73	Online Consultation (Unknown)	<p>Neither supported or objected to any of the proposals but offered the following comments;</p> <p>Responding to this consultation is because of the proposed bus stop changes. Concerns expressed over the removal of certain buses from St Aldates stops H1 - H4 and what is going to happen to Stop H5, and the X3 bus service. Walking distances to the stops will increase. The changes will almost certainly mean that bus timetables will have to change.</p>	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
74	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		<ul style="list-style-type: none"> ▪ Amendments to the New Road disabled bay, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. ▪ Revisions to taxi arrangements on Queen Street. 	Noted. Officers do not recommend this element of the scheme is approved at this stage
75	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, Bus journeys from one side of Oxford to another are already severely fragmented and difficult for the frail and elderly to negotiate. The proposal is likely to drive a lot of people to use taxis rather than the bus service. ▪ Permitting of 24/7 cycling on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
76	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. There needs to be a clear cycle lane and not just "shared space" which has been shown not to work around Frideswide Square. ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		<p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. This is likely to cause a lot of bus traffic jams around the turning circle, with additional pollution and noise. Also bus stops would be further away from other existing retail centres like to Covered Market, reducing their footfall. 	<p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
77	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street. There is currently no simple, safe East-West route for cyclists through the city centre during the day. A simple 24 hr permission would encourage sustainable transport in the city. ▪ Revisions to taxi arrangements on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>
78	Online Consultation (Cowley)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. ▪ Revisions to taxi arrangements on Queen Street. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>

79	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
80	Online Consultation (Headington)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. ▪ Revisions to taxi arrangements on Queen Street. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
81	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at

		<p>the entrance to the Covered Market,</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. This is a vital cycle artery that provides by far the shortest route from the High Street and East Oxford to the train station and West Oxford. Cycle lanes on Queen Street need to be clearly marked for this proposal to succeed. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	this stage
82	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. ▪ Revisions to taxi arrangements on Queen Street. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
83	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Revisions to taxi arrangements on Queen Street. ▪ Replacement of signalised crossings at New Road 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		<p>/ Worcester Street with zebra crossings.</p> <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street. It is only a short dismount and does not need changing. Allowing cycling will cause conflict between ambling shoppers and cyclists 	<p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
84	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, with the caveat that alternative arrangements must be reasonable in terms of accessibility for bus passengers. ▪ Amendment to the St Aldates bus gate, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. Object very strongly to this proposal. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
85	Online Consultation (Botley)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

		<p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	
86	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
87	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Amendments to the New Road disabled bay, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. ▪ Revisions to taxi arrangements on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
88	Online Consultation	<p>Objects to the following;</p>	Noted. Officers do not recommend this element of the scheme is

	(Oxford)	<ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street. ▪ Revisions to taxi arrangements on Queen Street. 	approved at this stage
89	Online Consultation (Wallingford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Response noted.</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
90	Online Consultation (Grove)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. Walk along Queen Street every day on way to work. Buses are not a problem. They are easy to see and hear. They move slowly on the correct side of the road and it is no problem to keep out of their way. But bicycles are lethal. ▪ Permitting of 24/7 cycling on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>

91	Online Consultation (Botley)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. West - East bus travel across Oxford is already very slow, a further diversion through Westgate will make journey times still slower. ▪ Permitting of 24/7 cycling on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
92	Online Consultation (Botley)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Amendments to the New Road disabled bay. More Disabled Persons Parking bays are needed, not less - especially with the new development, ▪ Permitting of 24/7 cycling on Queen Street. ▪ Revisions to taxi arrangements on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>

93	Online Consultation (Abingdon)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Amendments to the New Road disabled bay, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. Abingdon buses are severely reduced. ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay ▪ Permitting of 24/7 cycling on Queen Street. ▪ Revisions to taxi arrangements on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
94	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street. It has always been inconsistent to allow buses but not cyclists in this area. However, a clear bike lane (and speed restriction?) should be designated to address pedestrian concerns. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. It has caused significant congestion on the High St 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>

		<p>due to moving the bus stops out onto a main access route.</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. The behaviour of taxis entering this rank, particularly in combination with the bus traffic on the High St is very dangerous for cyclists looking to remount their bikes at the end of Queen St. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	
95	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street. The County should do all it can to promote sustainable travel. The restrictions on cycling through Queen Street are an anomaly that discourages cycling by making through passage by bike less convenient for the majority of the working day. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Revisions to taxi arrangements on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
96	Online Consultation	Supports the following;	Noted, however officers consider that major changes to the proposals are

	(Oxford)	<ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	required so do not recommend this element of the scheme is approved at this stage
97	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Revisions to taxi arrangements on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
98	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street, <p>Objects to the following;</p>	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		<ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street 	
99	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Revisions to taxi arrangements on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
100	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street. 	Response noted.
101	Online Consultation (Wallingford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street, 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
102	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

103	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Revisions to taxi arrangements on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
104	Online Consultation (Kidlington)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Revisions to taxi arrangements on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>
105	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

		<ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	
106	Online Consultation (Cowley)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street, <p>Objects to the following;</p> <ul style="list-style-type: none"> • Revisions to taxi arrangements on Queen Street 	Response noted.
107	Online Consultation (Old Marston)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street, Queen Street is quite wide enough to allow for cyclists. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
108	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. Like Buses, cyclists need a speedy route for the crossing of the city. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		<p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, 	
109	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
110	Online Consultation (Oxford)	Supports all of the proposals.	Response noted.
111	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Revisions to taxi arrangements on Queen Street. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

112	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. I don't think the buses and pedestrians on Queen Street have mixed well. The buses are frightening, particularly for children. ▪ Permitting of 24/7 cycling on Queen Street. Cyclists aren't always as considerate as they should be to pedestrians, but to my knowledge they don't represent a serious threat of injury or inconvenience in the way that motorised traffic does. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. Black cabs don't tend to be particularly considerate towards pedestrians and cyclists. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
113	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p>	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

114	Online Consultation (Unknown)	<ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. <p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
115	Online Consultation (Headington)	<ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. <p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. But this should not be done in a way that leads to increased bus congestion and yet poorer air quality on St Aldates. ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. <p>Neither supports nor objects to the permitting of 24/7</p>	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>

		cycling but is in favour of a trial period but 18 months is too long. There need to be clear criteria for "success" or "failure" of the trial and there needs to be a clear mechanism for pedestrians to report their feelings and experiences.	
116	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. This is a major route from east to west for cyclists. Cyclists and pedestrians can co-exist well. Broad Street gets so busy that it is effectively both pedestrianised and a cycling route, and it works well. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
117	Online Consultation (Oxford)	Supports all of the proposals.	Response noted.
118	Online Consultation (Headington)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. As a cyclist admits it is a pain to have to get off and walk through the centre. However, I do see 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>

		irresponsible bicycle users who do not get off their cycles and travel through the street at a speed which is not safe. If there was a dedicated lane during this trial period I can see this possibly working.	
119	Online Consultation (Headington)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street. I would favour marked cycle lanes (one in each direction). Otherwise, surface markings (not just signposts) should clearly indicate this is shared space for pedestrians and cyclists. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. Is concerned that taxis turning as far down as the Clarendon Centre frontage (where the road is narrower) may be a hazard to cyclists. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
120	Online Consultation (Horspath)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street, <p>Objects to the following;</p>	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

		<ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	
121	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Revisions to taxi arrangements on Queen Street. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
122	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>
123	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this</p>

		<p>the entrance to the Covered Market,</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. This makes for a far more effective East-West link. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. As can already be seen, this effectively leads to two rows of taxis (one waiting in the bays, one crawling by from Carfax to the turning-point), blocking most of the street. 	<p>element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
124	Online Consultation (Cumnor)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street. It's sensible to have a trial. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>
125	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this</p>

		<ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street. It's sensible to have a trial. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	element of the scheme is approved at this stage
126	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Revisions to taxi arrangements on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
127	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street. Cyclists and pedestrians move around perfectly comfortably together in other places in Oxford (eg new Frideswide Square) and all over continental Europe. <p>Objects to the following;</p>	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is</p>

		<ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Revisions to taxi arrangements on Queen Street. The Carfax corner will be improved by the closing of Queen Street to vehicular traffic: it should remain completely vehicle free in order to remain safe for pedestrians. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	approved at this stage
128	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street. It's sensible to have a trial. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
129	Online Consultation (Bicester)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street. 	Response noted.
130	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		<ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	Noted. Officers do not recommend this element of the scheme is approved at this stage
131	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Amendments to the New Road disabled bay, ▪ Revisions to taxi arrangements on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
132	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. Cycling at all times through this key corridor will make a big contribution to sustainable mobility and help increase cycling levels in the city. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		<p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	
133	Online Consultation (Headington)	Supports all of the proposals.	Response noted.
134	Online Consultation (Abingdon)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
135	Online Consultation (Cumnor Hill)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street. There should be clear demarcation on the road of the cycle path(s) versus the pedestrian path(s). ▪ Revisions to taxi arrangements on Queen Street, 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

136	Online Consultation (Oxford)	<p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market. The bus stop outside our store has severely affected our trade. The bus stop creates a group of people waiting here that stops ease of access in and out of the shop. 	Noted. Officers do not recommend this element of the scheme is approved at this stage
137	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street. The center of the city should be more cyclists friendly with signs on the street to help everyone to be aware of the need to share the streets. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
138	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street. It is outrageous that Queen St was ever closed to cyclists. It is the obvious east-west route, and the evidence is that there are very rarely collisions 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		<p>between bikes and people on foot, not least because it usually hurts the person on the bike.</p> <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Revisions to taxi arrangements on Queen Street. Taxis are over-privileged already. No need to make things easier for taxi drivers. The manoeuvre being considered will endanger people on foot and on bicycles. 	<p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
139	Online Consultation (Old Marston)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>
140	Online Consultation (Headington)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Revisions to taxi arrangements on Queen Street, <p>Objects to the following;</p>	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

		<ul style="list-style-type: none"> ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	
141	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
142	Online Consultation (Kidlington)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>
143	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. Only support if flow modelling suggests that bus traffic can be prioritised through St Aldates and High St., and this would not lead to exclusion of 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

		<p>cycling as well.</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. This is a primary route for cyclists moving between east and west oxford. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. The Street is not sufficiently wide to allow this while facilitating cycling along the Street. Taxis already stop in an unsafe manner which blocks the road at the top of Queen St / across Cornmarket. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
144	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>
145	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. We do need to encourage the use of cycles whenever and wherever possible, provided the cyclists respect the pedestrians! 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

146	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. 	Response noted.
147	Online Consultation (Wallingford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. The proposals to make a turning area at Worcester street is a potential problem. ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. It will create confusion with cyclists that they can cycle in the pedestrian Queen Street but not in the pedestrian Cornmarket. Cyclists have less regard for walking people, ringing their bells to make way for them to illegally cycle. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
148	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

149	Online Consultation (Littlemore)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. ▪ <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Amendments to the New Road disabled bay, ▪ Revisions to taxi arrangements on Queen Street, 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
150	Online Consultation (Wolvercote)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Revisions to taxi arrangements on Queen Street, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
151	Online Consultation	Supports the following;	Response noted.

	(Oxford)	<ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. 	
152	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. ▪ <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street, 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
153	Online Consultation (Summertown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street. I think running a trial is the right approach and should be very reassuring to anxious pedestrians that their experience will be taken into account. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p>	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		<ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street, 	
154	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
155	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Amendments to the New Road disabled bay, ▪ Revisions to taxi arrangements on Queen Street 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>

156	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. Cyclists are nothing like cars - they are much less dangerous. Cyclists are mindful and careful and can easily share space with pedestrians. This will encourage more people to cycle which will improve air quality in the long term. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
157	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street, <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	Response noted.
158	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street, 	Response noted.
159	Online Consultation (Headington)	Supports all of the proposals.	Response noted.

160	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Amendments to the New Road disabled bay, ▪ Revisions to taxi arrangements on Queen Street, ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
161	Online Consultation (Botley)	<p>Supports the following;</p> <ul style="list-style-type: none"> • Permitting of 24/7 cycling on Queen Street. The council should be encouraging sustainable transport with cycling wherever possible. For buses to be safe there too it would need separate cycle lanes and priority given to cyclists. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>
162	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street. 	<p>Response noted.</p>

163	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. ▪ Revisions to taxi arrangements on Queen Street ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendments to the New Road disabled bay. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
164	Online Consultation (Headington)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>
165	Online Consultation (Iffley)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. ▪ Revisions to taxi arrangements on Queen Street ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

		<p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. 	
166	Online Consultation (Cowley)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
167	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. 	Response noted.
168	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. Less vehicles means less fumes, accidents, noise, etc. Oxford will be safer, cleaner and much more pleasant if we remove cars, taxis, vans and buses. ▪ Permitting of 24/7 cycling on Queen Street. Similar 'shared' spaces for walkers and bikers work very well in Europe. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		<p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. Queen Street should be like Cornmarket - free of all powered vehicles. 	<p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
169	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. I think this will make it a more pleasant experience for shoppers. ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street. Currently it is difficult for cyclists to cross the city centre and this would make access for cyclists to all areas of the city much more pleasant and easy. ▪ Revisions to taxi arrangements on Queen Street. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>
170	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>
171	Online	<p>Supports the following;</p>	<p>Noted, however officers consider that</p>

	<p>Consultation (Consultant on behalf of Christchurch College)</p>	<ul style="list-style-type: none"> • Permitting of 24/7 cycling on Queen Street. The development of Student accommodation on the corner of St Aldates and Queen Street will generate the requirement for 24 hour access of cycles on Queen Street. <p>Objects to the following;</p> <ul style="list-style-type: none"> • Permanent prohibition of buses from Queen Street. The proposal to prohibit buses from Queen Street has a knock on effect of bus flows on St Aldates. In the context of a bus-jammed and often dangerous road, any increase of traffic on St Aldates, however small, is difficult to contemplate and therefore the proposal is rejected. ▪ Amendment to the St Aldates bus gate, ▪ Revisions to taxi arrangements on Queen Street. 	<p>major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
172	<p>Online Consultation (Oxford)</p>	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street. This is a perfect place for cyclists and pedestrians to share and with the absence of buses - to the advantage of both ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p>	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

		<ul style="list-style-type: none"> • Revisions to taxi arrangements on Queen Street. 	
173	Online Consultation (Headington)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. ▪ Permitting of 24/7 cycling on Queen Street. 	Response noted.
174	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Amendment to the St Aldates bus gate. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
175	Online Consultation (Headington)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
176	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> • Permanent prohibition of buses from Queen Street. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this

		<ul style="list-style-type: none"> • Provision of new bus stop on High Street outside the entrance to the Covered Market, • Permitting of 24/7 cycling on Queen Street. At the moment east/west travel through Oxford city centre is difficult for cyclists. This would make a real difference to my daily cycling. <p>Objects to the following;</p> <ul style="list-style-type: none"> • Revisions to taxi arrangements on Queen Street. • Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
177	Online Consultation (Headington)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> • Revisions to taxi arrangements on Queen Street 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>
178	Online Consultation (Marston)	<p>Supports the following;</p> <ul style="list-style-type: none"> • Permanent prohibition of buses from Queen Street. more buses can go along St Aldates and Oxpens making the city centre a complete pedestrian zone ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate, 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

		<ul style="list-style-type: none"> ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> • Amendments to the New Road disabled bay. Disabled drivers do need to park somewhere and with the increased footfall in the new Westgate there will be more, not fewer disabled visitors. • Permitting of 24/7 cycling on Queen Street. Although a cyclist myself, is not comfortable with the behaviour of cyclists among pedestrians. Would prefer to see all cycles being pushed through the city centre, which makes the pedestrian zone a safer place for pedestrians. • Revisions to taxi arrangements on Queen Street. NO! no buses and no taxis! Make this a pedestrian zone! Taxis can pick up on St Aldates, George Street, New Inn Hall Street, St Ebbes, the roads leading off St Aldates and by Gloucester Green. 	<p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
179	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> • Permanent prohibition of buses from Queen Street. • Provision of new bus stop on High Street outside the entrance to the Covered Market, • Amendment to the St Aldates bus gate, • Permitting of 24/7 cycling on Queen Street. <p>Objects to the following;</p> <ul style="list-style-type: none"> • Revisions to taxi arrangements on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>

		<ul style="list-style-type: none"> Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	
180	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> Permitting of 24/7 cycling on Queen Street. Would like signage that indicates that the road is a shared space and that cyclists must be courteous to pedestrians. Shared cycling and pedestrian spaces seem to work well in other place (I've cycled quite a bit in other European countries). Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> Revisions to taxi arrangements on Queen Street. There are too many taxis in Oxford. A bus takes up 3 times as much space for about 20 times the number of passengers. Similarly a bike takes up so much less space, pollution etc than taxis. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
181	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> Permanent prohibition of buses from Queen Street, Permitting of 24/7 cycling on Queen Street. This is an excellent proposal. There is currently no direct cycle route across the city in this direction. This proposal will encourage people to cycle to get from A to B in the city and may reduce the amount of people using cars. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

182	Online Consultation (Oxford)	<p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street Objects to the proposal to permanently prohibit buses from using Queen Street as it will make the bus services - especially to South Oxfordshire - more unreliable due the difficulty of turning buses that must pass twice along the long, tortuous route around the Westgate. ▪ Amendment to the St Aldates bus gate, ▪ Permitting of 24/7 cycling on Queen Street. If cycling is banned from Cornmarket during daytime, why start allowing it in Queen Street? They can get off and walk their cycles... 	Noted. Officers do not recommend this element of the scheme is approved at this stage
183	Online Consultation (Marston)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. ▪ Permitting of 24/7 cycling on Queen Street. Cycling from the high St to the station during daytime currently requires a huge, confusing and sometimes dangerous detour. A queen St route would solve all this and further promote the only sustainable transport option in Oxford. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
184	Online Consultation (Cholsey)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Amendments to the New Road disabled bay, ▪ Permitting of 24/7 cycling on Queen Street. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		<p>Cyclists should not be limited from using this essential part of navigating across Oxford.</p> <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Revisions to taxi arrangements on Queen Street. 	
185	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. 	Response noted.
186	Online Consultation (Chipping Norton)	<p>Supports the following;</p> <ul style="list-style-type: none"> • Permanent prohibition of buses from Queen Street. • Provision of new bus stop on High Street outside the entrance to the Covered Market, • Amendment to the St Aldates bus gate, • Permitting of 24/7 cycling on Queen Street. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
187	Online Consultation (Wallingford)	<p>Supports the following;</p> <ul style="list-style-type: none"> • Amendment to the St Aldates bus gate, • Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p>	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend</p>

		<ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. Buses which previously accessed St Aldates at the north end from the Carfax junction would have to take tortuous detours if they were unable to use Queen Street. This will increase journey times on public transport and add further traffic congestion to Oxford's overcrowded streets. • Revisions to taxi arrangements on Queen Street. 	this element of the scheme is approved at this stage
188	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> • Permanent prohibition of buses from Queen Street. • Provision of new bus stop on High Street outside the entrance to the Covered Market, • Amendment to the St Aldates bus gate, • Permitting of 24/7 cycling on Queen Street. • Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> • Revisions to taxi arrangements on Queen Street. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
189	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> • Revisions to taxi arrangements on Queen Street. • Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p>	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is</p>

		<ul style="list-style-type: none"> • Permanent prohibition of buses from Queen Street. Prohibiting buses from using Queen Street means that buses leaving from St Aldates are over-crowded. The creation of a bus turning circle at Worcester st will cause more roadworks and misery for little gain. • Amendment to the St Aldates bus gate, • Permitting of 24/7 cycling on Queen Street. 	approved at this stage
190	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> • Permanent prohibition of buses from Queen Street. • Provision of new bus stop on High Street outside the entrance to the Covered Market, • Amendment to the St Aldates bus gate, • Permitting of 24/7 cycling on Queen Street. • Revisions to taxi arrangements on Queen Street. • Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
191	Online Consultation (Abingdon)	<p>Supports the following;</p> <ul style="list-style-type: none"> • Permanent prohibition of buses from Queen Street. The buses add noise and air pollution to street that could otherwise be more pleasant like Cornmarket Street. • Permitting of 24/7 cycling on Queen Street. Queen St is an important E-W link for cycling, and support the Council's strategy to encourage more cycling. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
192	Online	Supports the following;	Noted, however officers consider that

	Consultation (Unknown)	<ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street. Cyclists should not be limited from using this essential part of navigating across Oxford. <p>Objects to the following;</p> <ul style="list-style-type: none"> • Revisions to taxi arrangements on Queen Street. • Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	<p>major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
193	Online Consultation (Cowley)	<p>Supports the following;</p> <ul style="list-style-type: none"> • Provision of new bus stop on High Street outside the entrance to the Covered Market, • Amendment to the St Aldates bus gate. St. Aldate's can become jammed up St. Aldate's and down The High in both directions because of bus volumes and the stopping of ALL buses could cause this to be a regular occurrence. • Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> • Permanent prohibition of buses from Queen Street. • Amendments to the New Road disabled bay. • Permitting of 24/7 cycling on Queen Street. Cyclists already ignore the current restrictions and 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>

		<p>pedestrians are constantly dodging these which are, in most cases, ridden at speed. Not anti-cycling but think too much money and consideration is given to cyclists over the safety of pedestrians in Oxford.</p> <ul style="list-style-type: none"> • Revisions to taxi arrangements on Queen Street. If Queen Street is pedestrianised, then it must be fully pedestrianised for safety during shopping hours. Oxford has a lot of tourists who would be unaware of local legislation on this street. 	
194	Online Consultation (Kennington)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Permitting of 24/7 cycling on Queen Street. ▪ Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
195	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street. <p>Objects to the following;</p> <ul style="list-style-type: none"> • Amendment to the St Aldates bus gate. • Amendments to the New Road disabled bay, • Revisions to taxi arrangements on Queen Street. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>

196	Online Consultation (Wallingford)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street, ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Amendment to the St Aldates bus gate. ▪ Permitting of 24/7 cycling on Queen Street. <p>Objects to the following;</p> <ul style="list-style-type: none"> • Revisions to taxi arrangements on Queen Street. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
197	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> • Permanent prohibition of buses from Queen Street. The removal of buses will create a much more pleasant environment. I welcome the proposal for an experimental 24/7 access to Queen Street by cyclists. ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street. Strongly supports this. There are many good examples of successful sharing of space, notably in our sister city of Cambridge. The current street design would be appropriate for sharing and any markings to delineate a cycle route would be inappropriate as it would give a mandate to cyclists to speed along in their allocated space. Creating a sense of sharing and respect of each other is essential. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		<p>Objects to the following;</p> <ul style="list-style-type: none"> • Revisions to taxi arrangements on Queen Street. 	
198	Online Consultation (Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> • Permanent prohibition of buses from Queen Street. • Provision of new bus stop on High Street outside the entrance to the Covered Market, • Amendment to the St Aldates bus gate, • Amendments to the New Road disabled bay, • Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> ▪ Permitting of 24/7 cycling on Queen Street. As a pedestrian who works in the centre of Oxford, strongly object to any further concessions to cyclists. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
199	Online Consultation (Bus Users Oxford)	<p>Supports the following;</p> <ul style="list-style-type: none"> • Provision of new bus stop on High Street outside the entrance to the Covered Market. The proposed relocation would be better, as long as the reduced unloading bay is enough for the needs of the Covered Market. • Amendment to the St Aldates bus gate. <p>Objects to the following;</p>	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage

		<ul style="list-style-type: none"> • Permanent prohibition of buses from Queen Street. The County Council fails to offer any credible reason to exclude buses from Queen Street. Queen Street has a very low rate of accidents between vehicles and pedestrians, which proves that buses and pedestrians coexist in the street with no safety problem whatsoever. For able-bodied bus passengers, banning buses from Queen Street increases the disincentives to bus travel. For disabled bus passengers, however, it will be an absolute obstacle to making some journeys by bus. • Amendments to the New Road disabled bay. If buses were allowed to continue using Queen Street, the disabled parking bay could remain at its present size. • Permitting of 24/7 cycling on Queen Street. Illegal cyclists are intimidatory and a perceived hazard in both Queen Street and Cornmarket. • Revisions to taxi arrangements on Queen Street. • Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. Disabled people need signal-controlled crossings. 	Noted. Officers do not recommend this element of the scheme is approved at this stage
200	Online Consultation (Oxford)	Supports all of the proposals.	Response noted.
201	Online Consultation	Supports the following;	Noted, however officers consider that major changes to the proposals are

	(Marston)	<ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. A main shopping street should not have motor vehicles. ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street. Of course, street is wide enough, why would anyone oppose that. <p>Objects to the following;</p> <ul style="list-style-type: none"> • Revisions to taxi arrangements on Queen Street. 	required so do not recommend this element of the scheme is approved at this stage
202	Online Consultation (Thame)	<p>Supports the following;</p> <ul style="list-style-type: none"> ▪ Permanent prohibition of buses from Queen Street. ▪ Provision of new bus stop on High Street outside the entrance to the Covered Market, ▪ Permitting of 24/7 cycling on Queen Street. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
203	Online Consultation (Abingdon)	<p>Supports the following;</p> <ul style="list-style-type: none"> • Permanent prohibition of buses from Queen Street. • Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. If this proposal for the junction is considered safe and practical by the bus drivers then I would support it. 	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
204	Online Consultation	Supports the following;	Noted, however officers consider that major changes to the proposals are

	(Headington)	<ul style="list-style-type: none"> • Provision of new bus stop on High Street outside the entrance to the Covered Market, • Amendment to the St Aldates bus gate, • Permitting of 24/7 cycling on Queen Street. Would give a decent east-west through route for cyclists. The suggestion of designated cycle lane markings is not necessary. • Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. <p>Objects to the following;</p> <ul style="list-style-type: none"> • Permanent prohibition of buses from Queen Street. Although not opposed in principle to Queen Street being free of buses, the situation in St Aldate's during the past few years even before the recent diversion of buses from Queen Street because of the Westgate works has become appalling. • Revisions to taxi arrangements on Queen Street. Taxis/Private Hire vehicles turning at Carfax are a real problem. This would only make things worse. 	<p>required so do not recommend this element of the scheme is approved at this stage</p> <p>Noted. Officers do not recommend this element of the scheme is approved at this stage</p>
205	Online Consultation (Unknown)	<p>Supports the following;</p> <ul style="list-style-type: none"> • Permanent prohibition of buses from Queen Street. Fantastic. More space for active modes (pedestrians and cyclists), no pollution. • Provision of new bus stop on High Street outside the entrance to the Covered Market, • Amendments to the New Road disabled bay. Closer is better, still plenty of space for a few cars there. 	<p>Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage</p>

		<ul style="list-style-type: none"> • Permitting of 24/7 cycling on Queen Street. That would be fantastic and connect west and east Oxford fully for active modes without adding any pollution. • Revisions to taxi arrangements on Queen Street • Replacement of signalised crossings at New Road / Worcester Street with zebra crossings. Please make the zebra crossings closer to the roundabout. 	
206	Written response (Cllr John Tanner)	Very much supports the removal of buses from Queen Street however does not support the proposal to permit cyclists during the day, even on an initial experimental / trial basis. With the opening of the new Westgate even more pedestrians will use Queen Street. For children, the elderly and many of those with a disability, walking and cycling don't mix well. If cycling during the day is allowed in Queen Street it will be even more difficult to enforce the daytime cycling ban in Cornmarket.	Noted, however officers consider that major changes to the proposals are required so do not recommend this element of the scheme is approved at this stage
207	Written response (Cllr Louise Upton)	Supports the proposal of the experiment / trial to permit cycling through Queen Street 24/7 both directions.	Response noted.
208	Written response (Cllr Gill Sanders)	Concerns over allowing cycling through Queen Street due to potential for conflicts between cyclists and elderly / young pedestrians.	Response noted
209	Written response (Cllr Christine Simm)	Concerns over allowing cycling through Queen Street due to potential for conflicts between cyclists and elderly / young pedestrians.	Response noted

210	Written response (Cllr Susanna Pressel)	Supports the proposal to allow cycling in Queen Street and would welcome its trial.	Response noted.
211	Written response (Cllr Mary Clarkson)	Given the need to promote more sustainable transport and improve safe cross- city routes for cycling, would welcome the proposed trial.	Response noted.
212	Written response (Cllr Daniel Iley - Williamson)	No strong view but agrees a trial of allowing cycling would be worth undertaking.	Response noted.
213	Written response (Cllr Michelle Paule)	Supports the trial but suggests more demarcation between cycle sections and pedestrian sections is required.	Response noted

CABINET – 20 DECEMBER 2016

2016/17 FINANCIAL MONITORING & BUSINESS STRATEGY DELIVERY REPORT

Report by the Chief Finance Officer

Introduction

1. This is the third financial monitoring report for 2016/17 and focuses on the delivery of the Directorate Business Strategies that were agreed as part of the Service and Resource Planning Process for 2016/17 – 2019/20. Parts 1 and 2 include projections for revenue, reserves and balances as at the end of October 2016. Capital Programme monitoring is included at Part 3.

Summary Position

2. The forecast directorate variation at this stage in the year is an anticipated overspend of +£5.6m or +1.4% against a net budget of £411.7m as shown in the table below. However, as in previous years, overspends are expected to be reduced by management action or the use of one – off funding during the year. If further cost reductions are not made the remaining overspend will need to be met from general balances. The last report to Cabinet in October 2016 set out an anticipated overspend of +£5.8m.

Directorate	Latest Budget 2016/17 £m	Forecast Outturn 2016/17 £m	Forecast Outturn Variance 2016/17 £m	Forecast Outturn Variance 2016/17 %
Children, Education & Families (CE&F)	106.6	113.0	+6.4	+6.0%
Social & Community Services (S&CS)	212.5	211.8	-0.7	-0.3%
Environment & Economy (E&E)	70.9	70.2	-0.7	-1.0%
Corporate Services (CS)	21.7	22.3	+0.6	+3.0%
Public Health (*)	0.0	0.0	0.0	0.0%
Total	411.7	417.3	+5.6	+1.4%

Public Health (*)				
Expenditure	32.1	31.9	-0.2	-0.7%
Grant and Other Income & Transfer to Reserves	-32.1	-31.9	+0.2	+0.7%
Total ¹	0.0	0.0	0.0	0.0%

3. The following annexes are attached:

- Annex 1 Original and Latest Estimates for 2016/17
- Annex 2 2016/17 Virements & Supplementary Estimates
- Annex 3 Treasury Management Lending List
- Annex 4 Forecast Earmarked Reserves

¹ In 2016/17 Public Health is funded by a ring-fenced grant of £32.1m from the Department of Health.

Annex 5	Forecast General Balances
Annex 6	Government Grants 2016/17
Annex 7	Capital Programme Monitoring
Annex 8	Updated Capital Programme

- 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 (CE&F)

- The directorate is forecasting an overspend of +£6.4m, which represents a variation of +6.0% against budget.

CEF1 Education and Learning

- The Education & Learning service is forecasting to overspend by +£1.2m.
- Home to School Transport is reporting a forecast overspend of +£1.4m. The overspend is mainly due to Special Educational Needs (+£1.3m). As previously reported, the cost of transporting SEN students is increasing for a number of reasons including a rise in the number of children with SEN and an increase in the number of children who need a passenger assistant.
- The overspends set out above are partly offset by forecast underspends on School Organisation and Planning (-£0.2m) due to savings on Academy Conversion Costs.

CEF2 Children's Social Care

- Children's Social Care is forecast to overspend by +£4.3m. This position is after a £1m transfer from CEF reserves.
- The growth in the number of children requiring services from Children's Social Care has increased workloads across most services. The majority of the overspend in Management and Central Costs (+£0.7m) is the result of significant growth in the legal costs relating to Children's Social Care.
- Referral and Assessment and Family Support teams are forecasting an overspend of +£1.3m due to increasing agency staff and a planned increase in establishment for the move to the new Integrated Children's Service.
- The Early Intervention Service (including Hubs, Children's Centres, Youth and Engagement and Thriving Families) is forecast to underspend by -£1.7m. This is due to the current remodelling of the service.
- Looked After Children and Leaving Care are forecasting an overspend of +£0.8m based on current client numbers. There is a risk demand will increase over the remainder of the year and careful monitoring will continue to identify any further growth in the forecast.

14. An overspend of +£3.2m is forecast on the Placements budget. The overspend is partly caused by the completion of the new Children's Homes being behind schedule thereby delaying the savings which will arise from reducing the number of external placements.
15. The forecast does not include +£0.4m which it is estimated could arise from new placements during the rest of the year.
16. There were 48 clients in mainstream residential placements at the end of October 2016, compared to 45 at the end of September 2016. There were 103 clients in independent foster agency placements at the end of October 2016, a decrease of nine since the end of September 2016.
17. The Asylum service is reporting a forecast overspend of +£1.1m. This is due to the significant shortfall between the cost of each client and the grant received from the Home Office.

CEF3 Children's Social Care Countywide Services

18. Children's Social Care Countywide is forecast to overspend by +£0.7m.
19. Corporate Parenting is forecasting an overspend of +£0.4m. The forecast is based on current clients. There is a risk demand will increase over the remainder of the year and careful monitoring will continue to identify any further growth in the forecast.
20. Safeguarding is forecasting a overspend of +£0.1m and Youth Offending Service is forecasting an overspend of +£0.2m.

Dedicated Schools Grant (DSG)

21. Services funded from DSG are forecast to be on budget. However, the Special Educational Needs (SEN) service has a potential overspend of up to +£1.8m relating predominantly to significant increases in the number of out of county placements. A range of actions are being taken to minimise costs in the service including: reviews of the SEN and Early Years SEN services; local authority support for new special free school applications; and through the capital programme, additional classrooms in special schools and new resource base provision. The pressures in High Needs DSG are expected to continue and increase in future years. Schools Forum has agreed that DSG balances can be used to offset part of the forecast overspend of £1.8m. The remaining overspend will be carried forward with a recommendation that a full review of High Needs provision is undertaken.
22. The expected National Schools Funding Formula is likely to ring-fence the various DSG funding blocks making it increasingly difficult to manage such overspends within DSG going forward.

Social & Community Services (S&CS)

23. The directorate is forecasting an underspend of -£0.7m which relates Community Safety and Fire & Rescue. Adult Social Care is forecasting a breakeven position after assuming the use of some of the Pooled Budgets reserves and the Adult Social Care Precept, to manage pressures. The position after the use of this funding is shown in the table below:

Adult Social Care & Joint Commissioning	Forecast Outturn Variance 2016/17 £m
Older People & Equipment Pool	+0.1
Physical Disabilities Pool	+0.1
Learning Disabilities Pool	- 0.3
Other (ASC non pool, Joint Commissioning)	+0.1
Total Adult Social Care	0.0

S&CS1 Adult Social Care

24. Adult Social Care includes the Council's element of the joint Council and Oxfordshire Clinical Commissioning Group (OCCG) variation on the Older People and Equipment Pooled budget along with the risk based shares of the variations on the Learning Disabilities, Physical Disabilities and Mental Health Pooled Budgets. The Section 75 agreement covering the Pooled Budget arrangements and risk shares for 2016/17 has now been signed by OCCG and the Council.

Older People and Equipment Pool

25. The County Council element of the Older People and Equipment Pool is forecast to overspend by +£0.1m. This is after the permanent contribution of +£3.0m from the Adult Social Care precept agreed by Cabinet in September 2016 following the completion of the National Living Wage consultation.
26. There is continuing pressure within the pool relating to care home placements where the forecast outturn is an overspend of +£0.9m after the use of funding from the Adult Social Care Precept. The average number of new placements is 13.9 per week, above the budgeted level of 10 per week. This is offset by forecast underspends elsewhere within the pool.
27. The 2% Adult Social Care Precept agreed by Council in February 2016 has resulted in a budget of £5.9m to fund pressures within Adult Social Care including the National Living Wage. To date, £4.6m has been allocated to the Pool Budgets to fund: the outcome of the Care Home Fee Consultation, Home Support Price Review and new Help to Live at Home contracts; supporting the previously reported pressures on care home placements; and funding the cost of additional payments to home support providers.
28. The balance of £1.3m is being held as a contingency to support specific in year pressures in Adult Social Care. At this stage £0.5m is assumed to be required to support identified pressures but this will be updated as the use of the contingency is agreed to manage pressures arising through the rest of the year.

Physical Disabilities Pool

29. The Physical Disabilities Pool is forecast to overspend by +£0.1m. This is after transferring £0.5m from Physical Disabilities Pooled Budget reserve. The underlying forecast reflects additional demand for home support.

Learning Disabilities Pool

30. The Learning Disabilities Pool is forecast to underspend by -£0.3m.

Adult Social Care: Non – Pool Services

31. There is a forecast overspend of +£0.1m for services outside of the Pools. This includes a forecast overspend of +£0.4m on the Emergency Duty Team and a consultation is underway to redesign this service. The overspend on the Mental Health Pooled budget contribution is estimated at +£0.5m. This reflects an anticipated overspend on service users who do not fall within the Outcomes Based Contract but are eligible for Social Care (and are appropriately care managed by the Community Mental Health Teams). Joint Commissioning is forecasting an overspend of +£0.3m. Based on the forecast at the end of October, unallocated funding of £0.7m along with £0.5m of the ASC Precept funding will be required to offset the pressures in the Non - Pool Services, Pooled Budgets and in Joint Commissioning.

SCS3 Community Safety, Fire & Rescue and Emergency Planning

32. There is a forecast underspend of -£0.7m, for Community Safety, Fire & Rescue and Emergency Planning. This includes an underspend of -£0.5m relating to vacancies for whole time firefighters and a forecast underspend on fuel costs. There is also a -£0.2m underspend forecast for Gypsy and Traveller sites.

Environment & Economy (E&E)

33. The directorate is forecasting an overspend of -£0.7m which represents -1.0% against budget.

EE1 Strategy & Infrastructure and EE2 Commercial Services

34. There is a small forecast underspend of -£0.1m in Strategy & Infrastructure. Commercial Services are reporting a forecast underspend of -£0.6m. The position has improved since the last Cabinet report in October mainly through the use of an unallocated Highways Maintenance Delivery budget to offset overspends in defective repairs and emerging pressures on the Highways contract management and supervision fees.

Corporate Services

35. The directorate is forecasting an overspend of +£0.6m which represents +3.0% against budget.
36. Transformation is forecasting to overspend by +£1.0m in ICT. This is due to rationalisation savings not being fully realised and continuing pressure from the cost of the data centre. The Transformation overspend is partly offset by smaller underspends in other areas.
37. Legal services are forecasting a breakeven position. However, there is increased counsel spend as a direct result of a significant number of childcare proceedings coming to Legal Services. This has created a pressure of £0.3m which Cabinet agreed to meet from council balances (at its previous meeting on 18 October 2016).

Public Health

38. Public Health is forecasting an underspend of -£0.2m. In accordance with accounting requirements, any underspend at the end of the year will be placed in the grants and contributions reserve and will be used to meet Public Health expenditure in future years.

Virements

39. There are no Virements larger than £0.5m or that relate to un-ringfenced grants that require Cabinet approval under the Virement Rules agreed by Council on 16 February 2016.
40. Annex 2d shows virements Cabinet need to note.
41. Oxfordshire Schools Inclusion Team (OXSiT) offer support to Primary and Secondary Schools across Oxfordshire and beyond. Cabinet is recommended to approve the creation of a traded service reserve for OXSiT to manage demand across financial years.

Government Grants

42. As set out in Annex 6, ring-fenced grants totalling £303.6m are included in Directorate budgets and will be used for the specified purpose. Any grants unspent at year end will be held in the Grants & Contributions Reserve for use in 2017/18, or returned to the funding body.
43. At the time of setting the 2016/17 budget in February 2016 several un-ringfenced grant notifications still had not been received. Annex 6 also sets out the latest un-ringfenced grant allocations.

Business Strategy Savings

44. The forecasts shown in this report incorporate Business Strategy savings that were agreed by Council in February 2016 and previous years. At this stage, 87% of the planned savings are expected to be delivered.
45. £4.0m of the £5.7m Children Education & Families savings for 2016/17 are expected to be achieved. The saving on Home to School Transport is anticipated to be achieved through route efficiency, demand management and changes to transport arrangements. In addition the service is forecasting an overspend which is the result of increased demand, need and price. This is being considered through the 2017/18 Service and Resource Planning process.
46. Adult Social Care savings total £10.5m. It is expected that there will be slippage of around £2.2m on the delivery of savings, primarily within the Older People's Pool. This relates to the implementation of a panel, and associated review team within the new Responsible Localities structure that went live on 1 October 2016, to agree packages of care within the Older People's Pooled budget. The directorate is forecasting a breakeven position so this is being managed in year.
47. £4.9m of the £5.6m savings in Environment & Economy are expected to be achieved. Due to interim contract arrangements being needed and the

time lag associated with realising the benefits of the LED replacement programme, the £0.4m energy saving in Street Lighting will not be achieved. The £0.2m saving from in-year mothballing of Speedwell House will not be realised. However, this is mitigated through the early release of the lease at Unipart. Increases in forecast income for parking charges of £0.1m are also at risk of being achieved.

48. In Corporate Services, it is unlikely that the ICT rationalisation savings of £0.4m will be realised due to a delay in vacating premises and £0.2m for the self-funding Customer Service Centre model is also at risk.
49. Savings of £1.25m are built into Public Health for 2016/17. The savings were agreed by Council in February 2014 contingent on the expectation that the ring-fenced grant would cease from 2016/17. The retention of the ring fence has been confirmed, and this means that these savings cannot be delivered on an ongoing basis against the Public Health budget. Funding of up to £0.5m from the public health reserve is expected to contribute to the saving of £1.25m in 2016/17 on a one off basis.
50. Progress against delivery of savings is monitored on a regular basis by the Delivery Board and action taken where savings are not expected to be achieved. Any on-going pressures are being considered as part of the 2017/18 Service & Resource Planning process.

Bad Debt & Loan Write Offs

51. There were 24 general write - offs to the end of October 2016 and these totalled £3,104. In addition Adult Social Care has written off 65 Client contribution debts totalling £83,557.
52. A debt of £12,956 relates to contributions for care fees following a service user's move into a permanent care home placement. Since there is now assessed to be little likelihood of recovering this, Cabinet is recommended to write it off.
53. The Council's Chief Legal Officer has the authority to settle any legal proceedings or disputes where it is necessary to protect the Council's interests. In 2015, an overpayment was made to a provider due to an incorrectly terminated contract. Following negotiations between the two parties it was assessed that if the matter was bought to court, then the Council was not likely to have been successful and may have been required to meet the legal costs of the provider. While the majority of the resulting overpayment has been recovered, £65,000 was therefore agreed to be written off as part of the settlement. Procedures have been reviewed to ensure this will not be replicated in the future. It is recommended that Cabinet note that the debt has been settled to protect the Council's interest.

Treasury Management

54. The latest treasury management approved lending list (as at 31 October 2016) is shown in Annex 3.

55. The following table displays average in-house cash balances and average rates of return for September and October 2016. Interest receivable for 2016/17 is currently forecast to be in line with the budgeted figure of £3.2m. The reduction in interest rates is being offset by a higher than forecast average cash balance. Interest payable is currently forecast to be in line with the budgeted figure of £17.6m.

Month	Average cash balance	Average rate of return
September	£336.0m	0.75%
October	£328.8m	0.73%

Part 2 – Balance Sheet

56. Annex 4 sets out earmarked reserves brought forward from 2015/16 and the forecast position as at 31 March 2017. These reserves are held for specified one – off projects, contractual commitments and to support the Medium Term Financial Plan. Directorate reserves are expected to reduce from £52.9m to £41.2m at 31 March 2017.
57. Other Reserves, which include Insurance, Capital and Cash flow reserves, are forecast to total £45.4m at 31 March 2017. This includes £1.3m in the Budget Reserve and £2.9m in the Efficiency Reserve.

Balances

58. As set out in Annex 6 general balances were £19.0m as at 31 March 2016. This compares to £17.5m as set out in the Medium Term Financial Plan (MTFP) approved by Council in February 2016. The Annex also sets out the position including the supplementary estimates agreed in the last report. The forecast outturn position is £15.4m (after allowing for the forecast directorate overspend of £5.6m). Directorate overspends are expected to be reduced by management action or the use of one – off funding during the year. However, if further cost reductions are not made this may reduce balances to less than the risk assessed level.

Part 3 – Capital Programme

Capital Monitoring

59. The capital monitoring position set out in Annex 7a, shows the forecast expenditure for 2016/17 is £145.6m (excluding schools local capital). This has increased by £2m compared to the latest approved capital programme. The table below summarises the variations by directorate.

Directorate	Last Approved Programme * £m	Latest Forecast Expenditure £m	Variation £m
Children, Education & Families	53.9	53.8	-0.1
Social & Community Services	15.8	15.8	0.0
Environment & Economy – Transport	50.2	50.0	-0.2
Environment & Economy – Other	11.1	10.8	-0.3
Corporate Services	12.6	15.2	+2.6
Total Directorate Programmes	143.6	145.6	+2.0

Schools Local Capital	1.8	1.8	0.0
Earmarked Reserves	1.6	0.7	-0.9
Total Capital Programme	147.0	148.1	+1.1

* Approved by Cabinet 18 October 2016

60. 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.
61. In the Children, Education & Families, Social & Community, Transport and Environmental & Economy (non-Transport) programmes, the in-year budget changes are small and mainly reflect the re-profiling of expenditure budgets.
62. Within the Corporate Services programme an additional £2.4m has been included for two external projects funded through the Local Growth Fund.

Actual & Committed Expenditure

63. As at the end of October actual capital expenditure was £49.2m (excluding schools local capital). In year commitments are £46.8m, which with actual capital expenditure, makes a total of £96m or 66% of the total forecast expenditure.

Four Year Capital Programme Update

64. The total forecast 4-year capital programme (2016/17 to 2019/20) is now £491.9m, no change when compared to the last capital programme for this period approved by Cabinet in October 2016. The following table summarises the variations by directorate and the main reasons for these variations are explained in the following paragraphs.

Directorate	Last Approved Total Programme (2016/17 to 2019/20) * £m	Latest Updated Total Programme (2016/17 to 2019/20) £m	Variation £m
Children, Education & Families	160.5	161.3	+0.8
Social & Community Services	38.8	38.8	0.0
Environment & Economy – Transport	150.0	150.1	+0.1
Environment & Economy – Other	30.8	30.5	-0.3
Corporate Services	17.6	24.1	+6.5
Total Directorate Programmes	397.7	404.8	+7.1
Schools Local Capital	4.9	4.9	+0.0
Earmarked Reserves	89.3	82.2	-7.1
Total Capital Programme	491.9	491.9	+0.0

* Approved by Council 18 October 2016

65. The initial budget for the Rooftop Solar Panel programme, in Environment and Economy programme, has been reduced by £0.4m as only one project is expected to commence.
66. Within the Corporate Services Programme, the additional £2.1m approved at Cabinet in October has been included towards the Westgate Library and a total of £4.4m has been included for two new external projects which are funded through the Local Growth Fund.

RECOMMENDATIONS

67. The Cabinet is **RECOMMENDED** to:
- (a) note the report;
 - (b) approve the request for the creation of OXSIT traded service Reserve as set out in paragraph 41;
 - (c) approve the debt write off detailed in paragraph 52;
 - (d) note the settlement of the debt detailed in paragraph 53;
 - (e) note the Treasury Management lending list at Annex 3;
 - (f) approve the changes to the Capital Programme at Annex 7b and Annex 7c.

LORNA BAXTER
Chief Finance Officer

Background papers: Directorate Financial Monitoring Reports to the end of October 2016

Contact Officers: Katy Jurczynszyn, Strategic Finance Manger
(Financial Strategy & Monitoring)
07584 909518

December 2016

Financial Monitoring and Business Strategy Delivery Report
CABINET - 20 December 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
		Original Budget	Movement to Date	Latest Budget			
(1)	(2)	£000 (3)	£000 (5)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	(13)
CEF	Children, Education & Families						
	Gross Expenditure	397,389	7,585	404,974	411,334	6,360	G
	Gross Income	-290,793	-7,513	-298,306	-298,306	0	G
		106,596	72	106,668	113,028	6,360	R
SCS	Social & Community Services						
	Gross Expenditure	219,371	-1,820	217,551	216,849	-702	G
	Gross Income	-6,478	1,472	-5,006	-5,006	0	G
		212,893	-348	212,545	211,843	-702	G
EE	Environment & Economy						
	Gross Expenditure	123,432	-4,410	119,022	118,027	-995	G
	Gross Income	-61,011	12,879	-48,132	-47,810	322	G
		62,421	8,469	70,890	70,217	-673	G
CEO	Corporate Services						
	Gross Expenditure	52,620	3,517	56,137	56,741	604	G
	Gross Income	-24,516	-9,941	-34,457	-34,422	35	G
		28,104	-6,424	21,680	22,319	639	A
PH	Public Health						
	Gross Expenditure	671	0	32,480	32,480	0	G
	Gross Income	-32,126	0	-32,480	-32,480	0	G
		-31,455	0	0	0	0	
	Less Recharges Within Directorate						
	Gross Expenditure	-24,149		-24,149	-24,149	0	G
	Gross Income	24,149		24,149	24,149	0	G
	Directorate Expenditure Total	769,334	4,872	806,015	811,282	5,267	G
	Directorate Income Total	-390,775	-3,103	-394,232	-393,875	357	G
	Directorate Total Net	378,559	1,769	411,783	417,407	5,624	G

Financial Monitoring and Business Strategy Delivery Report
CABINET - 20 December 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
		Original Budget	Movement to Date	Latest Budget			
(1)	(2)	£000 (3)	£000 (5)	£000 (7)	£000 (8)	underspend - overspend + £000 (9)	(13)
	Contributions to (+)/from (-)reserves	-3,057	7	-3,050	-3,050	0	
	Contribution to (+)/from(-) balances	0		0	-5,624	-5,624	
	Public Health Saving Recharge	-1,250		-1,250	-1,250	0	
	Contingency	4,625	-1,755	2,870	4,625	1,755	
	Capital Financing	33,095		33,095	33,095	0	
	Interest on Balances	-5,818		-5,818	-5,818	0	
	Strategic Measures Budget	27,595	-1,748	25,847	21,978	-3,869	
	Unringfenced Government Grants	-20,149	-21	-20,170	-20,170	0	
	Council Tax Surpluses	-7,015		-7,015	-7,015	0	
	Revenue Support Grant	-39,331		-39,331	-39,331	0	
	Business Rates Top-Up	-37,394		-37,394	-37,394	0	
	Business Rates From District Councils	-27,823		-27,823	-27,823	0	
	Council Tax Requirement	274,442	0	305,897	307,652	1,755	

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 - 20 December 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Movement to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	underspend - overspend + £000 (7)	(8)
CEF1	Education & Early Intervention						
	Gross Expenditure	66,063	4,318	70,381	71,557	1,176	G
	Gross Income	-45,134	-4,445	-49,579	-49,579	0	G
		20,929	-127	20,802	21,978	1,176	R
CEF2	Children's Social Care						
	Gross Expenditure	47,712	1,857	49,569	53,893	4,324	R
	Gross Income	-5,858	-1,239	-7,097	-7,097	0	G
		41,854	618	42,472	47,796	4,324	R
CEF3	Children's Social Care Countywide Services						
	Gross Expenditure	28,030	-376	27,654	28,319	665	A
	Gross Income	-1,179	13	-1,166	-1,166	0	G
		26,851	-363	26,488	27,153	665	A
CEF4	Schools						
	Gross Expenditure	240,794	1,842	242,636	242,616	-20	G
	Gross Income	-240,351	-1,842	-242,193	-242,193	0	G
		443	0	443	423	-20	A
CEF5	Children, Education & Families (CEF) Central Costs						
	Gross Expenditure	5,660	-56	5,604	5,819	215	A
	Gross Income	0	0	0	0	0	
		5,660	-56	5,604	5,819	215	A

Financial Monitoring and Business Strategy Delivery Report
CABINET - 20 December 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Movement to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	underspend - overspend + £000 (7)	(8)
	Non Negotiable Support Service Recharges						
	Gross Expenditure	10,859	0	10,859	10,859	0	G
	Gross Income	0	0	0	0	0	
		10,859	0	10,859	10,859	0	G
	Less Recharges Within Directorate						
	Gross Expenditure	-1,729	0	-1,729	-1,729	0	G
	Gross Income	1,729	0	1,729	1,729	0	G
		0	0	0		0	
	Directorate Expenditure Total	397,389	7,585	404,974	411,334	6,360	G
	Directorate Income Total	-290,793	-7,513	-298,306	-298,306	0	G
	Directorate Total Net	106,596	72	106,668	113,028	6,360	R

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	R

Financial Monitoring and Business Strategy Delivery Report
CABINET - 20 December 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Virements to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	underspend - overspend + £000 (7)	(8)
SCS1	Adult Social Care						
	Gross Expenditure	181,085	957	182,042	181,759	-283	G
	Gross Income	-7,972	44	-7,928	-7,928	0	G
		173,113	1,001	174,114	173,831	-283	G
SCS2	Joint Commissioning						
	Gross Expenditure	7,013	-2,775	4,238	4,521	283	R
	Gross Income	-2,978	1,427	-1,551	-1,551	0	G
		4,035	-1,348	2,687	2,970	283	R
SCS3	Community Safety						
	Gross Expenditure	25,741	-2	25,739	25,037	-702	A
	Gross Income	-2,277	1	-2,276	-2,276	0	G
		23,464	-1	23,463	22,761	-702	A
	Non Negotiable Support Service Recharges						
	Gross Expenditure	12,281	0	12,281	12,281	0	G
	Gross Income	0	0	0	0	0	
		12,281	0	12,281	12,281	0	G
	Less Recharges Within Directorate						
	Gross Expenditure	-6,749		-6,749	-6,749	0	G
	Gross Income	6,749		6,749	6,749	0	G
		0	0	0	0	0	
	Directorate Expenditure Total	219,371	-1,820	217,551	216,849	-702	G
	Directorate Income Total	-6,478	1,472	-5,006	-5,006	0	G
	Directorate Total Net	212,893	-348	212,545	211,843	-702	G

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 e	R

October Financial Monitoring and Business Strategy Delivery Report: Social & Community Services
CABINET - 20 December 2016

Pooled Budgets

Original Budget	Latest Budget		Forecast Variance Year End	Forecast Variance August 2016	Change in Variance
£m	£m		£m	£m	£m
		<u>Older People's & Equipment Pool</u>			
66.923	73.054	Oxfordshire County Council	+0.111	+0.064	+0.047
33.897	36.075	Better Care Fund	+0.000	+0.000	+0.000
86.282	86.282	Oxfordshire Clinical Commissioning Group	+5.270	+4.701	+0.569
187.102	195.411	Total Older People's & Equipment Pool	+5.381	+4.765	+0.616
		<u>Physical Disabilities Pool</u>			
11.925	11.994	Oxfordshire County Council	+0.089	+0.891	-0.802
7.345	7.866	Oxfordshire Clinical Commissioning Group	+0.391	+0.517	-0.126
19.270	19.860	Total Physical Disabilities Pool	+0.480	+1.408	-0.928
		<u>Learning Disabilities Pool</u>			
70.616	70.052	Oxfordshire County Council	-0.335	+0.078	-0.413
13.317	13.318	Oxfordshire Clinical Commissioning Group	-0.059	+0.014	-0.073
83.933	83.370	Total Learning Disabilities Pool	-0.394	+0.092	-0.486
149.464	155.100	Total Oxfordshire County Council	-0.135	+1.033	-1.168
33.897	36.075	Total Better Care Fund	+0.000	+0.000	+0.000
106.944	107.466	Total Oxfordshire Clinical Commissioning Group	+5.602	+5.232	+0.370
290.305	298.641	Total Pooled Budgets	+5.467	+6.265	-0.798

Financial Monitoring and Business Strategy Delivery Report
CABINET - 20 December 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Movement to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	underspend - overspend + £000 (7)	(8)
EE1	Strategy and Infrastructure						
	Gross Expenditure	11,028	-1,440	9,588	9,571	-17	G
	Gross Income	-5,710	850	-4,860	-4,968	-108	A
		5,318	-590	4,728	4,603	-125	A
EE2	Commercial						
	Gross Expenditure	116,143	1,267	117,410	116,432	-978	G
	Gross Income	-39,496	-394	-39,890	-39,460	430	G
		76,647	873	77,520	76,972	-548	G
	Non Negotiable Support Service Recharges						
	Gross Expenditure	9,458	-4,237	5,221	5,221	0	G
	Gross Income	-29,002	12,423	-16,579	-16,579	0	G
		-19,544	8,186	-11,358	-11,358	0	G
	Less Recharges Within Directorate						
	Gross Expenditure	-13,197	0	-13,197	-13,197	0	G
	Gross Income	13,197	0	13,197	13,197	0	G
	Directorate Expenditure Total	123,432	-4,410	119,022	118,027	-995	
	Directorate Income Total	-61,011	12,879	-48,132	-47,810	322	
	Directorate Total Net	62,421	8,469	70,890	70,217	-673	

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 - 20 December 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Movement to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	underspend - overspend + £000 (7)	(8)
CEO1	Chief Executive & Business Support						
	Gross Expenditure	409	176	585	588	3	G
	Gross Income	0	0	0	0	0	
		409	176	585	588	3	G
CEO2	Human Resources						
	Gross Expenditure	4,904	-689	4,215	4,216	1	G
	Gross Income	-1,584	417	-1,167	-1,132	35	A
		3,320	-272	3,048	3,084	36	G
CEO3	Corporate Finance & Internal Audit						
	Gross Expenditure	6,624	-175	6,449	6,299	-150	A
	Gross Income	-2,618	538	-2,080	-2,080	0	G
		4,006	363	4,369	4,219	-150	A
CEO4	Law & Culture						
	Gross Expenditure	8,971	-110	8,861	8,847	-14	G
	Gross Income	-6,359	61	-6,298	-6,298	0	G
		2,612	-49	2,563	2,549	-14	G
CEO5	Policy						
	Gross Expenditure	885	551	1,436	1,196	-240	R
	Gross Income	-401	154	-247	-247	0	G
		484	705	1,189	949	-240	R
CEO6	Corporate & Democratic Core						
	Gross Expenditure	79	0	79	34	-45	R
	Gross Income	0	0	0	0	0	
		79	0	79	34	-45	R

Financial Monitoring and Business Strategy Delivery Report
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Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income £000 (6)	Projected Year end Variation underspend - overspend + £000 (7)	Projected Year end Variance Traffic Light (8)
		Original Budget £000 (3)	Movement to Date £000 (4)	Latest Estimate £000 (5)			
(1)	(2)						
CEO7	Transformation						
	Gross Expenditure	30,462	-472	29,990	31,039	1,049	A
	Gross Income	-9,671	1,311	-8,360	-8,360	0	G
		20,791	839	21,630	22,679	1,049	A
	Non Negotiable Support Service Recharges						
	Gross Expenditure	2,760	4,236	6,996	6,996	0	G
	Gross Income	-6,357	-12,422	-18,779	-18,779	0	G
		-3,597	-8,186	-11,783	-11,783	0	G
	Less Recharges Within Directorate						
	Gross Expenditure	-2,474		-2,474	-2,474	0	
Gross Income	2,474		2,474	2,474	0		
	Directorate Expenditure Total	52,620	3,517	56,137	56,741	604	
	Directorate Income Total	-24,516	-9,941	-34,457	-34,422	35	
	Directorate Total Net	28,104	-6,424	21,680	22,319	639	

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 - 20 December 2016
Budget Monitoring

Ref	Directorate	BUDGET 2016/17			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light
		Original Budget	Movement to Date	Latest Estimate			
(1)	(2)	£000 (3)	£000 (4)	£000 (5)	£000 (6)	underspend - overspend + £000 (7)	(10)
PH1	LA Commissioning Responsibilities - Nationally Defined						
	Gross Expenditure	0	0	18,121	18,117	-4	G
	Gross Income	0	0	0	0	0	
		0	0	18,121	18,117	-4	G
PH2	LA Commissioning Responsibilities - Locally defined						
	Gross Expenditure	0	0	13,688	13,472	-216	G
	Gross Income	0	0	-354	-354	0	G
		0	0	13,334	13,118	-216	G
PH3	Public Health Recharges						
	Gross Expenditure	99	0	99	100	1	G
	Gross Income	0	0	0	0	0	
		99	0	99	100	1	G
PH4	Grant Income						
	Gross Expenditure	0	0	0	0	0	
	Gross Income	-32,126	0	-32,126	-32,126	0	G
		-32,126	0	-32,126	-32,126	0	G
	Transfer to Public Health Reserve				219	219	
	Non Negotiable Support Service Recharges						
	Gross Expenditure	572		572	572	0	G
	Gross Income	0		0	0	0	
		572	0	572	572	0	
	Less Recharges Within Directorate						
	Gross Expenditure	0		0	0	0	
	Gross Income	0		0	0	0	
	Directorate Expenditure Total	671	0	32,480	32,480	-219	G
	Directorate Income Total	-32,126	0	-32,480	-32,480	0	G
	Directorate Total Net	-31,455	0	0	0	-219	

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 - 20 December 2016**

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

							Data	
Directorate	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
Grand Total								

Financial Monitoring and Business Strategy Delivery Report
CABINET - 20 December 2016

VIREMENTS REQUIRING CABINET APPROVAL ACTIONED IN THIS REPORT

Directorate	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget book line	Service Area	Permanent / Temporary	Data	
							Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CEF	Dec	Oct	Allocate staffing & maintenance budgets to the new residential Homes	CEF2-34	External Agency Placements	Temporary	-1,659.2	0.0
				CEF3-25	Placements	Temporary	1,659.2	0.0
CD	Dec	Oct	Countryside Access and Joint Use recharges to Public Health	EE2-22	Property & Facilities	Temporary	0.0	-450.0
				EE2-35	Countryside & Record Management	Temporary	0.0	-50.0
				SM	Strategic Measures	Temporary	0.0	500.0
Grand Total							0.0	0.0

**Financial Monitoring and Business Strategy Delivery Report
CABINET - 20 December 2016**

VIREMENTS REQUIRING CABINET APPROVAL ACTIONED IN PREVIOUS REPORTS

Directorate	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000	
CEF	Jul	May	Early Years DSG Redistribution	CEF1-42	Foundation Years	Permanent	1,500.0	-1,500.0	
				CEF2-72	Children's Centres	Permanent	-1,500.0	1,500.0	
			Placements Education Cost	CEF1-21	Special Educational Needs	Permanent	1,352.1	-1,352.1	
				CEF2-34	External Agency Placements	Permanent	1,168.0	-1,168.0	
		Apr	Baselining DSG Redistribution	CEF1-21	Special Educational Needs	Permanent	1,732.3	-1,782.3	
				CEF1-22	SEN Support Services	Permanent	0.0	-37.7	
				CEF1-41	Schools & Learning	Permanent	8.6	-8.6	
				CEF2-34	External Agency Placements	Permanent	0.0	87.7	
	CEF4-1			Delegated Budgets	Permanent	-3,695.6	3,695.6		
	CEF4-2			Nursery Education Funding	Permanent	-251.7	251.7		
	Oct	Aug	EY Schools Readiness contribution to Early Intervention	CEF1-42	Foundation Years	Temporary	-1,055.0	1,055.0	
				CEF2-72	Children's Centres	Temporary	1,055.0	-1,055.0	
	EE	Jul	May	Move various EE1-3 budgets to EE1-6 LEP	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	-606.1	270.0
					EE1-6	LEP	Permanent	616.1	-280.0
Commercial Establishment Costs 16/17			EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	27.3	0.0		
			EE2-1	Commercial Services	Permanent	-0.5	94.8		
			EE2-31 to EE2-34	Network & Asset Management	Permanent	-165.8	62.8		

**Financial Monitoring and Business Strategy Delivery Report
CABINET - 20 December 2016**

VIREMENTS REQUIRING CABINET APPROVAL ACTIONED IN PREVIOUS REPORTS

Directorate	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
EE	Jul	May	Commercial Establishment Costs 16/17	EE2-35	Countryside & Record	Permanent	-73.5	-4.9
				EE2-4	Delivery	Permanent	339.9	0.0
				EE2-51A	Waste Management	Permanent	-50.5	0.0
				EE2-52	H&T Contract & Performance	Permanent	40.8	-12.6
				EE2-53	Area Stewards	Permanent	-296.1	-20.3
				EE2-6	Major Infrastructure	Permanent	924.5	-866.1
	Apr	Restructure ICT Budgets	EE3-3	ICT	Permanent	-2,210.6	2,210.6	
			EE3-5	Customer Service Centre	Permanent	796.4	-796.4	
			EE3-2	Education Support Services	Permanent	-930.9	930.9	
	Sept	Jun	16/17 Redistribution of Waste Budgets	EE2-51A	Waste Management	Permanent	-1,025.7	1,025.7
EE2-51B				Supported Transport	Permanent	1,354.8	-1,354.8	
SCS	Jul	May	budget tidy within OP Pool	SPB1	Older People	Permanent	672.9	-672.9
				SPB2	Physical Disabilities	Permanent	521.2	-521.2
				SCS2-1 to SCS2-4	Joint Commissioning	Permanent	-250.0	250.0
	Sept	Jun	Admin staff to Joint Commissioning	SCS2-1 to SCS2-4	Joint Commissioning	Permanent	768.7	-766.6
				SPB1	Older People	Permanent	-8.2	6.1
			NLW price increase	SCS1-1A	Pooled Budget Contribution	Permanent	857.0	0.0
				SCS1-4N	ASC Precept	Permanent	-857.0	0.0

**Financial Monitoring and Business Strategy Delivery Report
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VIREMENTS REQUIRING CABINET APPROVAL ACTIONED IN PREVIOUS REPORTS

Directorate	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000	
CD	Jul	May	Front Door recharge budget	EE3-5	Customer Service Centre	Permanent	-390.0	0.0	
				SCS1-1A	Pooled Budget Contribution	Permanent	390.0	0.0	
				SPB1	Older People	Permanent	390.0	-390.0	
	Sept	Jun	Corporate Finance Budget Review 2016/17	CEO3	Corporate Finance & Audit	Permanent	-745.1	152.3	
				CEO5	Policy	Permanent	-43.1	0.0	
				EE3-4	Business Development	Permanent	656.9	0.0	
				SM	Strategic Measures	Permanent	-21.0	0.0	
				CEO2	Human Resources	Permanent	0.0	267.8	
	Oct	Aug	Adjustment to MSS Income from Above the Line Recharges to DSG Funded Cost	CEO3	Corporate Finance & Audit	Permanent	0.0	293.9	
				CEO4-1	Legal Services	Permanent	0.0	34.6	
				CEO4-2	Governance	Permanent	0.0	25.7	
				CEO5	Policy	Permanent	0.0	153.8	
				EE2-22	Property & Facilities	Permanent	0.0	409.0	
				EE3-3	ICT	Permanent	0.0	498.3	
				EE3-5	Customer Service Centre	Permanent	0.0	72.0	
	SM	Strategic Measures	Permanent	-1,755.1	0.0				
	Grand Total							-2,514.0	2,514.0

Financial Monitoring and Business Strategy Delivery Report
CABINET - 20 December 2016

NEW VIREMENTS FOR CABINET TO NOTE

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Dec	Oct	Staff moving from N70110 to SJC041 (part year reversal for part year effect)	EE3-4	Business Development	Temporary	47.6	0.0
				SCS2-1 to SCS2-4	Joint Commissioning	Temporary	-47.6	0.0
CEF	Dec	Oct	Allocation of 17CEF18 Pressure to Children's Social Care & Admin Teams	CEF2-1	Management & Central Costs	Permanent	-845.3	0.0
				CEF2-31	Referral & Assessment	Permanent	836.1	0.0
				CEF2-33	Looked After Children	Permanent	225.4	0.0
				CEF3-3	Safeguarding	Permanent	-207.6	0.0
				CEF3-4	Services for Disabled	Permanent	47.5	0.0
				CEF5-1	Management & Admin	Permanent	-56.1	0.0
		Nov	Creation of Locality and Community Support Service Budget	CEF2-4	Localit & Community Support Service	Temporary	458.0	0.0
				CEF2-71	Early Intervention Hubs	Temporary	-458.0	0.0
			CEF1-41 Structure Tidy	CEF1-41	Schools & Learning	Permanent	-247.8	247.8
CEO	Dec	Oct	Pensions Investments Budget Tidy	CEO3	Corporate Finance & Audit	Permanent	9.3	-9.3
				CEO1	Chief Executive & Business Support	Permanent	55.4	0.0
			Strategic Adviser moving from A29000 to A21000	CEO5	Policy	Temporary	-23.1	0.0
						Permanent	-55.4	0.0
				Temporary	23.1	0.0		
EE	Dec	Oct	LEP Reserve Budgets 2016-17	EE1-1 to EE1-5	Strategy & Infrastructure	Temporary	-494.5	494.5
				EE1-6	LEP	Temporary	0.0	0.0
SCS	Dec	Oct	Temp Social Work Recharge in Money Management Team	SCS1-4M	Money Management	Permanent	-40.0	40.0
				SCS1-1A	Pooled Budget Contribution	Permanent	3,000.0	0.0
			Asc Precept Cont to Older Peoples Pool	SCS1-4N	ASC Precept	Permanent	-3,000.0	0.0
				SCS1-1A	Pooled Budget Contribution	Permanent	602.6	0.0
						Temporary	-34.0	0.0
				SCS1-2C	Pooled Budget Contribution	Permanent	72.3	0.0
						Temporary	-14.5	0.0
				SCS1-3B	Pooled Budget Contribution	Permanent	3.0	0.0
						Temporary	-0.5	0.0
				SCS1-4N	ASC Precept	Permanent	-752.4	0.0
					Temporary	54.7	0.0	
			Community DOLs Funding	SCS1-5A	PD Pool Contribution	Permanent	74.5	0.0
						Temporary	-5.7	0.0
				SCS1-2E	LD Commissioning	Temporary	-785.0	0.0
				SCS1-4L	Adult Protection and Mental Capacity	Temporary	785.0	0.0
			Responsible Localities LD Funding to OP	SCS1-1A	Pooled Budget Contribution	Permanent	2,443.4	0.0
		Temporary		-1,221.7	0.0			
SCS1-2C	Pooled Budget Contribution	Permanent		-2,443.4	0.0			
				Temporary	1,221.7	0.0		

**Financial Monitoring and Business Strategy Delivery Report
CABINET - 20 December 2016**

NEW VIREMENTS FOR CABINET TO NOTE

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
SCS	Dec	Oct	Service Development & Safeguarding Funding	SCS1-4J	Adult Social Care Improvement Board	Permanent	-211.8	0.0
						Temporary	105.9	0.0
				SCS1-4L	Adult Protection and Mental Capacity	Permanent	211.8	0.0
						Temporary	-105.9	0.0
			Adults at Risk Funding to OP Pool	SCS1-1A	Pooled Budget Contribution	Permanent	62.2	0.0
			HIV Funding to OP Pool	SCS1-1A	Pooled Budget Contribution	Permanent	34.2	0.0
			HIV	SCS1-4B	Pooled Budget Contribution	Permanent	0.0	-34.2
			Adults at Risk	SCS1-4A	Pooled Budget Contribution	Permanent	0.0	-10.0
			Adults at Risk Asylum	SCS1-4D	Pooled Budget Contribution	Permanent	0.0	-52.2
			Grand Total					

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VIREMENTS NOTED IN PREVIOUS REPORTS

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Jul	Apr	To correct my mis virement when two post moved to Policy from Committees	CEO4-2	Governance	Permanent	34.6	0.0
				EE3-4	Business Development	Permanent	-34.6	0.0
				EE2-22	Property & Facilities	Permanent	1.8	0.0
				SCS1-1A	Pooled Budget Contribution	Permanent	-1.8	0.0
				CEO2	Human Resources	Permanent	0.0	56.0
				CEO3	Corporate Finance & Audit	Permanent	0.0	61.0
				EE3-2	Education Support Services	Permanent	-96.0	-2.0
				EE3-3	ICT	Permanent	40.0	-59.0
				CEO5	Policy	Permanent	28.9	0.0
				SCS2-1 to SCS2-4	Joint Commissioning	Permanent	-28.9	0.0
				EE3-4	Business Development	Permanent	-124.7	0.0
				SCS2-1 to SCS2-4	Joint Commissioning	Permanent	124.7	0.0
				Oct	Aug	Staff moving from N70110 to SJC041	EE3-4	Business Development
SCS2-1 to SCS2-4	Joint Commissioning	Permanent	124.7				0.0	
CEF	Jul	May	Next steps funding	CEF1-21	Special Educational Needs	Permanent	-213.6	213.6
				CEF1-41	Schools & Learning	Permanent	213.6	-213.6
				CEF2-73	Youth Engagement	Permanent	-57.0	57.0
				CEF2-34	External Agency Placements	Permanent	-54.0	0.0
				CEF3-2	Corporate Parenting	Permanent	54.0	0.0
				CEF2-34	External Agency Placements	Permanent	-20.7	0.0
				CEF2-34	External Agency Placements	Permanent	0.0	20.7
				CEF1-22	SEN Support Services	Permanent	7.0	-7.0
				CEF2-34	External Agency Placements	Permanent	-101.6	0.0
				CEF3-2	Corporate Parenting	Permanent	101.6	0.0
				CEF1-41	Schools & Learning	Permanent	-422.0	422.0
				CEF2-74	Thriving Families	Permanent	-38.5	0.0
				CEF2-31	Referral & Assessment	Permanent	38.5	0.0
		Apr	EIS Childrens Centre 2016/17 Revenue Allocation and Hub savings allocation	CEF2-71	Early Intervention Hubs	Temporary	-324.6	0.0
				CEF2-72	Children's Centres &	Temporary	324.6	0.0
				CEF1-1	Management & Central Costs	Permanent	-131.0	131.0
				CEF1-42	Foundation Years	Permanent	131.0	-131.0
				CEF1-51	Early Years Sufficiency	Permanent	28.9	-28.9
				CEF4-2	Nursery Education Funding	Permanent	-28.9	28.9
				CEF1-41	Schools & Learning	Permanent	20.3	-20.3
2016/17 Budget Tidy	Budget Tidy Up Transfer between services	CEF1-41	Schools & Learning	Permanent	147.1	-147.1		
		CEF1-41	Schools & Learning	Permanent	147.1	-147.1		

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VIREMENTS NOTED IN PREVIOUS REPORTS

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000	
	Sept	Jun	re-allocation SENSS budget pressures (2)	CEF1-22	SEN Support Services	Permanent	46.1	-46.1	
			Early Years DSG Redistribution	CEF1-42	Foundation Years	Permanent	-30.0	30.0	
				CEF1-51	Early Years Sufficiency	Permanent	-483.1	483.1	
						Temporary	30.0	-30.0	
						Temporary	483.1	-483.1	
			YOS Grant Allocations	CEF3-5	Youth Offending Service	Permanent	-13.3	13.3	
			TRANSFER OF BUDGET TO SCHOOLS AND LEARNING	CEF1-1	Management & Central Costs	Temporary	-222.6	0.0	
				CEF1-41	Schools & Learning	Temporary	222.6	0.0	
	Jul	Jul		NCS Budget Allocation	CEF2-73	Youth Engagement	Permanent	650.0	-650.0
				Reverse Recoupment Adj	CEF4-1	Delegated Budgets	Permanent	3,873.9	-3,873.9
				Move Pru borrowings budget allocation to temporarily alleviate pressure within placements.	CEF2-34	External Agency Placements	Temporary	420.0	0.0
					CEF3-25	Placements	Temporary	-420.0	0.0
				SENSS Re-allocate Budget Pressures	CEF1-22	SEN Support Services	Permanent	-17.8	17.8
				Transfer of costs for EY Admin Staff April to June	CEF1-1	Management & Central Costs	Temporary	18.8	-18.8
					CEF1-41	Schools & Learning	Temporary	-18.8	18.8
	Oct	Aug		Willow Tree Children's Centre detailed budget 2016/17	CEF2-72	Children's Centres	Temporary	0.2	-0.2
				Britannia Road Children's Centre detailed budget 2016/17	CEF2-72	Children's Centres	Temporary	2.0	-2.0
				The Orchard Children's Centre detailed budget 2016/17	CEF2-72	Children's Centres	Temporary	5.6	-5.6
				Butterfly Meadows Children's Centre detailed budget 2016/17	CEF2-72	Children's Centres	Temporary	0.3	-0.3
Marston & North Oxford Children's Centre detailed budget 2016/17				CEF2-72	Children's Centres	Temporary	7.0	-7.0	
East St Children's Centre detailed budget 2016/17				CEF2-72	Children's Centres	Temporary	15.0	-15.0	
The increased amount is based upon the awarded sum last year. Pupil numbers are set to increase , but will be confirmed by March				CEF1-41	Schools & Learning	Temporary	127.6	-127.6	
resource base adjustments				CEF1-21	Special Educational Needs	Temporary	700.8	-700.8	
				CEF1-22	SEN Support Services	Temporary	-106.2	106.2	
				CEF4-1	Delegated Budgets	Temporary	-173.6	173.6	
	Sep	Sep	Hill End Transition	CEF1-41	Schools & Learning	Temporary	0.0	0.0	
			Transfer of QM Team from E&E cost centre A27204 to CEF cost code EP1888	CEF3-3	Safeguarding	Permanent	193.1	0.0	
			Transfer of cost code EP1888 budget to cost code A27204	CEF3-3	Safeguarding	Temporary	-80.4	0.0	
	CEO	Jul	May	Budget tidy	CEO2	Human Resources	Permanent	75.0	-75.0
				Transfer Budget for County Director	CEO1	Chief Executive & Business Support	Permanent	144.0	0.0
					CEO4-1	Legal Services	Permanent	-144.0	0.0
	Apr		EE3-91 Inflation Tidy	EE3-9	Cultural Services	Permanent	0.0	0.0	
LCS4 Reduce Casuals/Overtime			EE3-9	Cultural Services	Temporary	0.0	0.0		
	Sept	Jul	Corporate Finance Budget Review 2016/17	CEO3	Corporate Finance & Audit	Permanent	14.2	-14.2	
Clear Workforce Initiatives budget as cost centre no longer in use.			CEO2	Human Resources	Permanent	-166.2	166.2		
Reallocated grant correctly to Staffing			PH2-3	Public Health	Permanent	0.0	0.0		

Financial Monitoring and Business Strategy Delivery Report
CABINET - 20 December 2016

VIREMENTS NOTED IN PREVIOUS REPORTS

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000		
EE	Jul	May	realigning income budget in EE	EE2-31 to EE2-34 EE2-4	Network & Asset Management Delivery	Permanent	0.0	-146.4		
			Budget tidy	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	-163.3	163.3		
			E&E Hosted Projects inflation to Strategic Measures	EE1-1 to EE1-5	Strategy & Infrastructure	Permanent	-8.4	1.7		
			Highways Maintenance Budget Review 2016/17	SM	Strategic Measures	Permanent	6.7	0.0		
				EE2-31 to EE2-34	Network & Asset Management	Permanent	329.5	0.0		
				EE2-35	Countryside & Record	Permanent	5.3	0.0		
				EE2-4	Delivery	Permanent	-424.6	0.0		
				EE2-52	H&T Contract & Performance	Permanent	138.9	0.0		
				EE2-53	Area Stewards	Permanent	-49.1	0.0		
			Commercial Adjustment to EE 209360	EE2-31 to EE2-34	Network & Asset Management	Permanent	0.0	10.0		
				EE2-4	Delivery	Permanent	-10.0	0.0		
			Apr	16/17 N10750 GL Budget Tidy	To cover cost of 0.5 FTE to deliver Van & Trailer Permit service in the CSC	EE1-1 to EE1-5 EE2-51A	Strategy & Infrastructure Waste Management	Permanent	-25.0	25.0
					EE3-5	Customer Service Centre	Permanent	9.3	0.0	
	EE2-22	Property & Facilities			Permanent	-50.3	50.3			
	EE1-4 Budget Adjustment 16/17	EE1-1 to EE1-5			Strategy & Infrastructure	Permanent	-175.0	175.0		
	Sept	Jun	Highways Operational Budget Tidy 2016-17	EE2-31 to EE2-34	Network & Asset Management	Permanent	-50.0	164.6		
				EE2-35	Countryside & Record	Permanent	-60.0	0.0		
				EE2-4	Delivery	Permanent	-54.6	0.0		
	Oct	Aug	Realign NC9810	EE2-35	Countryside & Record	Temporary	10.2	-10.2		
			Realign NC9800	EE2-35	Countryside & Record	Temporary	-9.5	9.5		
		Sep	Move Lean Review Investment Budget to NTH300	EE2-1	Commercial Services	Temporary	-100.0	0.0		
				EE2-31 to EE2-34	Network & Asset Management	Temporary	100.0	0.0		
				EE2-51B	Supported Transport	Permanent	-193.1	0.0		
EE2-51B				Supported Transport	Temporary	68.2	0.0			
EE2-51B				Supported Transport	Temporary	12.3	0.0			
PH	Oct	Aug	Virement to correct budget set - Movement from PH0240 to PH0242 and movement between GL Codes	PH2-7	Substance Misuse	Permanent	0.0	0.0		
			SCS	Jul	May	Budget tidy up	SCS3-1	Fire & Rescue Serv	Permanent	22.5
Budget tidy - Income per expected outturn	SCS1-3B	Pooled Budget Contribution	Permanent			-1.8	1.8			
SST135 Removal of budgets	SCS1-1BC	Income	Permanent			0.7	0.0			
Movement of staffing budget between cost centres	SCS2-1 to SCS2-4	Joint Commissioning	Permanent			-99.9	99.2			
	SCS2-1 to SCS2-4	Joint Commissioning	Permanent			13.3	0.0			
Movement of staffing budget between cost centres	SCS1-1A	Older People Pooled Budget Contribution	Permanent			0.0	-13.3			
Set Gypsy & Traveller budgets 2016/17	SCS3-3	Gypsy & Traveller Service	Permanent			101.0	-101.0			
Tidy budgets for MH Pooled Budget contribution 2016/17	SCS1-3A	Non-Pool Services	Permanent			-258.0	0.0			
	SCS1-3B	Pooled Budget Contribution	Permanent			258.0	0.0			

**Financial Monitoring and Business Strategy Delivery Report
CABINET - 20 December 2016**

VIREMENTS NOTED IN PREVIOUS REPORTS

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
	Sept	Jun	Merging County Print Finishers and Reprographics cost centres	SCS1-4E	Employment Services	Permanent	-54.9	54.9
			dementia service	SCS1-1A	Pooled Budget Contribution	Temporary	0.0	0.0
			Set Commercial Training budget	SCS3-1	Fire & Rescue Service	Permanent	-124.9	124.9
		Jul	Home to School Transport E&E	CEF1-53	Admissions & Transport	Permanent	-12.9	12.9
				EE2-51B	Supported Transport	Permanent	-47.1	47.1
	Oct	Aug	reverse virements 866 & 924	SCS2-1 to SCS2-4	Joint Commissioning	Permanent	-15.4	0.0
			Movement of staffing budget between cost centres	SCS1-1A	Older People Pooled Budget Contribution	Permanent	0.0	15.4
Grand Total							3,850.9	-3,850.9

**Financial Monitoring and Business Strategy Delivery Report
CABINET - 20 December 2016**

Supplementary Estimates

SUPPLEMENTARY ESTIMATES PREVIOUSLY REPORTED

Directorate	Month of Cabinet meeting	Narration	Budget book line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
E&E	October	Funding to implement the requirements of the Transport Infrastructure Code	EE2-31 to EE2-34	Network & Asset Management	Temporary	121.0	
Corporate Services	October	Funding to meet the pressure of counsel expenditure in Legal Services	CEO4-1	Law & Culture	Temporary	300.0	
Grand Total						421.0	0.0

Financial Monitoring and Business Strategy Delivery Report
CABINET - 20 December 2016
Oxfordshire County Council's Treasury Management Lending List
as at 31 August 2016

Counterparty Name	Lending Limits			
	Standard Limit £	Group Limit £	Group	Period Limit
PENSION FUND Call Accounts / Money Market Funds				
Santander UK plc - PF A/c	15,000,000			6 mths
LloydsBank plc - Callable Deposit A/c (OXFORDCCPEN)	25,000,000			9 mths
Standard Life Sterling Liquidity Fund - (Pension Fund) (formerly Ignis)	25,000,000			6 mths
Svenska Handelsbanken - Call A/c (Pension Fund)	25,000,000			364 days
Call Accounts / Money Market Funds				
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 95 day notice A/c	15,000,000		t	100 days
Santander 95 day notice A/c	15,000,000		a	6 mths
Money Market Deposits				
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
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 - 20 December 2016

EARMARKED RESERVES

Earmarked Reserves	Balance at 1 April 2016 £000	2016/17 Movement		Balance at 31 March 2017 £000	Last month's forecast as at 31 March 2017 £000	Change in Provision Outturn Closing Balance to February Forecast £000	Commentary
		Contributions from Reserve £000	Contributions to Reserve £000				
Revenue Reserves							
Schools' Reserves	20,684			20,684	20,684		
Cross Directorate Reserves							
Vehicle and Equipment Reserve	3,123	-1,075	941	2,989	2,848	141	
Grants and Contributions Reserve	14,567	-6,573	146	8,140	10,295	-2,155	Forecast includes funding for Fire & Rescue Service vehicles and equipment.
ICT Projects	273	-273					Forecast includes £8.770m Dedicated Schools Grant and £1.093m Public Health Grant.
Government Initiatives	865	-785		80	80		A large amount of this reserve was used to fund several large ICT projects in 2015/16.
Total Cross Directorate	18,828	-8,706	1,087	11,209	13,223	-2,014	
Directorate Reserves							
CE&F							
CE&F Commercial Services	844	-844					To be used to support commercial services within CE&F. Includes Oxfordshire Children's Safeguarding Board (£0.022m), Outdoor Education Centres (£0.314m) and School Intervention Fund (£0.510m).
Thriving Families	1,754			1,754	1,754		Funding for the Thriving Families service.
Children's Social Care	85	-85					£206k pathway funding applied to implementation of Pathway contract in early 2015/16. £520k applied to New children's Homes transition costs, and social care staffing pressures. Young carers support funding unspent due to recruitment delays taken into 2016/17 as cannot be spent on other areas.
Foster Carer Loans	240	-50	17	207	207		To meet Children's Act loans write off and interest costs in future years.
Academies Conversion Support	109			109	109		£361k applied to meet costs of Academies conversion service in 2015/16. Budget has been mainstreamed at £370k net from April 2016, but remaining balance retained for accelerated academy conversion rate.
Early Intervention Service Reserve	3	-1		2	2		To fund various projects with the Early Intervention Service and the replacement of equipment
Total CE&F	3,035	-980	17	2,072	2,072		
S&CS							
Older People Pooled Budget Reserve	1,661	-1,290		371	834	-463	To be used in future years as agreed by the Joint Management Group
Physical Disabilities Pooled Budget Reserve	544	-544			544	-544	To be used in future years as agreed by the Joint Management Group
Learning Disabilities Pooled Budget Reserve	82	-82					To be used in future years as agreed by the Joint Management Group - Balance retained to pay for ongoing works to 130 and 132 West street - money originally transferred from NHS England.
Fire Control	359			359	359		To support the implementation of the Fire Control Centre with Bucks and Berks fire authorities.
Fire & Rescue & Emergency Planning Reserve	186	-19		167	186	-19	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.
Total S&CS	2,988	-1,935		1,053	2,079	-1,026	
E&E							
Highways and Transport Reserve	37			37	37		One off budget contribution will now be used to support bridges investigation work in 2016/17
On Street Car Parking	1,879	-2,580	2,476	1,775	1,179	596	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. To fund forecast pressures on the Parking Account over the medium term, additional transfers to this reserve have been made during 2015/16, hence the large movement.
Countryside Ascott Park - Historical Trail	21			21	21		To be used to fund future repair and maintenance costs
SALIX Energy Schemes	87			87	87		The movement in 2015/16 is due to funding several SALIX projects and repaying loans in 2015/16.
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	215	-315	100		215	-215	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. The bulk of the movement this year was due to the reserve being used to part fund the investment costs relating to the IBC Partnership. This will be repaid to the reserve in future years.
Waste Management	380			380	380		To fund financial liabilities due to any contract deficit mechanism payments as part of the Enqerv from Waste Contract.
Property Disposal Costs	267			267	267		To meet disposal costs in excess of the 4% eligible to be charged against capital receipts
Developer Funding (Revenue)	535			535	535		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)	416			416	416		To be used to fund catering improvements in Schools plus a contingency for unforeseen costs
Asset Rationalisation	192			192		192	Investment fund for the implementation of the asset rationalisation strategy
Job Clubs							To be spent on Job Clubs in 2014/15
Minerals and Waste Project	123	-123					To fund the Minerals and Waste project
Joint Use (moved from CE&F)	270	-270			270	-270	Will be used to support the joint-use agreements with the district councils in future years.
LABGI Funding to support Local Enterprise Partnership	199			199	199		This reserve contains LABGI funding that has been allocated by Cabinet to support the Local Enterprise Partnership .
OCS Development Reserves	62	-62					To be used to develop the Customer Service Centre and the Transforming Oxfordshire Customer Services Project
Money Management Reserve							Contingency in case of an overspend if income received is less than budget
Oxford Western Conveyance	750			750	750		To hold Oxford Western Conveyance flood relief scheme contributions
Oxfordshire - Buckinghamshire partnership							This reserve is to ring-fence funding for the Oxfordshire & Buckinghamshire Partnership graduate teacher training programme
Cultural Services Reserve	940	-100		840	840		To be used to update software & hardware to maintain an effective library management system.
Total E&E	6,441	-3,462	2,576	5,555	5,252	303	

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EARMARKED RESERVES

Earmarked Reserves	2016/17			Balance at 31 March 2017	Last month's forecast as at 31 March 2017	Change in Provision Outturn Closing Balance to February Forecast
	Balance at 1 April 2016	Movement				
		Contributions from Reserve	Contributions to Reserve			
Chief Executive's Office						
Coroner's Service	40			40	40	
Coroner's Service	487		130	617	617	
Registration Service	404	-404			404	-404
Total - CEO	931	-404	130	657	1,061	-404
Directorate Reserves	13,395	-6,781	2,723	9,337	10,464	-1,127
Corporate						
Carry Forward Reserve						
Efficiency Reserve	2,876			2,876	2,876	
Corporate Total	2,876			2,876	2,876	
Total Revenue Reserves	55,782	-15,487	3,810	44,105	47,246	-3,141
Other Reserves						
Insurance Reserve	7,086			7,086	7,086	
Capital Reserves						
Capital Reserve	23,758			23,758	23,758	
Business Rates Reserve	494	-871	494	117	494	-377
Prudential Borrowing Reserve	10,301			10,301	10,301	
Total Capital Reserves	34,553	-871	494	34,176	34,553	-377
Cash Flow Reserves						
Budget Reserve - 2013/14 to 2016/17	8,711	-7,452		1,259	8,711	-7,452
Total Cash Flow Reserves	8,711	-7,452		1,259	8,711	-7,452
Total Other Reserves	50,350	-8,323	494	42,521	50,350	-7,829
Total Reserves	106,132	-23,810	4,304	86,626	97,596	-10,970

Commentary
This was used to support the project in 2014/15 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. To be used for refurbishing the Registration buildings and facilities
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. This reserve is being used to support the implementation of the business strategies and the Medium Term Financial Plan.
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. This reserve has been established to facilitate, through forward funding, the timely provision of infrastructure that supports planned growth. 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.
This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.

Financial Monitoring and Business Strategy Delivery Report

CABINET - 20 December 2016

General Revenue Balances

Date	Forecast 2016/17		Budget 2016/17
	£m	£m	£m
General Balances: Outturn 2015/16	18.984		17.517
County Fund Balance		18.984	17.517
Planned Contribution to Balances		2.000	2.000
Planned Contribution from Balances			
Original forecast outturn position 2015/16		20.984	19.517
Additions			
Calls on balances deducted		0.000	0.000
Oct-16 Network & Asset Management - Transport Infrastructure Code	-0.121		
Oct-16 Legal Services - counsel expenditure pressure	-0.300		
Total calls on balances		-0.421	-2.000
Automatic calls on/returns to balances		0.000	
Additional Strategic Measures		0.000	
Other items		0.000	
Net General Balances		20.563	17.517
Total Balances including Severe Weather Recovery Scheme Grant		20.563	17.517
Total Gross Expenditure Budget		798.025	798.025
Balances as a % of Gross Expenditure		2.58%	2.20%
Net Balances		20.563	
Calls on / returns to balances agreed but not actioned		0.000	
Calls on / returns to balances requested in this report		0.000	
Forecast Variation at Year End			
Less forecast directorate overspend (as set out in Annex 1)		-5.624	
Dec-16 Forecast underspend for on - call firefighters		0.449	
Revised Outturn position		15.388	

**Financial Monitoring and Business Strategy Delivery Report
CABINET - 20 December 2016**

Ringfenced Government Grant Details - 2016/17

Directorate	2016/17 Budget Book	In year Adjustments / New Allocations reported previously	In year Adjustments/ New Allocations reported this time	Latest Allocation
	£m	£m	£m	£m
<u>Children, Education & Families</u>				
Ringfenced Grants				
Asylum (UASC & Post 18)	1.143			1.143
Dedicated Schools Grant	243.608	3.874		247.482
Education Funding Agency – Sixth Form and Bursary Funding	2.855			2.855
PE and Sport Grant (£0.684m in 2015/16 and £0.8m in 2016/17)	1.484			1.484
Pupil Premium	8.481	0.365		8.846
Remand	0.064			0.064
Universal Infant Free School Meals	5.946			5.946
Youth Justice Board	0.536	0.014		0.550
Total Children, Education & Families	264.117	4.253		268.370
<u>Environment & Economy</u>				
<u>Grants held on behalf of the LEP</u>				
Department for Business Innovation & Skills	0.250			0.250
City Deal Skills Grant	0.575			0.575
DCLG (Local Enterprise Partnership Funding)	0.500			0.500
ERDF (European Regional Development Fund)	0.040			0.040
C&EC (Careers & Employment Centre)	0.020			0.020
<u>Commercial</u>				
DEFRA - Natural England	0.242			0.242
Bus Service Operators Grant	0.795			0.795
Total Environment & Economy	2.422			2.422
<u>Public Health</u>				
Public Health Grant	32.126			32.126
Total Public Health	32.126			32.126
<u>Corporate Services</u>				
Music (Youth Music)	0.642			0.642
Total Corporate Services	0.642			0.642
<u>Social & Community Services</u>				
SCS Directorate Total	0.000			0.000
Total Ringfenced Grants	299.307	4.253		303.560
Un-Ringfenced Grants				
<u>Strategic Measures</u>				
Fire Revenue Grant	0.288	-0.084		0.204
Lead Local Flood Authority Grant				
Extended Rights to Free Travel	0.310	-0.011		0.299
Troubled Families - Service Transformation Grant	0.200			0.200
New Homes Bonus	4.130			4.130
New Homes Bonus Adjustment Grant	0.158	-0.008		0.150
Department of Health Revenue Grant	0.515	-0.010		0.505
Education Support Grant	4.365			4.365
Special Educational Needs Reform Grant	0.422			0.422
Section 31 Grant for Cap on Business rates Top-Up	0.541			0.541
Section 31 Grant for Cap on Business rates Other Reliefs	0.964			0.964
Revenue Support Grant	39.331			39.331
Business rates Top-Up	37.394			37.394
Independent Living Fund Grant	3.802			3.802
Transition Funding	4.454			4.454
Total Strategic Measures	96.874	-0.113		96.761
Total Un-Ringfenced Grants	96.874	-0.113		96.761
Total Grants	396.181	4.140		400.321

Financial Monitoring Report Cabinet 20 December 2016
CAPITAL PROGRAMME: 2016/17 TO 2019/20

MONTHLY MONITORING REPORT- SUMMARY PAGE

Directorate	Latest Approved Capital Programme (Cabinet Oct 2016)			Latest Forecast			Variation			Current Year Expenditure Monitoring				Performance Compared to Original Programme (Council February 2016)		
	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	53,910	106,649	160,559	53,835	107,468	161,303	-75	819	744	26,948	17,965	50%	83%	52,410	1,425	3%
Social & Community Services	15,834	22,940	38,774	15,834	22,940	38,774	0	0	0	3,129	547	20%	23%	11,244	4,590	41%
Environment & Economy - Transport	50,229	99,760	149,989	50,037	100,070	150,107	-192	310	118	16,388	17,030	33%	67%	47,738	2,299	5%
Environment & Economy - Other Property Development Programmes	11,129	19,648	30,777	10,839	19,633	30,472	-290	-15	-305	99	11,182	1%	104%	11,639	-800	-7%
Corporate Services	12,567	4,991	17,558	15,217	8,841	24,058	2,650	3,850	6,500	2,663	89	18%	18%	10,299	4,918	48%
Total Directorate Programmes	143,669	253,988	397,657	145,762	258,952	404,714	2,093	4,964	7,057	49,227	46,813	34%	66%	133,330	12,432	9%
Schools Local Capital	1,785	3,133	4,918	1,785	3,133	4,918	0	0	0	1,180	0	66%	66%	1,148	637	55%
Earmarked Reserves	1,549	87,746	89,295	699	81,480	82,179	-850	-6,266	-7,116					5,340	-4,641	0%
OVERALL TOTAL	147,003	344,867	491,870	148,246	343,565	491,811	1,243	-1,302	-59	50,407	46,813	34%	66%	139,818	8,428	6%

Financial Monitoring Report Cabinet 20 December 2016

CAPITAL PROGRAMME: 2016/17 TO 2019/20

In-year Expenditure Forecast Variations

Project / Programme Name	Previous 2016/17 Forecast* £'000s	Revised 2016/17 Forecast £'000s	Variation £'000s	Comments
Children, Education & Families Capital Programme				
Existing Demographic Pupil Provision (Basic Needs Programme)	8,348	7,248	-1,100	Projects being developed. Draw down of budget provision for the projects below.
Adderbury, Christopher Rawlins - Expansion to 1.5FE (ED875)	0	1,100	1,100	Stage 2 approved.
Small schemes (developer and other funded)	765	883	118	
Watchfield Faringdon Rd, Solar VAS CWS	0	10	10	
Wallingford Reading Rd Bus Shelter	0	4	4	
St Helen Without, Barrow Rd, Solar VAS SLS	0	5	5	
Chesterton Solar VAS SLS	0	8	8	
Abingdon, Marcham Rd Bus shelter	0	6	6	
Bicester North Stn new footway approach	0	14	14	
Botley, Lime Rd Bus Shelter	0	12	12	
Abingdon, Marcham Rd Fairacres Bus Stop RTI	0	5	5	
Abingdon, Drayton Rd Bus infrastructure	0	21	21	
Footways	831	844	13	
Bridges	1,520	1,398	-122	
Public Rights of Way Foot Bridges	110	107	-3	
Edge Strengthening	2,870	2,942	72	
Resurfacing	370	374	4	
Embankment Stabilisation Programme	153	152	-1	
Kennington Railway Bridge	730	714	-16	
TRANSPORT TOTAL IN-YEAR VARIATION			-192	
Environment & Economy Capital Programme (excluding Transport)				
Rooftop Solar PV Programme	200	50	-150	Reduced Programme
SALIX Energy Programme	200	150	-50	Reduced Programme
Spendlove Centre, Charlbury (R11)	356	300	-56	Funding agreement to contribute to project led by the Gifford Trust. Stage 2 approved.
Retentions (completed schemes)	34	0	-34	
Energy Strategy Implementation (Non- Schools)	34	0	-34	
E&E TOTAL IN-YEAR VARIATION			-290	
Westgate Library	250	500	250	Cabinet approved additional budget - Oct 2016
Advanced Engineering & Technical Skills Centre	0	2,000	2,000	Local Growth Fund
CORPORATE SERVICES TOTAL IN- YEAR VARIATION			2,650	
CAPITAL PROGRAMME TOTAL IN-YEAR VARIATION			2,093	

*As approved by Cabinet

Financial Monitoring Report Cabinet 20 December 2016

CAPITAL PROGRAMME: 2016/17 TO 2019/20

New Schemes & Budget Changes

Project / Programme Name	Previous Total Budget* £'000s	Revised Total Budget £'000s	Variation £'000s	Comments
Children, Education & Families Capital Programme				
Existing Demographic Pupil Provision (Basic Needs Programme)	67,545	65,401	-2,144	Projects being developed. Draw down of budget provision for the projects below.
Adderbury, Christopher Rawlins - Expansion to 1.5FE (ED875)	4	2,442	2,438	Stage 2 approved.
Environment & Economy - Highways & Transport Capital Programme				
Small schemes (developer and other funded)	1,534	1,652	118	
Watchfield Faringdon Rd, Solar VAS CWS	0	10	10	
Wallingford Reading Rd Bus Shelter	0	4	4	
St Helen Without, Barrow Rd, Solar VAS SLS	0	5	5	
Chesterton Solar VAS SLS	0	8	8	
Chesterton grasscrete layby	0	33	33	
Abingdon, Marcham Rd Bus shelter	0	6	6	
Bicester North Stn new footway approach	0	14	14	
Botley, Lime Rd Bus Shelter	0	12	12	
Abingdon, Marcham Rd Fairacres Bus Stop RTI	0	5	5	
Abingdon, Drayton Rd Bus infrastructure	0	21	21	
TRANSPORT TOTAL PROGRAMME SIZE VARIATION			118	
Environment & Economy Capital Programme (excluding Transport)				
Rooftop Solar PV Programme	450	50	-400	Reduced Programme
SALIX Energy Programme	471	600	129	SALIX funded
E&E TOTAL PROGRAMME SIZE VARIATION			-305	
Corporate Services Capital Programme				
Westgate Library	1,500	3,600	2,100	Cabinet approved additional budget - Oct 2016
Activate Care Suite	0	400	400	Local Growth Fund
Advanced Engineering & Technical Skills Centre	0	4,000	4,000	Local Growth Fund
CORPORATE SERVICES TOTAL PROGRAMME SIZE VARIATION			6,500	
CAPITAL PROGRAMME TOTAL PROGRAMME SIZE VARIATION			7,057	

*As approved by Cabinet

Division(s):

CABINET – 20 DECEMBER 2016

Report from the Income Generation Cabinet Advisory Group

Report by Cabinet Member for Finance

Introduction & Background

1. The Income Generation Cabinet Advisory Group (CAG) was first established in July 2013 under the then Cabinet Member for Finance, Councillor Arash Fatemian and made recommendations to Cabinet as part of the Service & Resource Planning process for in 2014/15. It reconvened in April 2015 under the chairmanship of Councillor Lawrie Stratford in response to the need for the council to cope with increasing budget pressures. .
2. The CAG has met approximately monthly and has reviewed and assessed a number of options for income generation including
 - Reviewing existing services that we currently charge for and opportunities for increasing these charges as part of the Review of Charges process feeding into the annual Service & Resource Planning process.
 - Investigating discretionary services that we do not currently charge for where we may want to introduce charges.
 - Considering opportunities for generating income from property.
3. On 8 December 2015, Council unanimously agreed the motion calling on the Cabinet Advisory Group for Income Generation in conjunction with the Cabinet Member for Property to:
 - review the buildings which the council currently owns or leases in Oxfordshire;
 - explore the options for making the most cost effective way of using these buildings which we own or lease; and
 - make recommendations to Cabinet as to savings which could be made and income which could be generated from our property.
4. In response to the motion, the CAG amended and extended its membership to reflect the renewed focus on property. The membership of the CAG is:
 - Councillor Lawrie Stratford (Chairman)
 - Councillor Nick Hards (Vice-Chairman)
 - Councillor David Bartholomew
 - Councillor Charles Mathew
 - Councillor John Sanders
 - Councillor Les Sibley
 - Councillor Richard Webber

The Cabinet Portfolio Holder for Property has also been invited to meetings of the CAG.

5. The terms of reference of the CAG are included in Annex A.

Areas of Focus

6. The CAG has explored following areas of work related to income generation.

Property

7. The CAG has reviewed the Council's database of property information via an interactive property dashboard, Tableau. This displays the Council's current and former property holdings, as well as properties owned / used by other public sector bodies across Oxfordshire enabling users both to drill down to bespoke geographic areas, use and tenure, and to view more detailed information about individual properties. It has also been extended to include data held by other public sector partners.
8. The data is now available on the Intranet and was trialled by members of CAG before being made more widely available. In making this information available to all members via member locality meetings the CAG has enabled councillors to gain an understanding of the properties in their areas and challenge officers on the most efficient use of resources.
9. The CAG examined the Council's disposals programme; it reviewed sites released over the last three years, sites due for release, and sites identified for potential release over the next 3-5 years, including estimates as to how much capital/revenue could potentially be generated.
10. Linked to the disposal programme, the CAG also reviewed the Council's Strategic Property Asset Management Plan and sought assurance from officers that future updates would include the option to explore opportunities for income generation relating to surplus property rather than solely seeking a capital receipt on disposal.
11. The CAG also had a presentation from Carillion officers on the merits of expanding the Council's existing portfolio to include options such as an 'investment portfolio' approach and owning a property investment company. CAG members concluded that officers should work with Carillion to determine the best approach for the Council and to bring forward options as part of the updated Strategic Property Asset Management Plan for 2017/18 to be included as part of the Cabinet's proposed budget and capital programme in January 2017.
12. The CAG reviewed the Council's Office Strategy and the options for office use across the county. Income generation and/or minimising ongoing revenue costs remain a key principle.

13. Twenty six leaseholds have been disposed of since 2010, and this has reduced office costs by around 25%. This planned release of office buildings will continue over the next five years including the release of Unipart in 2016 and Kingsgate in 2017. The Office Strategy will be kept under review alongside the emerging Transformation Programme to ensure it is aligned with our emerging workforce strategy.

Review of Fees and Charges

14. The level of fees and charges for the services the Council provides are reviewed annually as part of the Service & Resource Planning process. Last year, the CAG undertook a comprehensive review of fees and charges for 2016/17 and the increases that were being proposed and challenged managers where there was no proposed increase or the increase was minimal. This resulted in a number of fees and charges being increased to a higher rate than originally planned. The charges were agreed by Cabinet in December 2015.
15. The CAG is currently undertaking a comprehensive review and challenge of the proposed fees and charges for 2017/18 in order to maximise income potential. The expectation is that charges will increase by a minimum of 4% (or more where the market allows). Increases of less than 4% will be considered in exceptional circumstances and will need to be reviewed and agreed by the CAG.
16. The CAG discussed proposals for fees and charges for the 2017/18 financial year at its meeting on 29 November 2016. The CAG's recommendations on the fees and charges review will be submitted to the Cabinet on 24 January 2017 as part of the Cabinet's proposed budget.

Workplace Charging and Congestion Charging

17. Over the last six months, the CAG has discussed both workplace parking and congestion charging options in Oxfordshire. It was recognised that although this would generate income, the reasons for introducing any charge would be for transport and environmental reasons. The Oxfordshire Local Transport Plan (adopted in July 2016) includes amongst other things, as part of the Oxford Transport Strategy (OTS), proposals to manage car traffic levels in Oxford, the introduction of a workplace parking levy. A congestion charging scheme is not ruled out and the CAG are keen to ensure that adequate evidence is presented to justify proceeding or not. However, the work carried out for the OTS raised a number of questions about the suitability of a congestion charge for Oxford.
18. Officers from Environment & Economy presented proposals for introducing a workplace parking levy to the CAG on a number of occasions. Given the report has now been considered by Cabinet, it was felt by the group that there was no further role for the CAG in taking this thinking forward.

Conclusion

19. Over the past year and a half the CAG has considered a number of policy areas, provided challenge to officers developing policies and pushed for creative approaches to maximise income for the council.
20. Its work has now reached a natural conclusion as the strategies it has informed are being taken forward and members' input to policy development would be welcome in other areas as we embark on a challenging transformation programme.

RECOMMENDATION

21. The Cabinet Member for Finance **RECOMMENDS** Cabinet to endorse the work of the Income Generation Cabinet Advisory Group and agree to disband the group.

COUNCILLOR LAWRIE STRATFORD

Cabinet Member for Finance and Chairman of the Income Generation Cabinet Advisory Group

Contact Officer: Lorna Baxter, Chief Finance Officer
Lorna.baxter@oxfordshire.gov.uk,

November 2016

Division(s): N/A

CABINET – 20 DECEMBER 2016

Service & Resource Planning 2017/18 to 2020/21

Report by the Chief Finance Officer

Introduction

1. This report is the second in the series on the Service & Resource Planning process for 2017/18 which will culminate in Council setting a budget for 2017/18 and a medium term plan to 2020/21 in February 2017. The report sets out:
 - the new pressures and savings for 2017/18 and the medium term,
 - the key announcements of the Autumn Statement announced on 23 November 2016; and
 - the capital programme proposals for 2017/18 to 2020/21.
2. This report will be considered ahead of Cabinet by the Performance Scrutiny Committee on 15 December 2016.
3. The provisional local government finance settlement is expected to be announced on or before 15 December 2016. An addenda will be produced once it has been announced.
4. The following annexes are attached to this report:

Annex 1: Revenue budget pressures and savings 2017/18 – 2020/21

Annex 2: Social & Community Impact Statements (SCIAs)

Direction for the Council

5. The approach for setting the budget for 2017/18 and MTFP to 2020/21 is very different to the approach taken in recent years. In part this is due to the considerably sounder financial footing of the Council, with a four year funding settlement already agreed with government, a robust MTFP and the difficult decisions of previous years now standing the organisation in good stead for the future.
6. The approach has also been informed by the recent work undertaken on the Council's future role and direction, the Transformation programme 'Fit for the Future' and of particular significance, the work that has been undertaken on a single unitary structure of local government in Oxfordshire. Much of this thinking can also be applied to the role of the county council within the current

two tier arrangements for local government, which has also been used to inform the proposals for a new senior management structure.

7. The Fit for the Future transformation programme, along with other whole organisational change will provide a robust and stable platform for the council over the coming four years, ensuring we are well placed to effectively meet residents' and business needs, within our available budget.
8. The Council will not have a new Corporate Plan until after the May 2017 elections, but our approach will continue to be based on the vision of thriving Oxfordshire for everyone, where:
 - Every community thrives, and everyone can play an active part
 - Everyone leads safe, healthy lives while people with the greatest need are cared for so:
 - older and disabled people can live independently
 - every child has the best start in life
 - everyone is protected from abuse or neglect
 - A strong and thriving economy creates jobs and homes for the future, and quality of life for Oxfordshire communities is protected.

We will achieve this by:

- Putting residents at the heart of everything we do
- Understanding the strengths and needs of each community, so we can help them to help themselves
- Empowering our staff to make a real difference to people's lives
- Continually looking for new ways to improve services and reduce costs
- Working with people, communities and other organisations as one, joined up council
- Fighting for Oxfordshire to secure investment in public services and infrastructure
- Making dealing with the council simpler, with better use of digital technology

Efficiency Plan and four-year settlement

9. The Provisional Local Government Settlement announced in December 2015, set out an offer to all Councils of a four-year funding settlement from 2016/17 to 2019/20. The offer of a four year settlement required councils to publish an Efficiency Plan and notify the Department for Communities and Local Government (DCLG) of its availability by 14 October 2016.
10. In September 2016, Council approved a revised Medium Term Financial Plan (MTFP) and Efficiency Plan. The Efficiency Plan was submitted to DCLG by the deadline and confirmation that the council is formally on a four year settlement was received on 17 November 2016.

11. In September 2016, Cabinet agreed that the Medium Term Financial Plan to be agreed by Council in February 2017 would cover the four years 2017/18 to 2020/21.

Service & Resource Planning process

12. The Council's robust approach to long term financial planning means that after six years of difficult decisions to manage reductions in funding at the same time as increased demographic pressures in social care, the Council will be able to manage financial pressures within the funding envelope available by the end of the MTFP period.
13. The revised MTFP agreed by Council in September included a Transformation Programme which aims to deliver £15.3m of savings. These were planned in 2017/18 and 2018/19. To allow time for implementation, the proposed MTFP includes the deferral of all savings until 2018/19. The programme titled Fit for the Future, comprises of five work streams and is governed by a programme board chaired by the County Director. The strands are:
 - Digital First
 - Business Efficiencies
 - Customer Journey
 - Workforce for the Future
 - Place Based Reviews
14. In addition to the programme there are a number of cross cutting workstreams that support the changing organisation and focusing on a One Council approach. The approach to Service & Resource Planning this year reflects this.
15. A member engagement session was held in November for Cabinet plus key members of the Labour and Liberal Democrat Group. The purpose was to provide assurance that the savings required through the Fit for the Future Programme can be delivered.
16. The Performance Scrutiny Committee will consider and comment on the revenue pressures and savings and will feedback to Cabinet. The Cabinet will take the Scrutiny Committee's comments into consideration in proposing its budget in January 2017. Performance Scrutiny Committee will also consider and comment on the capital proposals.
17. Following the Provisional Local Government Finance Settlement the Cabinet will propose the 2017/18 revenue budget, 2017/18 – 2020/21 Medium Term Financial Plan and Capital Programme to 2020/21 on 24 January 2017.
18. Council will meet on 14 February 2017, following the Final Local Government Finance Settlement and final information from District Councils, to agree the

2017/18 revenue budget, Medium Term Financial Plan for 2017/18 – 2020/21 and Capital Programme.

Pressures and Savings Options

19. The report to Cabinet in September 2016 and the Financial Monitoring & Business Strategy Delivery reports throughout the year have set out the emerging pressures that need addressing as part of the 2017/18 Service & Resource Planning process. The paragraphs below set out both the pressures and savings proposals, details of which are provided in Annex 1.

New Pressures

20. There are new Service and Corporate pressures totalling £16.1m for the period 2017/18 to 2020/21 as shown in the table below.

Service Area	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Children, Education & Families	7.7	1.9	1.3		10.9
Adult Social Care	0.8	0.1	0.2		1.1
Fire & Rescue Service and Community Safety	0.1				0.1
Environment & Economy	0.5	0.6	0.7	-0.2	1.6
Corporate Services	1.2		-0.7		0.5
Council-wide/Corporate Measures	1.5	0.2	0.2		1.9
TOTAL	11.8	2.8	1.7	-0.2	16.1

21. In Children, Education and Families, there are pressures in Children's Social Care due to the increasing number of children requiring placements and increased legal and staffing costs associated with the higher number of children. 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 £6.6m in 2017/18 rising to £10.3m by 2020/21.
22. Historically, the Education Services Grant (ESG) was made up of two elements; retained duties paid to local authorities to fund services provided to all schools (including academies) and general duties paid to both local authorities and academies to fund services authorities provide to maintained schools but which academies must provide themselves. From 2017/18, the general duties element (at £15 per pupil) will be transferred into the schools block of the Dedicated Schools Grant (DSG). Local authorities will be able to fund these services with the agreement of schools forum.
23. In 2016/17, the Council received £4.4m of Education Services Grant. Reductions to the grant totalling £2.5m are included in the MTFP to 2019/20.

The change set out in paragraph 22 means that the reduction will now total £3.2m over the medium term, with £2.2m of the reduction falling in 2017/18, an increase of £1.2m compared to the MTFP.

24. In Environment & Economy, there is a pressure of £1.3m over the medium term on the Household Waste Recycling Centres (HWRC) budget relating to increased costs of running the centres due to higher prices of materials and management fees. There is also an anticipated cost to delivering new Household Waste Recycling Centres (HWRCs) as part of the long-term strategy agreed in December 2015.
25. Following a ruling by the Secretary of State for Education in March 2016, the Council has lost recharge income (contributing towards Council overheads) from the Dedicated Schools Grant (DSG). There is also a pressure in Education Support Services arising from the loss of income from school's converting to academies. This gives a pressure of £1.6m over the medium term.
26. There is also a pressure of £0.3m on the amount of business rates payable on Council owned properties. The Valuation Office Agency have revalued properties so that rateable values are realigned with current rental values set by the market periodically reflecting relative changes in the rental value of properties in different sectors and locations.

Changes to the Existing Medium Term Financial Plan

27. The Council has a good track record of delivering on savings plans, having delivered £247m of savings between 2010/11 and 2015/16 and is on track to deliver most of the £53m required in 2016/17. To ensure this delivery continues a re- assessment of the £61m savings that are in the MTFP but still to be delivered has been undertaken; where savings cannot be achieved, they are being removed and new savings identified to replace them. This totals £12.3m and details are set out in Annex 1.

Savings

28. Service and corporate savings options of £26.9m have been identified over the period 2017/18 to 2020/21. A summary by service is shown in the following table:

Service Area	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Adult Social Care	-2.8	-1.0			-3.8
Fire & Rescue Service and Community Safety	-0.4		-0.1		-0.5
Environment & Economy	-1.3	1.3			0.0
Corporate Services	-0.3	0.3			0.0
Public Health	-0.5	-0.5			-1.0
Council-wide/Corporate Measures	-24.1	4.1	-1.8	0.2	-21.6
TOTAL	-29.4	4.2	-1.9	0.2	-26.9

29. The MTFP includes growth in the tax base of 1.63% in 2017/18 and later years. Early figures from the District Councils indicate that the actual growth in the taxbase for 2017/18 will be 1.97%. In line with expected housing growth, it is proposed to increase the assumed growth in the taxbase to 2% in 2018/19. This generates £2.5m of additional funding over the medium term.
30. £1.4m of additional funding from 2017/18 was built into the budget as part of the 2016/17 S&RP process for the apprenticeship levy. This is payable by all organisations who have pay expenditure of more than £3m. Schools will be required to pay the levy as part of their individual school's budget; therefore the amount of levy payable by the Council is £0.6m.
31. In each year of the MTFP, the Council funds £5m a year for Adult Social Care demography pressures. The Social Care Precept funding is able to meet part of this pressure which enables the Council to reduce the amount of corporate funding needed over the medium term.
32. A thorough review of the Council's balance sheet has taken place and has resulted in savings of £11.1m over the medium term by reducing the annual contribution to reserves and a proposed change in the Minimum Revenue Provision (MRP) policy.
33. MRP is the principal amount of the Council's debt that it has to pay each year. This review proposes to change the method of payment from a reducing balance method, where the debt is never fully repaid, to a straight line method, where the current debt will be fully paid over a 50 year period giving a more prudent approach to debt management.
34. Within adult social care, additional savings totalling £2.2m have been achieved by retendering the re-ablement contract; re-designing and combining the Crisis Response Service, Emergency Carers Support Service and Telecare Monitoring Service; and removing funding for peripatetic warden schemes with no impact on service users. These were savings already included in the MTFP but more savings have been achieved during implementation than originally planned.

35. There are two options in an ongoing consultation about the future of adult social care Daytime Support Services; one option would save £2.4m and the other £3.4m. The Council awaits the outcome of the current consultation and has included the lower savings figure less some transition costs in the budget proposals. This is an additional saving of £1.0m compared to the amount included in the current MTFP.

Overall Position

36. The following table shows that currently there is a remaining net pressure of £1.5m in 2017/18 and a balanced position over the medium term. The Council is awaiting the outcome of the Provisional Local Government Finance Settlement and final information from district councils before addressing this position in order that a balanced budget can be set on 14 February 2017.
37. At this stage it is anticipated that the net pressure will be met by further reducing use of agency and interim staff in line with current plans.

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	TOTAL £m
New Pressures	11.8	2.8	1.7	-0.2	16.1
Changes to Existing MTFP	19.1	-7.0	0.2	0.0	12.3
Savings	-29.4	4.2	-1.9	0.2	-26.9
Net Pressure (+)/Saving (-)	1.5	0.0	0.0	0.0	1.5

Autumn Statement 2016

38. On 23 November 2016 the Chancellor of the Exchequer, Phillip Hammond MP, announced the Autumn Statement. This was the first economic statement given by the Government since the vote to leave the European Union.
39. To promote certainty and simplicity within the tax system, the government intends to move towards having a single major fiscal event each year. In 2017 two budgets will be delivered in Spring and Autumn. From 2018 onwards only one Budget will be delivered in Autumn. The Office for Budget Responsibility (OBR) will continue to produce a Spring forecast and the government will make a Spring Statement responding to that forecast. However, the government will retain the option to make changes to fiscal policy at the Spring Statement if the economic circumstances require it.
40. The Government has removed its target to be in budget surplus by 2019-20, as measured by the Public Sector Net Borrowing (PSNB) figure. The Charter for Budget Responsibility has been updated and is based on three new targets:
- a mandate to reduce cyclically-adjusted PSNB below 2% of GDP by 2020/21;

- a supplementary target for PSND as a percentage of GDP to be falling in 2020/21; and
 - a supplementary target to ensure that expenditure on welfare in 2021/22 is contained within a predetermined cap and margin set by the Treasury.
41. The UK is forecast to be the fastest growing country in the G7 group of Countries¹ in 2016 with growth estimated at 2.1%, although it will face economic uncertainty because of the recent Brexit vote. This has caused the OBR to reduce its growth prediction to 1.4% in 2017. It is however expected to recover in the following years.
42. A new National Productivity Investment Fund (NPIF) will provide an additional £1.1bn by 2020-21 of new funding to relieve congestion and deliver upgrades on local roads and public transport networks. On strategic roads, an extra £220m will be invested to tackle key pinch-points. The government will recommit to the National Roads Fund announced at Summer Budget 2015. The NPIF also included £27m to develop an expressway connecting Oxford and Cambridge and £110m for East West Rail.
43. Following the recommendations of the independent Low Pay Commission, the National Living Wage (NLW) will increase by 4.2% from £7.20 to £7.50 from April 2017. This is however 10p less than the proposed increase announced last year.
44. To remove the inconsistency between rural business rate relief and small business rate relief the government will double the rural rate relief to 100% from 1 April 2017. A new 100% business rates relief for new full-fibre infrastructure for a 5 year period will apply from 1 April 2017. It is not clear if local government will be reimbursed for the loss in business rate income.

Capital Programme

45. The following table shows the estimated funding available for allocation, the current known pressures and the overall capital programme surplus. The detail is provided in the ensuing paragraphs.

¹ United States, Canada, France, Germany, Italy, Japan and United Kingdom

Description	£m
<u>Estimated Funding Available:</u>	
Additional Estimated Funding Up to and for 2020/21	20.3
Allocations to be returned to the corporate pot for reallocation	4.3
Total Estimated Funding Available	24.6
Previously Agreed Allocations	-2.1
Revised Estimated Funding Available	22.5
<u>Budget Requirement:</u>	
Statutory Requirements – Basic Need	-1.7
Annual Programmes	-18.1
Other Pressures	-2.6
Total Funding Requirement	-22.4
TOTAL SURPLUS (+)/ SHORTFALL (-)	+0.1

Estimated Funding Available

46. There is a further £24.6m of new capital resources available from adding a further year of estimated un-ringfenced grant allocations for 2020/21, from some adjustments to earlier year assumed funding levels and from contingency and other budgets returned for reallocation.
47. The 2018/19 grant funding allocation for basic need was announced in March 2016 was substantially lower than expected, (a nil allocation compared to a forecast of £4.5m). Assumptions on the funding level for 2019/20 has been revised downwards and matches the further year's allocation estimated for 2020/21 of £3.8m. This has led to an overall funding reduction on the capital programme of £1.5m.
48. An estimated £2.0m of grant funding has been included for the Schools Structural Maintenance Allocation for 2020/21. This compares to the current £4.4m received for 2016/17 and reflects the on-going school conversions to Academy status.
49. A further year of highways maintenance grant funding of £13.4m has been added for 2020/21 as well as a further £1.4m estimated for the self-assessed incentive fund, £3.7m for Integrated Transport Block funding and a £1.3m Pothole Action Fund allocation in 2017/18.
50. £4.3m has been returned to the corporate pot from unused project contingency budgets and the release of earmarked funds that are no longer required.

Previously Agreed Allocations

51. In October 2016, Cabinet agreed to increase the budget provision for the proposed improvements at Westgate Library by £2.1m to a total of £3.6m. The improvements are expected to commence in January 2017 to enable the Library to relocate back in October 2017. This allocation has reduced the amount of resources available to further pressures.

Statutory Requirements – Basic Need

52. Further basic need pressures have been identified for the period 2017/18 to 2020/21 totalling £6.3m with an expected £4.6m of developer funding to contribute to these. The remaining £1.7m will be met from the available resources.

Annual Programmes

53. Adding a further year of the annual highways, schools and property maintenance programmes to 2020/21 utilises £18.1m of the available resources.
54. Highway maintenance annual programmes total £14.6m with a further £0.7m added towards the East-West rail contribution and £2.5m for schools annual programmes.

Other Pressures

55. Further pressures totalling £2.6m have been identified in addition to the basic need and annual programmes.
56. The need to complete reconstructive works to the substructure of Kennington Railway Bridge was identified during a maintenance inspection. Interim measures costing £0.9m have been carried out in-year, initially approved under delegated authority of the Leader of the Council in consultation with the Chief Finance Officer and reported to Cabinet in October 2016. At this point it was identified that permanent works estimated at £2.0m will be required and considered as part of the Service & Resource Planning Process.
57. Capital investment of £0.4m is required towards the two Grade II Listed Barns at Cogges Farm - Witney, built 17th Century, to address variable signs of decay and degradation of the roof structure.
58. It is proposed to introduce a Controlled Parking Zone at Iffley Fields in Oxford at a cost of £0.2m.

Consultation

59. Members of the public and stakeholders will be able to comment on the budget proposals and Council Tax level through the Council's website. The consultation will open on 8 December 2016 and close on 9 January 2017. A

summary of responses will be provided to Cabinet to allow them to take the comments into consideration in agreeing their budget proposals.

Equality and Inclusion Implications

60. 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.'
61. Potential impacts of the budget options have been considered and are set out in the Social & Community Impact Statements in Annex 2.

Financial and Legal Implications

62. 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

63. **Cabinet is RECOMMENDED to take the issues set out in the report into consideration in forming their proposed budget for 2017/18, Medium Term Financial Plan to 2020/21 and Capital Programme to 2020/21.**

LORNA BAXTER
Chief Finance Officer

Contact Officers:
Katy Jurczynszyn: Strategic Finance Manager (Financial Strategy & Monitoring)
(Tel: 07584 909518)
December 2016

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Pressures and Savings Summary

Directorate	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
Children, Education and Families	7.721	1.882	1.300	0.000	10.903
Adult Social Care	0.755	0.193	0.161	0.000	1.109
Fire & Rescue Service and Community Safety	0.115	0.000	0.000	0.000	0.115
Environment & Economy	0.520	0.560	0.670	-0.218	1.532
Corporate Services	1.200	0.000	-0.650	0.000	0.550
Public Health					0.000
Corporate Measures	1.520	0.152	0.188	0.019	1.879
Total New Pressures	11.831	2.787	1.669	-0.199	16.088

Directorate	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
Children, Education and Families	0.641	0.000	0.000	0.000	0.641
Adult Social Care	4.120	2.200	1.350	0.000	7.670
Fire & Rescue Service and Community Safety	0.266	0.030	0.090	0.000	0.386
Environment & Economy	0.805	-0.395	0.000	0.000	0.410
Corporate Services	0.400	0.000	0.000	0.000	0.400
Public Health	2.500	0.000	0.000	0.000	2.500
Corporate Measures	10.374	-8.831	-1.250	0.000	0.293
Total Changes to Existing MTFP	19.106	-6.996	0.190	0.000	12.300

Directorate	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
Children, Education and Families	0.000	0.000	0.000	0.000	0.000
Adult Social Care	-2.855	-1.000	0.000	0.000	-3.855
Fire & Rescue Service and Community Safety	-0.381	-0.030	-0.090	0.000	-0.501
Environment & Economy	-1.325	1.325	0.000	0.000	0.000
Corporate Services	-0.300	0.300	0.000	0.000	0.000
Public Health	-0.500	-0.500	0.000	0.000	-1.000
Corporate Measures	-24.085	4.114	-1.769	0.199	-21.541
Total Savings	-29.446	4.209	-1.859	0.199	-26.897

Directorate	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
Children, Education and Families	8.362	1.882	1.300	0.000	11.544
Adult Social Care	2.020	1.393	1.511	0.000	4.924
Fire & Rescue Service and Community Safety	0.000	0.000	0.000	0.000	0.000
Environment & Economy	0.000	1.490	0.670	-0.218	1.942
Corporate Services	1.300	0.300	-0.650	0.000	0.950
Public Health	2.000	-0.500	0.000	0.000	1.500
Corporate Measures	-12.191	-4.565	-2.831	0.218	-19.369
Total Budget Changes	1.491	0.000	0.000	0.000	1.491

Children, Education & Families

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<u>New Pressures</u>					
18CEF1	SEN Home to School Transport - ongoing pressure from 2016/17 and expected demographic increase in each year.	1.850	0.800	0.800		3.450
18CEF2	Legal Recharges for Social Care - increasing number of cases	0.700				0.700
18CEF3	Children's Placements - ongoing pressure from 2016/17 and expected increase in placements each year.	4.000	1.000	1.000		6.000
18CEF4	Education Services Grant Reduction - change to the profile already included in the MTFP.	1.171	-0.068	-0.500		0.603
18CEF5	Children's Social Workers Compulsory Accreditation		0.150			0.150
	Total New Pressures	7.721	1.882	1.300	0.000	10.903
	Changes to Existing MTFP					
18CEF6	**15EE10 - SEN Home to School Transport - previously agreed saving that is no longer achievable	0.641				0.641
	Total Changes to Existing MTFP	0.641	0.000	0.000	0.000	0.641
	Total CEF Budget Changes	8.362	1.882	1.300	0.000	11.544

Adult Social Care

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<u>New Pressures</u>					
18SCS1	Prudential Borrowing Costs (relating to existing borrowing but not previously budgeted for)	0.143				0.143
18SCS2	Mental Health - additional expenditure relating to service users with needs not met through the Outcomes Based Contract. As noted in the 2016/17 Financial Monitoring Reports.	0.400				0.400
18SCS3	Deprivation of Liberty Safeguards - additional pressure to resource on-going responsibilities		0.193	0.161		0.354
18SCS4	Increase contribution to LD Pool to contribute towards the placement cost for service users transitioning from CEF	0.212				0.212
	Total New Pressures	0.755	0.193	0.161	0.000	1.109
	Changes to Existing MTFP					
18SCS5	** 17SCS16 - slippage in Older People's Pooled Budget Panel savings related to the timing of the go - live of Responsible Localities in October 2016	0.750		-0.750		0.000
18SCS6	** 15SCS2 - working with providers to generate efficiencies - saving cannot be achieved because of increased pressure on local care market	0.400				0.400
18SCS7	** 17SCS3 - OCP contract savings - cannot be achieved as would need to replace with more expensive care placements	0.870				0.870
18SCS8	** 17SCS21 - slippage in the Day Services review saving to reflect the current consultation timescale	0.500	-0.500			0.000

Adult Social Care

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
18SCS9	** 17SCS23 - replacing intermediate care beds - difficult to achieve due to pressure on intermediate beds and impact on Delayed Transfers of Care.		1.000			1.000
18SCS10	** 17SCS25 - Dementia Support Service - remove saving as the service will continue as part of the wider offer to carers subject to the outcome of the Carer's consultation in Autumn 2016.			0.400		0.400
18SCS11	** 15SCS8,14SCS8,16SCS18, 14SCS6 and 16SCS19 - £10.000m investment in 2014/15 to help meet increased demand for social care within the Older People's Pooled Budget was originally expected to be a one - off and reduce from 2015/16 onwards. However, this has been more than replaced by new placements so the reduction is not possible.	1.600				1.600
18SCS12	** 17SCS1 - Based on the current level of demand these planned reductions in expenditure within the Older People's Pooled Budget are not likely to be achievable.		1.700	1.700		3.400
	Total Changes to Existing MTFP	4.120	2.200	1.350	0.000	7.670
	Savings					
18SCS13	Additional saving achieved through removing the funding for planned support schemes (peripatetic warden schemes) from 1 April 2016. No further impact on service users beyond the original planned saving.	-0.300				-0.300

Adult Social Care

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
18SCS14	Additional potential (and earlier) saving arising from proposals to cease carers' grants (subject to consultation in Autumn 2016) - links to 17SCS28	-0.690				-0.690
18SCS15	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. Additional contract saving achieved through tender process for new pathway.	-0.711				-0.711
18SCS16	Additional contract savings achieved through the retendering of the Re-ablement contract in 2016/17	-1.154				-1.154
18SCS17	Further possible saving from Day Services review (net of transport pressure). Subject to consultation in Autumn 2016.		-1.000			-1.000
	Total Savings	-2.855	-1.000	0.000	0.000	-3.855
	Total Adult Social Care Budget Changes	2.020	1.393	1.511	0.000	4.924

Use of the Adult Social Care Precept						
18CM5	Replace part of £5m per annum ASC demography	2.764	3.268	3.473		9.505
18SCS18	Balance of precept available to fund potential additional expenditure related to future increases in the National Living Wage and other ASC pressures	3.600	3.960	4.356		11.916
	ASC Precept per current MTFP	6.364	7.228	7.829	0.000	21.421

Fire & Rescue Service and Community Safety

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<u>New Pressures</u>					
18FRS1	Gypsy & Traveller Service - loss of income from other authorities who have changed their contract arrangements	0.050				0.050
18FRS2	Fire Reform Programme - additional post to manage the requirements of the reform.	0.065				0.065
	Total New Pressures	0.115	0.000	0.000	0.000	0.115
	<u>Changes to Existing MTFP</u>					
18FRS3	** 15SCS43 - Carterton Resources - additional funding due to fallout in 2017/18 but still required	0.216				0.216
18FRS4	** 15SCS28 - Development of Commercial Training Unit (Income Generation)	0.025				0.025
18FRS5	** 15SCS29 - Collaboration Efficiencies - Revenue reductions associated with implementation of Thames Valley Fire Control Service (TVFCS)	0.025				0.025
18FRS6	** 17FRS8 - Fire Cadets - move to self-financing or sponsorship model - work has not started and looking to expand programme to LAC		0.030			0.030
18FRS7	** 17FRS6 - Reduce number of operational Group Manager posts - needs to fully evaluated before implementation			0.090		0.090
	Total Changes to Existing MTFP	0.266	0.030	0.090	0.000	0.386
	<u>Savings</u>					
18FRS8	Vacancy management - Fire & Rescue and Emergency Planning	-0.250				-0.250
18FRS9	Transformational crewing models		-0.010	-0.090		-0.100
18FRS10	Gypsy & Traveller Sites - keep Brent contract	-0.050				-0.050
18FRS11	Fire collaboration (procurement, training & operational alignment)	-0.081	-0.020			-0.101
	Total Savings	-0.381	-0.030	-0.090	0.000	-0.501
	Total Fire & Rescue Service Budget Changes	0.000	0.000	0.000	0.000	0.000

Environment & Economy

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<u>New Pressures</u>					
18EE1	Climate Change Levy charge increase - Corporate Estate and Street Lighting			0.120		0.120
18EE2	HWRC - increased contract costs		0.500			0.500
18EE3	HWRC Prudential Borrowing costs - future investment			0.850	-0.018	0.832
18EE4	Phase 2 of Minerals & Waste Plan	0.050	0.050	0.100	-0.200	0.000
18EE5	Oxfordshire Spatial Plan	0.100	-0.100			0.000
18EE6	Investment into OSM to achieve higher income	0.200	0.200	-0.400		0.000
18EE7	Potential pressure arising from redundancy liability should Natural England no longer have funding for 17/18 onwards	0.090	-0.090			0.000
18EE8	Pressures arising from Deregulation Act increasing the level of Service for Definitive Map work.	0.080				0.080
	Total New Pressures	0.520	0.560	0.670	-0.218	1.532
	<u>Changes to Existing MTFP</u>					
18EE9	** 17EE6 - Explore further opportunities for generating funding from OCC transport model system.	0.025	0.025			0.050
18EE10	** 15EE28 - Street Lighting - Energy Saving plus reduction in inspection frequencies and cleaning regimes	0.420	-0.420			0.000
18EE11	** 16EE11 - Increase in parking charges not achievable	0.200				0.200
18EE12	** 17EE26 - Prioritising essential Gully emptying work, meaning a reduction in frequency from once every three years to once every four years.	0.160				0.160
	Total Changes to Existing MTFP	0.805	-0.395	0.000	0.000	0.410
	<u>Savings</u>					
18EE13	Use S278 Funding on a one-off basis	-1.325	1.325			0.000
	Total Savings	-1.325	1.325	0.000	0.000	0.000
	Total Environment & Economy Budget Changes	0.000	1.490	0.670	-0.218	1.942

Corporate Services - ICT

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<u>New Pressures</u>					
18CS1	Data Centre Costs	0.250				0.250
18CS2	Council Infrastructure	0.650		-0.650		0.000
18CS3	Loss of Recharge Income	0.300				0.300
	Total New Pressures	1.200	0.000	-0.650	0.000	0.550
	<u>Changes to Existing MTFP</u>					
18CS4	** 15EE39 - ICT Rationalisation - including implementation of new telephony technology	0.400				0.400
	Total Changes to Existing MTFP	0.400	0.000	0.000	0.000	0.400
	<u>Savings</u>					
18CS5	Charge loss of recharge income to Transition Fund in 2017/18.	-0.300	0.300			0.000
	Total Savings	-0.300	0.300	0.000	0.000	0.000
	Total ICT Budget Changes	1.300	0.300	-0.650	0.000	0.950

Public Health

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<u>Changes to Existing MTFP</u>					
18PH1	** 15PH1 - More efficient contract negotiations - not achievable in short term due to ring fencing of grant	2.500				2.500
	Total Changes to Existing MTFP	2.500	0.000	0.000	0.000	2.500
	<u>Savings</u>					
18PH2	Public Health - one-off savings in 2017/18 of £0.5m	-0.500	0.500			0.000
18PH3	Ongoing savings of £1.0m from 2018/19 onwards assuming ringfence is removed.		-1.000			-1.000
	Total Savings	-0.500	-0.500	0.000	0.000	-1.000
	Total Public Health Budget Changes	2.000	-0.500	0.000	0.000	1.500

Corporate Measures

Reference Number	Description	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total All £m
	<u>New Pressures</u>					
18CM1	School Related Overheads & Income	1.417	0.088	0.120		1.625
18CM2	Impact of 2017 Rates Revaluation	0.103	0.064	0.068	0.019	0.254
	Total New Pressures	1.520	0.152	0.188	0.019	1.879
	<u>Changes to Existing MTFP</u>					
18CM3	Transformation Savings	10.374	6.169	-1.250		15.293
18CM4	Reprofile Transformation Savings		-15.000			-15.000
	Total Changes to Existing MTFP	10.374	-8.831	-1.250	0.000	0.293
	<u>Savings</u>					
18CM5	Reduction in demography allocation	-2.764	-3.268	-3.473		-9.505
18CM6	Review of annual contribution to reserves	-1.950	-3.050			-5.000
18CM7	Strategic Measures	-6.321	0.114	-0.105	0.209	-6.103
18CM8	Taxbase and Collection Fund Surplus	-3.902	0.566	-0.126	0.882	-2.580
18CM9	Apprenticeship Levy will be charged to Schools	-0.820				-0.820
18CM10	Use of Budget Reserve	-8.328	9.752	1.935	-0.892	2.467
	Total Savings	-24.085	4.114	-1.769	0.199	-21.541
	Total Corporate Measures	-12.191	-4.565	-2.831	0.218	-19.369

**Service and Resource Planning 2017/18 -2018/19
Cross-cutting Service and Community Impact Assessment**

Introduction and approach to budget setting
--

The County Council has made savings over the last six years by taking difficult decisions that have involved changing the services delivered to match the reduction in resources, in an environment of a rising demand for services. Since 2010 we have saved around £300m by being more efficient and targeting funding at service users and communities with the greatest needs.

The councils budget for this year, 2016/17 required us to deliver the biggest amount of savings £53 m from any year since we first had funding reductions in 2010/11. In 2017/18 we will have to save a further £38m.

The main new proposal this year is the transformation programme which details how the council will reduce £15 m over the next two years to 2018/19. The transformation savings will result from four different work streams that will deliver a more efficient, streamlined local authority. The savings that will be identified through these work streams will take time to redesign and implement and at this stage it is not possible to take a detailed assessment of the specific equalities impact. However detailed impact assessments will be undertaken as the scope and scale of transformation develops to ensure the potential impact on different individuals, groups and communities are fully considered and mitigated where possible.

There are a very small number of new proposals for changes to services this year as many of the identified savings for 2017/18 are a result of decisions taken last year, and the potential impact of this on individuals and communities was considered in 2016/17. Many of these proposals have now been implemented and the actual impact of these savings will continue to be monitored.

There are two proposals which were identified last year which were at an early stage and these have now been revised and have been included this year. The proposals detail possible options for changing the support we offer to Carers and Daytime Support which both have a number of options that are currently out for public consultation. Both of these proposals will have an impact on specific groups of people and the mitigation for the impact is contained in the individual SCIA's.

Evidence / Intelligence

We hold and actively use data and other evidence to ensure that the Council, as far as is possible, is aware of and able to serve the needs of particular communities and groups in Oxfordshire. Key datasets about the Council are available on the Oxfordshire Insight website, for use by staff, partner organisations, and the wider community. We use all these tools as a guide to support individual service level impact assessments and ensure that decisions that are being taken, as far as possible, protect services for those most in need.

Overarching Impact Assessment

Age & Disability

17 % of the population is over 65 and this is expected to increase to over 20 % by 2013. Numbers of the very elderly (85 years plus) are projected to more than double by 2013.

In the 2011 Census, 14% of residents reported having a limiting long-term illness, health problem or disability which limited their daily activities or work.

Older people and those with disabilities are more likely to be users of adult social care services than the rest of the population. There are three options currently out for public consultation to remodel daytime support. The potential positive impacts of the remodelling of services is through the development of new opportunities to fill existing gaps and more flexible council provided support, meeting a wide range of needs. However there will be potential negative impacts for some people with daytime support needs and their carers. Mitigation for the impact of these changes include support and funding for community and voluntary services to continue and transition support for people affected. A wide range of people who use services have been involved in the early discussions about the development of the new models and the council have taken these into account in developing a new, sustainable model.

There is evidence that the majority of carers in the county are aged 65 or over, and a significant percentage of carers have a long term health condition or disability themselves. The proposal for removing or reducing the level of personal budget award to carers has three options that will be confirmed in early 2017 following the feedback of a public consultation. The agreed option will have an impact on carers who have been currently receiving a personal budget and an impact on those who haven't had a personal budget but might in the future.

Sex

Women use public services more than men. For example there are more women in old age than men and therefore women are more likely to access social care and are more likely to spend a much greater proportion of their time on caring responsibilities

– for elderly relatives. The impact of the savings proposals from adult social care has the potential to be significant for this group.

Over 70% of the council's workforce is female and changes in staffing might affect women in greater numbers. We will continue to carefully monitor the impact of changes to the workforce as a result of the budget proposals, to ensure employment policies are applied fairly and to minimise any disproportionate impact on any particular groups.

Rural and Urban Communities

Oxfordshire is a mixture of urban and rural areas; two of Oxfordshire's five districts (West and South Oxfordshire) are among the most rural in England. Vale of White horse also has a majority of residents in rural settlements, and Cherwell has a significant rural population. At the same time, two-thirds of the population live in built up areas with a population of 10,000 or more. The largest settlement is Oxford.

The remodelling of daytime support could lead to an increased risk of social isolation in more isolated, rural communities without public transport links.

With Digitalisation of frontline services there would be a potential for disadvantaging those rural areas that have lower levels of access to broadband although the current Better Broadband for Oxfordshire programme will raise the access across the county. Library provision will also provide a community hub focus to ensure rural areas have access and support.

Deprivation

Oxfordshire has low overall levels of deprivation relative to England overall. However there are ten areas in Oxford City and four in Banbury and one in Abingdon which fall within the 20% most deprived areas in the county.

Deprived communities and individuals are often more frequent and intense users of many public services. The overall budget proposals have been developed with the objective of effectively targeting services to those in most need. With regards to the proposed changes to the carers grant and day opportunities there may be a greater impact on individuals in deprived communities. However we will continue to work with voluntary and community partners to help mitigate the impact of changes.

Deprived communities and individuals may also be less likely to access digital services however the digital first work stream of the transformation programme will ensure that although the website will be the main channel for contact, telephone and face to face will continue for individuals who are unable to access a digital service.

Other protected characteristics

At this stage we have not identified any specific impacts of our proposals on people sharing the protected characteristics listed below, beyond those issues discussed above.

- Sexual orientation

- Race
- Religion/belief
- Marriage/civil partnerships
- Gender reassignment

This will be kept under review as more detailed proposals are developed and mitigating actions identified wherever possible.



Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area: Corporate/ Transformation

What is being assessed?

This Assessment considers whether individual projects or the collective delivery of projects within the Fit for Future Transformation Programme have a disproportionate effect on any particular group in the community or on the workforce as a whole within the council.

Responsible owner / senior officer: Graham Shaw/Lola Williams

Date of assessment: 14th November 2016

Summary of judgement:

It is not possible, at this stage of the transformation programme, to identify specific groups of customers or staff affected by the proposals, as they are too high level. It is clear, however, that the scope and scale of transformation proposed would result in significant changes to the organisation, staff, working practices, services to customers, and the manner in which they are engaged by the Council. This judgement is therefore an outline assessment for the programme.

Where a work stream/project may have an equalities impact, a specific Equalities Assessment will be undertaken, describing the potential impact, assumptions and any mitigating actions which may need considering. The assessment will be tested with service users and/or employees and their trades union representatives as appropriate and updated to take account of any new information, which will be considered during the decision making process.

The proposed work around the Digitalisation of our frontline services is most likely to have an impact on our residents. The intention is to promote digital first for all council services. In scope will be the reduction of council telephone numbers to have more streamlined access for the public. Assumptions will be evidence based as far as practicable. For example, we will test our assumptions in relation to Digital usage not just by older people but with all protected groups. The first of such evidence gathering will take place in January 2017. It is our intention following evidence gathering that we will address any need requirements for protected groups as well as ensure that there is sufficient support and alternatives to IT reliance which will mitigate any adverse impact on protected groups.

Purpose of assessment:

This is a community service assessment required because of proposals to transform the council's current operating model. This assessment is intended to help Senior Management consider the potential impact of transformation on the community, individual members of staff as well our partners to ensure that the transformation as proposed in the Fit for the Future programme does not discriminate against the protected characteristics of the groups mentioned.

Section 149 of the Equalities Act 2010 ("the 2010 Act") imposes a duty on the Council to give due regard to three needs in exercising its functions. This proposal is such a function. The three needs are:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic, and those who do not.

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

The need to advance equality of opportunity involves having due regard to the need to:

- remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
- take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs other people, and
- encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- take steps to meet the needs of disabled people which are different from the needs of people who are not disabled and include steps to take account of a person's disabilities.

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

These protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934¹ might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract

Context / Background:

Nationally, funding cuts that have been made since 2010 to Local Council's and these will continue. By 2020 the Council expect that very little, if any, of our funding will come from central government. The rest will have to be raised locally, through council tax, business rates, charges for services and creative approaches to securing other funding. While we would all like more resources, the very positive dimension to this change is that we will be in greater control of our finances, and better connected and more responsive to our local economy.

Oxfordshire County Council therefore faces some big challenges but also big opportunities over the coming years. But, these pressures do mean that we have to think differently about what the council does, how it does it and how it supports the growth we need locally. Working with our partners to share functions and jointly deliver services will also become increasingly important. Experience from elsewhere shows that it is possible to deliver better outcomes with less resource especially when council's use digital technology to increase customer self-service and community-led solutions.

To enable the transition to take place from where we are now to the future which is a council that will become a more positive and outward facing organisation. The new operating model will allow for an improved customer experience (anytime, anywhere, any channel access for customers, the removal of systems and processes and approaches to service delivery that encourages working in silos, the delivery of high quality management information & Business Intelligence and a digital first approach, utilising cloud technologies and adopting an integrated systems approach that will enable a customer focused approach.

¹¹ [EC Procurement Threshold for Services](#)

Proposals:

The primary objective and overarching theme of the Transformation Programme is to deliver a council that is responsive, adaptable and that can continuously develop modern and efficient services, thus making Oxfordshire a place where local residents and businesses flourish. The Fit for Future Programme is expected to deliver £15m savings over the next three years through workstreams as outlined below.

Digital First: This work stream will ensure that the council explores and implements new technologies to deliver services more effectively by using digital platforms which will enable partners and agencies to collaborate better. The delivery of the workstream will enable our customers to self-serve with confidence and promote independence thus supporting the prevention and early intervention agenda.

Business Efficiencies: This work stream will enable the council to boost productivity by creating a “smarter state” which requires an evidence-based understanding of what is needed. The primary focus is to consolidate core support functions thus streamlining our processes to reduce duplication of effort and introduce initiatives that will allow for a lean approach to service delivery. To achieve this, a review of our existing core support functions is required. In scope include finance, ICT, Procurement & Commissioning, Admin/Business Support/PA's, Contract, Complaints & FOI's and Project/Programme Management. It is expected that there will be a reduction of staff as a result of this work.

Workforce for the Future: It is expected that this work stream will develop and promote a healthy workforce that is flexible and agile, with the appropriate skillset to meet the future needs of local communities we serve. Cultural change is critical to sustainable transformation therefore change management and organisational development is a key project within this workstream.

Customer Journey front Door: This workstream will review the Customer Journey with a view to ensuring that the customer experience is seamless, right first time, efficient and accessible anytime anywhere and will be customer focused.

Evidence / Intelligence:

Oxfordshire's older population has grown quicker than the regional and national averages. It is expected to grow at twice the rate of the county's population as a whole. In recent years, life expectancy for men has risen faster than for women, narrowing the gap between the two. Disability free life expectancy and health life expectancy has been rising more slowly than overall life expectancy, meaning that more people are likely to be living into older age with long term conditions.

Alternatives considered / rejected:

If we do nothing, the council will struggle with an ever decreasing budget envelope, to provide modernised service that is fit for the future where digitalisation is a key player. The Council is therefore unable to maintain the current position.

Impact Assessment:

Identify any potential impacts of the policy or proposed service change on the population as a whole, or on particular groups. It might be helpful to think about the largest impacts or the key parts of the policy or proposed service change first, identifying any risks and actions, before thinking in more detail about particular groups, staff, other Council services, providers etc.

It is worth remembering that 'impact' can mean many things, and can be positive as well as negative. It could for example relate to access to services, the health and wellbeing of individuals or communities, the sustainability of supplier business models, or the training needs of staff

Impact on Individuals and Communities:**Community / Group being assessed (as per list above – e.g. age, rural communities – do an assessment for each one on the list)**

Summarise the specific requirements and/or potential impact on this community / group, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations
Age (people of different age groups)- Customer Journey/Digital First	The website will be the main channel for customers to contact us. We are aware that nationally an average of 38.7% of adults aged 75 years and over use the internet on a regular basis. In Oxfordshire our rates are higher than the national average for internet use. However, the internet pages will be written using clear and concise language, and navigation will be simplified to support less digitally able people. Telephone and Face to Face support will remain available for those who need help or are unable use digital services to access the internet. We will carry out usability testing throughout

	website and service developments to ensure that customers have been consulted at all stages and that their needs and requirements are addressed.
Disability Customer Journey/Digital First	We will maintain a telephone service that will continue to support our residents who are blind/ partially sighted or their disability means that they are unable to access digital services. Usability testing for the website and other service will take place to ensure that customers have been consulted at all stages and that their needs and requirements addressed.

Gender re-assignment (a person has the protected characteristic of gender reassignment if the person is proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning the person's sex)	No risks
Marriage and civil partnership (the person is married or is a civil partner)	No risks
Pregnancy and maternity (pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth)	No risks
Race (includes colour, nationality, and ethnic or national origins)	No risks
Religion and Belief (any religion and including a lack of religion. A belief means any religious or philosophical belief or a lack of belief)	We predict no adverse impact to any particular religious community in using the web.
Sex (a man or a woman)	We predict no adverse impact to any particular gender.
Sexual orientation (a sexual orientation towards people of the same sex, people of the opposite sex or people of either sex)	We predict no adverse impact to any particular gender.
Additional Categories e.g. any impact on rural communities or areas of deprivation.	The Programme envisages the development of community hubs – based on large part on libraries. 21 core libraries and 22 community libraries (partly staffed by volunteers) service the whole county including our rural communities. Community hubs will provide for the co-location of services, digital assistance for residents and face to face support for residents when needed

Impact on Staff:

Summarise the specific requirements and/or potential impact on staff, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations
Staff reduction Business Efficiencies (consolidation of core functions)	This will be mitigated through natural attrition and HR processes
Change in staff skill sets required in some instances across the council.	This will be mitigated with effective training and support for staff.

Impact on other Council services:

Summarise the specific requirements and/or potential impact on other council services, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations

Impact on providers:

Summarise the specific requirements and/or potential impact on providers of council services, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations

Social Value

If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area.

How might the proposal improve the economic well-being of the relevant area?

How might the proposal improve the environmental well-being of the relevant area?

Action plan:

Summarise the actions that will be taken as a result of the assessment, including when they will be completed and who will be responsible. It is important that the officer leading on the assessment follows up to make sure the actions are completed, and updates the assessment as appropriate. Any significant risks identified should also be added to the appropriate service or directorate risk register, to ensure they are appropriately managed and reviewed.

Action	By When	Person responsible
Fit For the Future Programme Implementation 1 st Phase	April 2017	Graham Shaw via PMO and Transformation Programme Board.

Monitoring and review:

Try to be as specific as possible about when the assessment will be reviewed and updated, linking to key dates (for example when consultation outcomes will be available, before a Cabinet decision, at a key milestone in implementation)

Person responsible for assessment:

Version	Date	Notes (e.g. Initial draft, amended following consultation)
V01	27/11/2016	Initial draft

Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area:

Social and Community Services, Joint Commissioning

What is being assessed (e.g. name of policy, procedure, project, service or proposed service change):

Oxfordshire Carers' Strategy and options for carers' personal budgets

Responsible owner / senior officer:

Benedict Leigh

Date of assessment:

August 2016

Summary of judgement:

The Oxfordshire Carers' Strategy has been updated for the period 2017-2020, and is subject to a 12 week public consultation starting in August 2016. Also part of the consultation is the council's proposals for carers' personal budgets.

Potential negative impacts for carers and the people they care for have been identified, along with potential negative impacts on the workloads and resources of both council staff and providers. There is a risk that a reduction in support to carers could result in budgetary and resource pressures for the council if many carers reduce or cease their caring roles.

In light of the continuing and significant financial pressures, the council considers that reducing carers' personal budgets will have the 'least worst' impact for carers.

The risks and impacts identified can be mitigated in part, as the council considers that most carers' eligible needs can be met by the existing 'core' carers' services and support.

As part of the consultation we will be asking carers and their families what type of support helps them sustain their caring role. This will help inform us as to how best we can support carers in the future and ensure that we can prioritise resources where they have the biggest impact.

Detail of Assessment:

Purpose of assessment:

This assessment considers the impact of:

1) Oxfordshire Carers' Strategy;

2) the proposed options for carers' personal budgets.

The assessment considers the possible impact on the local population, whether this could impact differently on specific groups, and how the impact could be mitigated.

This assessment also fulfils the council's requirements under Section 149 of the Equalities Act 2010, as set out below:

Section 149 of the Equalities Act 2010 ("the 2010 Act") imposes a duty on the Council to give due regard to three needs in exercising its functions. This proposal is such a function. The three needs are:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic, and those who do not.

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

The need to advance equality of opportunity involves having due regard to the need to:

- remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
- take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs other people, and
- encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- take steps to meet the needs of disabled people which are different from the needs of people who are not disabled and include steps to take account of a person's disabilities.

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

These protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex
- sexual orientation
- marriage and civil partnership

Social Value

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934¹ might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

Context / Background:

1) The Oxfordshire Carers' Strategy is Oxfordshire County Council and Oxfordshire Clinical Commissioning Group's commitment to carers. This strategy updates the work of the previous strategy published in 2013 to reflect new legislation which consolidates the rights of carers of all ages.

2) In February 2016, the council agreed savings to be made in respect of carers' services². This assessment focuses specifically on:

- introduce charging for carers' services
- remove or reduce the level of personal budget award to carers who have eligible needs for support following assessment

The implementation in April 2015 of the Care Act 2014 has put carers on the same legal footing as people who need support and care, whether or not the person they care for has needs which are eligible. This means that carers are entitled to a social care assessment that takes account of their caring role, their wellbeing and the outcomes they want to achieve.

The council implemented a new online process for carers' assessments³ in April 2015, and carers' needs and eligibility for support are now measured in a consistent way against national eligibility criteria introduced by the Care Act⁴ and the council's Assessment and Review Policy for Adult Social Care.⁵

¹ [EC Procurement Threshold for Services](#)

² Documents relating to the savings can be found here:
<http://mycouncil.oxfordshire.gov.uk/ieListDocuments.aspx?CId=116&MId=4402&Ver=4>

³ The carers' assessment is an assessment of an adult carer who cares for an adult; there is a different process for the assessment of young people under the age of 18 who are carers.

⁴ *'In considering whether a carer has eligible needs, local authorities must consider whether:*

- the needs arise as a consequence of providing necessary care for an adult;*
- the effect of the carer's needs is that any of the circumstances specified in the Eligibility Regulations apply to the carer; and*
- as a consequence of that fact there is, or there is likely to be, a significant impact on the carer's wellbeing.*

A carer's needs are only eligible where they meet all three of these conditions.'

[Care and support statutory guidance: first contact and identifying needs](#) - chapter 6 assessment and eligibility paragraph 6.115

⁵ The policy is available on Oxfordshire County Council's website at:
<https://www.oxfordshire.gov.uk/cms/content/other-key-strategies>

Carers are offered a support plan which may include a carers' personal budget to help meet eligible needs (currently in Oxfordshire, this is a one-off payment of £200, £400 or £600 according to the level of carers' needs and the impact of caring on their health and wellbeing).

The implementation of personal budgets for eligible carers replaced the previous system of small carers' grants

Proposals:

As a result of continuing financial pressures and the need to find further significant savings, in February 2016 the council approved the proposal to introduce charging for carers' services.

However, it has been determined that the introduction of charging for carers' services is not a viable option and would not deliver the required savings. Therefore, council officers are recommending that the council does not proceed with this option.

There is a second savings proposal to remove or reduce the level of personal budget award to carers who have eligible needs for support following assessment.

Three options for future support for carers that would deliver the required savings have been developed for consideration in a 12 week public consultation:

Option 1. Introduce a **single personal budget payment of £300** for eligible carers, jointly and equally funded by Oxfordshire County Council and Oxfordshire Clinical Commissioning Group, set at the eligibility level for the current £200 payment

Option 2. Reduce from the current 3 to **2 levels of personal budget payment:**

i. **£200**, funded by Oxfordshire County Council and set at the same eligibility level as the current £200 payment;

ii. **£500**, jointly and equally funded by Oxfordshire Clinical Commissioning Group and Oxfordshire County Council and set at the eligibility level for the current £400 payment

Option 3. Stop providing personal budgets to carers who have eligible needs following a carers' assessment. Instead, use the available budget to:

i. Establish a 'contingency fund' of £100,000 to meet carers' eligible needs which cannot be met by the 'core' carers' services;

ii. Reinvest additional savings into services that are particularly valued by carers

The three options proposed are all expected to deliver the savings agreed by the council.

Option 3 is the preferred option of the council, and the council is proposing to use £400,000 of the funding made available by this option to continue to fund the Dementia Support Service (at the current time, the council's funding for the Dementia Support Service is planned to cease at the end of the current contract period).

The Dementia Support Service is a much valued service supporting people with dementia and their carers.

There is also a clear demographic pressure in relation to dementia; the 90+ population will increase by 50% by 2026, which implies a potentially significant increase in demand for dementia specific services. Dementia places a significant burden on carers and there is a strong case for preserving and enhancing dementia specific support.

Also part of the consultation is the updated **Oxfordshire Carers' Strategy**, aimed at all carers in Oxfordshire - carers of adults, young carers and carers of children with disabilities - whether or not the person being cared for receives a social care service.

The strategy is an overarching document that describes how Oxfordshire County Council and Oxfordshire Clinical Commissioning Group will support carers of all ages in the period 2017 - 2020. Through the Oxfordshire Carers' Strategy, the council along with Oxfordshire Clinical Commissioning Group has made a strong commitment to support people who care for others, in recognition of their essential and vital role both in caring and in keeping people as well and as independent of services as possible.

Evidence / Intelligence:

Data on carers in Oxfordshire

Carers have a vital role in the lives of the people they care for and their caring input brings value to the local economy. A report by the Universities of Leeds and Sheffield calculated the replacement care costs for the work carried out by informal carers in Oxfordshire at £1,057million pa.⁶

At the time of the 2011 Census, around 61,100 people in Oxfordshire said they provided some level of informal care to a relative or friend, representing 9.4% of the county's population.

The group most likely to provide unpaid care was aged 50-64, with one in five providing some level of care (19.8%). Meanwhile, 13.8% of people aged 65 and over provided some unpaid care compared with 8.5% of people aged 25 to 49, and 2.1% of people under 25. 1.1% of children aged 0-15 provided some unpaid care, numbering 1,300.

A larger proportion of unpaid care in Oxfordshire was provided by female residents (58.1%) than by male residents (41.9%). This was particularly the case for higher-intensity care, 60.2% of which was provided by female residents.⁷

As of the end of September 2015, around 17,200 adult carers were known to Oxfordshire County Council's social care teams. This figure has been increasing over time. In addition, the Young Carers Service has identified over 2,000 young carers in Oxfordshire, and carers of 1,098 children with disabilities were supported by short breaks services in 2015/16.

⁶ [Valuing Carers 2015](#)

⁷ Source: Joint Strategic Needs Assessment 2016 - adult carers in Oxfordshire

Implementation of the Care Act 2014

It was anticipated that the implementation of the Care Act would result in a greater number of carers coming forward for assessment that may subsequently be eligible for a carer's personal budget, and funding levels in the 'pot' for carers' personal budgets were increased. Both the council and Oxfordshire Clinical Commissioning group contribute funding for carers' personal budgets.

In 2015/16, nearly 2,200 carers completed a carers' assessment, with over 1,850 carers receiving a carer's personal budget to help meet their eligible needs - lower numbers than anticipated through the modelling work undertaken prior to the implementation of the Care Act.

There was therefore a significant level of uncommitted funding allocated to carers' support in the form of personal budget payments, which suggests that this may not be the most effective way to use available resources to support carers in Oxfordshire.

Many carers tell us that being awarded a personal budget makes them feel recognised and valued for the support that they provide. Personal budgets offer flexibility and control to carers, and we know that many carers have used their personal budgets to take a break from caring, which has had a positive impact on their wellbeing and supported them in their caring role.

In the context of considerable financial pressures facing the council and specifically in social care, the council considers that the proposals regarding carers' personal budgets have the 'least worst' outcome for carers. The council considers that the majority of carers' eligible needs can be met through the existing 'core' carer services.

Carers will therefore continue to have access to existing services such as:

- a. The Carers Oxfordshire service - information and advice (online, email, phone); face to face support; volunteer befriending; peer support; training for carers
- b. A range of respite services for adults and children with disabilities to support their carers: daytime support; after school and holiday activities; overnight and longer breaks
- c. Carers' assessment and review and carers' support plan
- d. Young Carers Service
- e. Emergency Carers' Support Service

Alternatives considered / rejected:

In February 2016, the council agreed savings to be made in respect of carers' services. This assessment focuses specifically on two of those savings:

- introduce charging for carers' services
- remove or reduce the level of Personal Budget award to carers who have eligible needs for support following assessment

It has been determined that the introduction of charging for carers' services is not a viable option and would not deliver the required savings. Also, whilst it is permissible for local authorities to charge carers for services, it is not recommended by Government to do so. It is therefore recommended that the council does not proceed with this option.

The option of not making any changes to the current process of carers' assessment and support planning, which may include a Personal Budget was considered but was also rejected as the modelling undertaken showed it would not be possible to deliver the required level of savings now or in future years.

Although carers report that being awarded a personal budget makes them feel recognised and valued for the support that they provide, the council considers that the majority of carers' eligible needs can be met through the 'core' carer services, which include:

- a. The Carers Oxfordshire service - information and advice (online, email, phone); face to face support; volunteer befriending; peer support; training for carers
- b. A range of respite services for adults and children with disabilities to support their carers: daytime support; after school and holiday activities; overnight and longer breaks
- c. Carers' assessment and review and carers' support plan
- d. Young Carers Service
- e. Emergency Carers' Support Service

Impact Assessment: Oxfordshire Carers' Strategy

The strategy sets out how Oxfordshire County Council and Oxfordshire Clinical Commissioning Group will support carers in the period 2017-2020.

It is considered that the strategy will have a positive or neutral impact on carers.

Impact Assessment: carers' personal budgets

This assessment considers the potential impacts on different groups, services, staff and providers and possible mitigations in respect of the **proposed three options for carers' personal budgets** which are being consulted on.

Impact on Individuals and Communities:

General

Risks	Mitigations
<p>All three options proposed have a greater impact on those carers who have previously received a carers' personal budget</p> <p>There is also an impact on carers who haven't had a personal budget but might</p>	<p>The options for carers' personal budgets do not affect the majority of carers - less than a quarter of carers whose needs were assessed in 2015/16 (in an individual Carers' Assessment and/or jointly assessed in the assessment of the</p>

Oxfordshire Carers' Strategy and Carers' Personal Budgets Consultation

<p>have eligible needs that would result in a personal budget under the current arrangements</p> <p>Options 1 and 2: changing the level of personal budget award to carers following assessment could mean that some carers may receive a lower amount of funding than they might have received</p>	<p>person cared for) received a carers' personal budget in 2015/16⁸</p> <p>The 'core' carers' services and support such as the Carers Oxfordshire service and the Young Carers Service are continuing and are not part of the carers' personal budget proposals. The usage of core services will be regularly monitored through existing contract monitoring and other processes, and significant increases in needs/issues/capacity will be picked up</p> <p>As part of the consultation we are asking carers and their families what type of support is most important to sustain their caring role. This will help inform us as to how best we can support carers and ensure that we can prioritise resources where they have the biggest impact.</p> <p>Developing the use of new support systems and online 'virtual contact' systems could also provide increased support to carers, particularly to more isolated individuals, and potentially at a lower cost. Examples of this include telecare and assistive technology⁹, Rally Round¹⁰, Ami¹¹</p> <p>Options 1 and 2 - carers with eligible needs will still receive a personal budget which they will be able to use to meet their needs</p>
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⁸ As at the end of quarter 4 in 2015/16, 8,237 carers were assessed either jointly with the person cared for, and/or via an individual carers' assessment (see the Business Management and Monitoring report for quarter 4 2015/16 presented at Cabinet on 19th July 2016:

http://mycouncil.oxfordshire.gov.uk/documents/s33843/CA_JUL1916R11%20Q4%202015-16%20Performance%20Monitoring%20Report.pdf

1,858 carers were eligible for a carers' personal budget in 2015/16, which is 23% of carers whose needs were assessed jointly or individually during 2015/16

⁹ Information on telecare and assistive technology: <https://www.oxfordshire.gov.uk/cms/public-site/assistive-technology-alarms-and-helpful-gadgets>

¹⁰ Information on Rally Round: <http://www.carersoxfordshire.org.uk/cms/content/rally-round-support-carers>

¹¹ Information on Ami: <https://www.withami.co.uk/>

<p>under the current system. However, there could also be a positive impact for some carers who may receive a higher amount under option 1 or 2 than under the current system</p> <p>Option 3: not having a carers' personal budget could mean that some carers are less able to have a break from caring. Not having a personal budget could negatively affect the health and well-being of carers; carers may feel devalued and unsupported in their role, and this could lead to carer breakdown with subsequent significant costs to the council to support the cared for person. There could also be a cumulative subsequent effect on the wider family and support network</p> <p>The proposals may reduce the ability for a break from caring by reducing or removing carers' personal budgets; the impact of this may be higher for carers where the cared for person may not be eligible for or chooses not to receive a social care service</p> <p>There is a risk of a cumulative impact on carers - the review and recommissioning of services such as daytime support for adults and services for children with disabilities that support carers will have an impact on many carers alongside the proposals for carers' personal budgets</p>	<p>Option 3 - in addition to the core offer, the proposed contingency fund will mean that carers who are unable to meet their eligible needs from the 'core' services will be able to apply to the fund for a payment for a specific, identified item that would meet the need The 'core' services and support for carers are continuing and are not part of the proposals for carers' personal budgets. The Carers Oxfordshire service includes services to support carers' health and wellbeing, for carers of people with mental health needs and/or physical health needs</p> <p>Options 1 & 2 retain carers' personal budgets which carers with eligible needs could use for a break, regardless of whether the person cared for receives a social care service. Under option 3, there will be a 'contingency fund' of £100,000 to meet eligible carers' specific needs which cannot be met by the 'core' carers' services, and a carer who is caring for someone who does not receive a social care service for whatever reason could apply for a payment for a break</p> <p>The impact of any potential changes in daytime support services for adults and services for children with disabilities will be reflected in the impact assessments for those services. The council will consider the results of this consultation in conjunction with any potential changes in day time support services to ensure that any adverse impact on carers is mitigated</p>
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<p>There could be a negative impact on the health and emotional well-being of cared for people if carers are unable to continue in their role, which has the potential to require significant changes to cared for people's daily routines</p>	<p>We would seek to mitigate this by monitoring the well-being of carers in partnership with Carers' Oxfordshire e.g. by assessing any increase in the take up of emergency carers support. We will use all opportunities to identify if carers and cared for people begin to need greater support in their personal situation</p>
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Age

Risks	Mitigations
<p>All three options proposed could impact disproportionately on older carers, as many carers are over working age</p> <p>The impact of these proposals may be higher for young adult carers; the economic impact of caring is likely to be greater than for older carers - caring may impact on the young person's ability to study and or/work, affecting their chances later in their lives and therefore the longer term life time impact is greater than for older carers</p>	<p>If option 3 is taken forward - a mapping and profiling exercise will be undertaken on carers currently in receipt of the highest level of personal budget e.g. to establish whether the carer lives in an urban or rural area; the age and gender of the carer; needs of person cared for; health needs of carer etc. and use results of this exercise to inform the development of the criteria for the proposed contingency fund and existing carer support services</p> <p>The impact may be lessened for carers of people with dementia as the council is proposing to use funding released by the preferred option to fund the Dementia Support Service. The vast majority of people with dementia are older, and most of their carers are also older people.</p> <p>Services and support for young carers and young adult carers are continuing and are not part of the carers' personal budget proposals</p>

Sex

Risks	Mitigations
<p>All three options proposed could impact disproportionately on women, as higher numbers of women are carers</p>	<p>If option 3 is taken forward - a mapping and profiling exercise will be undertaken on carers currently in receipt of the highest level of personal budget e.g. to establish whether the carer lives in an urban or rural area; the age and gender of the carer; needs of person cared for; health needs of carer etc. and use results of this exercise to inform the development of the criteria for the proposed contingency fund and existing carer support services</p>

Rural communities:

Risks	Mitigations
<p>These proposals could have a greater impact on people living in rural communities as there are high numbers of older people in these areas, and older people are more likely to be carers than younger people The proposals potentially impact more on carers in rural areas in terms of transport and access to services - carers' personal budgets may be used more for transport; public transport availability is usually scarcer in rural areas than in more urban areas and transport costs are higher</p>	<p>If option 3 is taken forward - a mapping and profiling exercise will be undertaken on carers currently in receipt of the highest level of personal budget e.g. to establish whether the carer lives in an urban or rural area; the age and gender of the carer; needs of person cared for; health needs of carer etc. and use results of this exercise to inform the development of the criteria for the proposed contingency fund and existing carer support services</p>

Areas of deprivation:

Risks	Mitigations
<p>The proposals, option 3 in particular, could have a greater impact on people on low incomes/living in areas of deprivation as they may be less likely to be able to meet their needs from within their own resources</p>	<p>If option 3 is taken forward - a mapping and profiling exercise will be undertaken on carers currently in receipt of the highest level of personal budget e.g. to establish whether the carer lives in an urban or rural area; the age and gender of the carer; needs of person cared for; health needs of carer etc. and use results of this exercise to inform the development of the criteria for the proposed contingency fund and existing</p>

	<p>carer support services</p> <p>Carers Oxfordshire, Oxfordshire Specialist Advice Service and social care staff will encourage the carers they work with to apply for benefits that the carer may be eligible for</p>
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Gender reassignment, pregnancy and maternity, disability, race, religion or belief, sexual orientation, marriage and civil partnership:

No differential impacts have been identified for people who share these protected characteristics, but we anticipate that this may change as a result of the feedback received during this consultation.

Impact on Staff:

Risks	Mitigations
<p>The proposals could have a significant impact on the workloads of operational teams and the Customer Services Centre as there could be an increase in referrals of both new and known social care service users, in particular emergency/urgent referrals at a time of crisis as a result of carer breakdown. There will also be work arising from revising processes and procedures regardless of which of the proposed options for carers' personal budgets is taken forward</p>	<p>Any increases in workload will be monitored and corrective actions taken as required</p>

Impact on other Council services:

Risks	Mitigations
<p>There is a risk that these proposals could lead to increased costs for the council in providing care and support to people whose carers can no longer maintain their input</p> <p>There could be reputational and political risks to the council of reducing support to carers</p>	<p>Spend on services and budget management processes are closely monitored and any significant increases will be escalated in accordance with operational protocols</p>

Impact on providers:

Risks	Mitigations
There could be an increase in demand for other social care services such as the Emergency Carers Support Service and emergency respite placements which providers may not have the capacity to meet	The Emergency Carers Support Service is being incorporated into the new Urgent Response and Telecare Service, which is due to begin in October 2016. The new service has been designed to include improved resource capacity
There could be a risk that providers of carer support and other social care services may be unable to manage an increase in demand as a result of these proposals	Services will be regularly monitored through existing contract monitoring and other processes to pick up any capacity issues or other concerns which will be escalated in accordance with operational protocols

Social Value

If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area.

How might the proposal improve the economic well-being of the relevant area?

N/A

How might the proposal improve the environmental well-being of the relevant area?

N/A

Action plan:

Summarise the actions that will be taken as a result of the assessment, including when they will be completed and who will be responsible. It is important that the officer leading on the assessment follows up to make sure the actions are completed, and updates the assessment as appropriate. Any significant risks identified should also be added to the appropriate service or directorate risk register, to ensure they are appropriately managed and reviewed.

Action	By When	Person responsible
If option 3 taken forward - undertake mapping exercise to identify characteristics of high need carers		
If option 1 or 2 taken forward - review and adjust the Resource Allocation System in the		

Oxfordshire Carers' Strategy and Carers' Personal Budgets Consultation

carers' assessment process		
Develop criteria and procedure for proposed contingency fund if option 3 is taken forward		
Raise awareness and encourage use of new technology and online support systems		

Person responsible for assessment: Benedict Leigh

Version	Date	Notes (e.g. Initial draft, amended following consultation)
1	22 nd August 2016	Initial draft

Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area:

Social and Community Services, Joint Commissioning

What is being assessed:

Proposed options for daytime support

Responsible owner / senior officer:

Benedict Leigh, Lead Commissioner, Adults

Date of assessment:

October 2016

Summary of judgement:

In developing our understanding of the needs for daytime support in Oxfordshire, we have listened to over 600 people who use daytime support, their carers, as well as providers of care and support, and community groups. People have told us their priorities, and we have taken these into account in developing a new, sustainable model for daytime support.

The new model includes potential positive impacts, through support for the development of new opportunities to fill existing gaps, and more flexible council-provided support meeting a wide range of needs. The overall offer in the new model increases choice and expands the range of provision.

There are potential negative impacts for some people with daytime support needs and their carers resulting from a reduction in funding for community and voluntary support and associated transport, and the replacement of council-provided Health and Wellbeing Centres and Learning Disability Daytime Support Services with a new countywide, flexible Community Support Service.

This is particularly likely to impact on people with the protected characteristics relating to age, disability, gender and ethnicity. However, the model includes a number of mitigations to this, including support and funding for community and voluntary services to continue and transition support for people affected.

This is also reflected in mitigating the potential impacts on providers; we will offer support to enable them to transition to more self-sustaining models as well as funding to those that in areas of greatest need. We anticipate potential negative impacts for some staff, particularly in the council's daytime support services. We will mitigate this through a staff consultation process, alongside staff support.

This assessment will be updated with further information provided during the consultation.

Detail of Assessment:

Purpose of assessment:

This assessment considers the impact of proposed options for daytime support in Oxfordshire. The assessment considers the possible impact on the local population, whether this could impact differently on specific groups, and how the impact could be mitigated.

These options are being consulted on in autumn 2016. Consultation documents are available here: www.oxfordshire.gov.uk/daytimesupport

This assessment will be updated with further information provided during the consultation.

A recommendation on the county council's future funding of daytime support and approach to delivering this will be made by Cabinet in January 2017, for a final decision by Council in February 2017.

This assessment also fulfils the council's requirements under Section 149 of the Equalities Act 2010, as set out below:

Section 149 of the Equalities Act 2010 ("the 2010 Act") imposes a duty on the Council to give due regard to three needs in exercising its functions. This proposal is such a function. The three needs are:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic, and those who do not.

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

The need to advance equality of opportunity involves having due regard to the need to:

- remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
- take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs other people, and
- encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- take steps to meet the needs of disabled people which are different from the needs of people who are not disabled and include steps to take account of a person's disabilities.

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

These protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex
- sexual orientation
- marriage and civil partnership

Social Value

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934¹ might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

Context / Background:

We have carried out a review of daytime support for people aged over 18 in Oxfordshire. The review has focused on understanding the needs of vulnerable people for daytime support, specifically support to meet eligible care needs and support that prevents care needs escalating.

The review started in March 2016 and involved engagement work with more than 600 people currently using services, and their carers. It also involved detailed modelling work and appraisal of a range of options.

It covered voluntary and community provided daytime support, health and wellbeing centres, learning disability daytime support services, and the associated transport arrangements. This review is linked to: the review of respite services and the Oxfordshire carers' strategy and carers' personal budgets review.

The purpose of the review was to:

- Identify the needs of the population of Oxfordshire for daytime support
- Describe Oxfordshire County Council's aims in relation to daytime support
- Propose a model and options for future daytime support that meet the council's aims, statutory needs and are in the context of the current financial resources

¹ [EC Procurement Threshold for Services](#)

Further information is available in the consultation documents:

www.oxfordshire.gov.uk/daytimesupport

Proposals:

Personal budgets for everyone with eligible needs enabling choice between a range of voluntary sector, private sector, and county council services.

Open access tailored support for more vulnerable people delivered through the Dementia Support Service, which will continue to provide support to people with dementia and their families through Dementia Advisors, and the Wellbeing and Employment Service, which will continue to provide support to people aged over 18 with learning disabilities, autism and physical disabilities.

Supporting people to **live well in the community** through: information and advice; council services such as our bookable transport service, The Comet; and voluntary and community sector support. This includes grant funding totalling £250,000 a year – an Innovation Fund for the development of self-sustaining projects, and a Sustainability Fund for the ongoing delivery of targeted daytime support opportunities in areas of high need in the county; and other support including advice and support to develop self-sustaining models, and support to develop Good Neighbourhood Schemes.

A **council-provided**, countywide, flexible **Community Support Service**, which people can choose to purchase using Personal Budgets or self-fund. This service would replace our Health and Wellbeing Centres and Learning Disability Daytime support Services. It would support people with a wide range of needs for daytime support, including older people, people with learning disabilities, people with physical disabilities and people with dementia. It would provide transport integral to the service, to people eligible for transport support.

We are proposing **two options** for delivering this service:

Option A: Centre-based option for the Community Support Service

In this option, the service would be delivered from 8 dedicated buildings, in Oxford, Banbury, Didcot, Witney, Bicester, Wantage, Abingdon and Wallingford. They would provide multi-functional spaces, and deliver individual and group support, using facilities available at the base, as well as in local communities. A higher proportion of support would be delivered at the bases than in the alternative option (B).

Option B: Mixed option for the Community Support Service

In this option, the service would be provided to four geographical areas in Oxfordshire (City, North, South and West). There would also be four small, building bases in Oxford, Banbury, Didcot and Witney, they would include spaces suitable for people who need specialist equipment to meet their complex health needs, rooms equipped for sensory integration work sessions, and spaces where people who need to have quiet time can do so in a safe, supportive environment. The majority of the service will be provided as a range of flexible options to people in their communities, including individual and group support. It would use various community facilities as bases where needed, such as libraries, leisure centres and allotments.

This broad offer would replace all our other support and means that we would cease current grant funding to tier two day services for older people (£992,000). We would replace our Health and Wellbeing Centres and Learning Disability Daytime Support Service with the Community Support Service, which would provide a range of support which people can choose to purchase using their personal budgets or own resources. We would provide transport as part of this service to people who are eligible for transport support.

Oxfordshire County Council currently spends £9.3m per year on daytime support services. The total costs of proposals being made would run at an annual budget of either £5.9m (Option A) or £6.9m (Option B). More than £1m of the cost reduction is from a more efficient transport offer in county council daytime support services.

Evidence / Intelligence

Needs for daytime support

The first chapter of the consultation paper sets out the need for daytime support in Oxfordshire. This includes what people have told us daytime support means to them, what we have heard from organisations providing support, and what we know about the numbers of people who need support now and who are likely to need it in the future. In summary:

People have told us that their priorities for daytime support include social contact, getting out of the house, maintaining independence and having a meal. Alongside seeing friends, people with learning disabilities emphasised going to work, getting a job and learning new skills. Carers needs are predominantly for respite, but the support and opportunities that daytime support provides to those they care for is very important to them too, as well as the reassurance that they are safe and are being cared for by skilled, caring and qualified staff.

It is clear from the demographic predictions for Oxfordshire, that the numbers of older people needing care and support will continue to increase significantly. The numbers of people with learning disabilities and physical disabilities are also expected to rise slightly. As the numbers of people needing care and support are increasing, the numbers of carers are also increasing.

The areas of the county most likely to have greater needs for daytime support are mostly deprived urban areas, particularly in Oxford City and Banbury, as well as rural areas with especially high populations of older people. People with needs for care and support living in rural areas are likely to have particular needs around transport and housing. Some people from ethnic minority groups may have some particular needs around daytime support, for example relating to culture and/or language.

People with all levels of need benefit significantly from support to prevent their isolation and loneliness and maintain their independence and wellbeing.

Current use of daytime support

There is a wide range of daytime support available in Oxfordshire, including but extending far beyond support provided or funded by the council. This support meets a wide range of needs and ranges from activities open to everyone, to community

and interest groups, to preventative options for people with lower level needs, to more targeted provision for people with higher level needs.²

Oxfordshire County Council provides long-term support to approximately 6,000 people who have assessed eligible needs³, approximately 4,000 of whom are supported in their own homes. Many of these people will be accessing a range of daytime support.

Community Information Network, Wellbeing and Employment Service, Dementia Support Services

These countywide services provide a wide range of support, including information and advice and elements of daytime support or links to existing opportunities.

The Community Information Network, alongside providing information and advice, helps mostly older people to meet people and discover local activities or volunteering opportunities. Approximately 8000 people a quarter are supported directly by the service, of whom approximately half are supported by phone or email and a tenth are supported face-to-face. It also helps to develop and supports good neighbourhood schemes, which offer befriending visits, voluntary transport and practical support to vulnerable people.

The Wellbeing and Employment Support Service, 'OxForward' provides wellbeing and employment support to people over the age of 18 with learning disabilities, autism and physical disabilities. The service is expected to support 700 people each year to increase their wellbeing through various opportunities, of which a 100 people to move into and maintain volunteering roles and a 100 people to move into and maintain employment.

The Dementia Support Service provides support to people with dementia and their families across Oxfordshire, through Dementia Advisors. They provide information, advice, signposting and face to face and telephone support to enable people with dementia to live in their own homes for as long as possible. The service also includes enhanced family support to people with early onset of dementia, training for staff working in services supporting people with dementia, carers and communities and establishing and facilitating carer support groups. It provides face to face support to an average of 120 people per week. The service works with GPs, Memory Clinics, dementia-related voluntary organisations and other professional partners to raise awareness, identify people diagnosed with dementia and ensure they have access to support services.

'Tier 2' services for older people

There are numerous day opportunities for older people across the county, largely provided by the voluntary sector and community groups. The majority of those which Oxfordshire County Council provides grant funding to are local day centres or lunch clubs, open one or a few days per week. This includes some specialist and targeted provision, for example day centres for people with dementia and day centres for the Chinese community. Approximately 1000 people use these services in total, with an

²See www.oxfordshire.gov.uk/livewell for more information

³ See Eligibility information (Appendix 4)

average daily usage of 229 people. We estimate that 5%, approximately 50 people, using these services have assessed eligible needs.

Health and Wellbeing Centres

Oxfordshire County Council provides day services to older people at Health and Wellbeing Centres, which are spread across the county. 499 people use these services, 37% of whom receive long-term support for assessed eligible needs. Of this 37%, 51% live alone while 42% live at the same address as their main/informal carer. Of those who do not receive long-term support for assessed eligible needs, 45% live alone and 51% live at the same address as their main/informal carer.²³ The average daily usage of these services is 149 people. One of the Health and Wellbeing Centres, the Elms in Witney, is run by an external provider – Leonard Cheshire. The average daily usage of this service is 19 people.

Learning disability Daytime Support Service

Oxfordshire County Council provides day services to people with learning disabilities at Learning Disability Daytime Support Services, which are spread across the county. 341 people use these services, 100% of whom receive long-term support for assessed eligible needs.⁴ 1% live alone while 99% do not live alone. 83% have a main/informal carer, while 17% do not. 49% live at the same address as their main/informal carer.⁵ 47% live in some form of supported accommodation. The average daily usage of services is 205 people.

Externally provided Learning Disability Daytime Support Services

There are a number learning disability daytime support services provided by external providers, mostly the voluntary sector. People with learning disabilities can choose to access these using their Personal Budgets. Over 100 people use the various centre-based services. There are also a range of centreless alternatives which people with learning disabilities access through Personal Budgets, for example horticulture and farming based daytime support activities.

Direct payments

1445 people, of the 4000 who have assessed eligible needs the council provides long-term support to living in their own homes, use Direct Payments.⁶ Some will be using these Direct Payments to pay for daytime support, for example to employ a Personal Assistant to support them in social, leisure and learning opportunities. However we do not know how many will be using their Direct Payments on daytime support, as people can choose how to use it to support their assessed eligible needs.

Alternatives considered / rejected:

This review followed the joint budget that was set by the County Council in February 2016 and committed a review of Oxfordshire County Council Health and Wellbeing Centres and community and voluntary sector provided and Oxfordshire County Council part funded daytime support for older people (tier 2) to save £1 million. It

⁴ See Eligibility information (Appendix 4)

⁵ Data from April 2016

⁶ See 'A Guide to Direct Payments' <https://www.oxfordshire.gov.uk/cms/content/direct-payments>

has taken place in the context of the council having £15.2 million of unidentified savings to make between 2017/18 and 2019/20.

The savings proposals previously considered and rejected were: ceasing to provide Health and Wellbeing Centres mostly for older people; ceasing £992,000 of grant funding to tier 2 community and voluntary daytime support services mostly for older people; and ceasing to provide associated transport.

The review looked at daytime support for all adults in Oxfordshire, as daytime support is an important part of the lives of many older people, people with dementia, people with learning disabilities and people with physical disabilities. It provides vital links to the community that help people to live independent and fulfilling lives. We want to ensure it meets a wide range of needs and is fit for the future and sustainable over the longer term, in a challenging financial context. Leaving current arrangements unchanged was not an option, as the current model does not meet the full range of needs for daytime support, people's changing aspirations, and the challenging financial context.

The proposed model offers support to enable people to live well in their communities, offers additional tailored support to vulnerable people to increase their wellbeing and live as independently as possible, and provides a core service to people who have assessed eligible needs for support.

The options proposed for meeting people's assessed eligible needs for support acknowledges that as more and more people in Oxfordshire with assessed eligible needs have been able to choose how to use their own personal care budgets, there is a great deal more choice of services on offer. We considered the option of moving all the provision of daytime support into the community and voluntary and private sectors. This would have been funded via personal budgets. However, this was not taken forward, on the basis that a council provided service could act as a provider of last resort, mitigate the risks of market failure and of specific provider failure, and increase the choice available to individuals.

In developing the options for the Community Support Service proposed, we took into account the priorities and ideas shared by the working group of people who use daytime support services and carers. Priorities included ensuring a flexible range of support and facilities to meet people's needs, and opportunities for people to take part in stimulating activities – further information is available in Appendix 3 – Working Group Report.

Modelling work was also carried out to explore different options. Further information on the options explored is provided in Appendix 6 - Methodology for determining council provided Community Support Service. Broadly, the modelling process involved: defining the total number of locations for bases; the ideal locations based on minimising the distance of current service users from their nearest base; and for the given number of existing locations, determining which locations centre-based services should run from.

Impact Assessment:

Impact on Individuals and Communities:

The reduction in funding for daytime support, if it results in a reduction in the availability of service, may have an adverse impact on people using these services and their carers if there is no suitable mitigation in place. Main risks and mitigations are detailed below.

People using currently funded tier 2 services – community and voluntary daytime support services

We would replace our current annual funding for 47 community daytime support services of £992,000 a year, with grant pots totalling £250,000 a year, which services could bid for under the following two categories:

Sustainability fund - We propose to provide grants to enable the ongoing delivery of daytime support services in areas of high need.

Innovation fund - We propose to provide one-off grant funding to establish self-sustaining projects to fill gaps in services.

We will offer support to voluntary and community organisations to become self-sustaining, and communities to develop local solutions, through the community and voluntary sector support we fund.

These mitigations are designed to reduce the likelihood of a reduction in service availability, and thus any adverse effect.

Transport – We will work with affected services to find alternatives to current transport arrangements, including offering our bookable transport service (The Comet) and supporting the development of Good Neighbour Schemes, as the current model for transport for some daytime support services will not be provided.

People using currently provided tier 3 services – Health and Wellbeing Centres

The Community Support Service would replace our Health and Wellbeing Centres and Learning Disability Daytime Support Services. People could choose to purchase support from this council-provided, countywide, flexible service, using Personal Budgets or self-funding.

Transition support

The range of support outlined to support people to live well in their communities, will enable people using current services to explore alternatives. It will also support voluntary and community groups providing current services to move towards self-sustaining models of provision, as far as possible.

Our newly commissioned voluntary infrastructure service will support communities and specific groups within them most affected by reductions in our services, to develop creative, community-led solutions to meet their needs.⁷ The service will promote and develop volunteering across the county, and will work with communities to support and empower them to identify issues, find their own solutions and become

⁷ The service is provided by [Oxfordshire Community and Voluntary Action](#), in partnership with Community First Oxfordshire, Volunteer Link Up, Volunteer Connect and Oxfordshire Youth

more active. It will also support voluntary and community organisations to increase their effectiveness and build their capacity, and will facilitate organisations networking and partnership working to shape Oxfordshire’s communities. This will support the development of a wide range of opportunities to enable people to live well in their communities. Solutions will vary from place to place, depending on communities’ needs and resources. For example, it could involve developing new Good Neighbour Schemes, which offer befriending visits, voluntary transport and practical support to vulnerable people. It could also involve developing new forms of support, for example some schemes in the county provide practical and social group-based support to older people, such as food shopping outings.

In the first year, we propose that the Innovation Fund is used to support existing initiatives to transition to self-sustaining models and we will support them to do this through the infrastructure support service we fund. We will also prioritise support to the development of transport alternatives, including through good neighbourhood schemes and enabling the development of partnership arrangements with local organisations.

Everyone will be offered the opportunity of an assessment, to determine whether they have eligible needs for support.⁸ Everyone who has assessed eligible needs for support will be supported to explore their options and decide how they want their needs to be met in the future, in line with their needs, aspirations and resources.

The Community Information Network will work as a strategic partner with Oxfordshire County Council to support people to live well in their communities, keeping people socially connected by linking them to existing activities in their area. Oxfordshire County Council will work with the Community Information Network service to develop and enhance the council's information and advice offer to Oxfordshire residents.

In the event that changes are agreed to daytime support, in order to support any transition for people, from April 2017 the Community Information Network will prioritise working with people who have been attending Health & Wellbeing Centres and other directly affected services and have been assessed as not having eligible social care needs, or have decided not to have a social care needs assessment. The Community Information Network will assist these people to find alternative day time support in their communities, providing a 'bespoke package' of information and advice relevant to each individual. This could include choosing to buy a council service, befriending, transport, practical support from a good neighbour scheme, attending a local lunch club, or joining a local social group. This will ensure a personalised transition from current daytime support services for those people who do not have eligible needs.

Summary of risks and mitigations for people with daytime support needs

Risk	Mitigation
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⁸ See Eligibility information (Appendix 4)

<p>There is a risk that, if the proposed new model for daytime support is not effective in enabling services to continue and in helping alternatives to develop and supporting people to use them, people's existing needs may escalate as a result of not receiving daytime support.</p>	<p>The proposed options include support to enable community and voluntary support to continue and develop, as well as to support new self-sustaining initiatives to develop.</p> <p>The proposed options include support and funding to increase the range of support options available. This could have a positive impact, as support options are developed to reflect new or unmet demand.</p> <p>The council would also ensure people are aware of alternative ways to meet their care and support needs, through the information and advice proposals. The council will also ensure people who have eligible needs for care and support.</p> <p>The new council service will provide flexible, countywide support to meet a wide range of needs. This could increase the suitability of support, to meet a wider range of needs.</p>
<p>There is an increased risk of social isolation amongst people using daytime support services if the daytime support service remains open, but funding for transport to the centre is removed as this would limit access for those who rely on council-funded transport (e.g. adjusted minibuses for wheelchair users)</p> <p>There could be an increased risk of this in more isolated, rural communities without public transport links.</p>	<p>Transport support will be provided to everyone who is eligible for transport support, in accordance with their assessed needs. Information and advice will be provided to people using services about alternative sources of transport available across the county.</p> <p>Voluntary and community sector providers may be able to source transport to their services for people in need of this. The council will work with affected services to find alternatives.</p> <p>The council will offer The Comet, our bookable transport service. The council will also facilitate the development of good neighbourhood schemes, which offer transport alongside befriending and practical support.</p> <p>Support will be targeted at most affected communities, and solutions tailored to their needs and local available resources.</p>
<p>There is an increased risk that people with lower incomes will be adversely affected, if community and voluntary provided services become more dependent on raising income from increasing</p>	<p>The Sustainability Fund – yearly grants – will be targeted at enabling the ongoing delivery of daytime support opportunities which are in areas of high need in the county. We would determine this primarily according to the index of multiple deprivation, as well as the information we hold</p>

<p>charges. This could also apply to people using council services who are assessed as not having eligible needs, who could choose to self-fund this support or use alternatives.</p>	<p>on the sustainability of services, the needs and resources of the local community, and on how the service meets our aims for daytime support. This will mitigate the impact of the reduction in grant funding on services which would be most affected and least able to transition to more self-sustaining models of delivery, and therefore, people who use these services.</p>
<p>There is a risk that if daytime support services' support is reduced, carers may struggle to find suitable, sustainable alternatives which make it possible for them to continue in their caring role. This will especially impact on carers who provide high levels of support, working carers, and carers with other responsibilities, for example caring for children. There is a risk that this could lead to the breakdown of caring relationships, with negative consequences for carers and the person they care for.</p>	<p>Assessments will be offered to all carers supporting people who use these services, and their needs for support met if they are eligible.</p> <p>Work has taken place with carers to understand their needs within the context of daytime support and proposals have taken these needs into account. We will ensure that people with daytime support needs who need full days of support, and carers who need full days of respite, are able to access this.</p>
<p>There is a risk that people using council daytime support services are likely to have to travel further, as the number of locations is reduced.</p>	<p>The Community Support Service would provide countywide support, including on an outreach basis in local communities as well as in building bases. The building base locations chosen were partially modelled on reducing travel distances for people using daytime support services. Under the centre-based model of option A, the average journey would be 4.6km. Under the mixed-model of option B, the journey for people needing to use the 4 bases would be higher, and for everyone else it would be likely to be lower.</p> <p>Integrating the transport into the support service, will mean shorter journeys for many people, and journeys will be planned flexibly according to individuals' needs.</p>

Impact on individuals and communities – protected characteristics

The potential risks and mitigations set out above could particularly apply to older people and people with disabilities, who use daytime support. They could also particularly apply to women, as the majority of older people, and carers, are women. They could also particularly apply to people from ethnic minority groups, as more

people with ethnic minorities are likely to have a disability. The mitigations take this into account, with support and options available to those who could be most affected.

We anticipate that people with the protected characteristics of gender reassignment, pregnancy and maternity, religion or belief (including lack of belief), sexual orientation, and marriage and civil partnership, are not at risk of being adversely affected by the proposals. There could potentially be a positive impact, as the proposals include support to new initiatives to develop – through the Innovation Fund – which could support targeted initiatives developed to meet particular needs.

Impact on Staff:

Risk	Mitigation
In the short-term, there is a risk that there will be an increased demand for services provided by the adult social care teams.	Effective transition planning will mitigate this risk. It will include the provision of additional staffing resource.
When we look at staffing needs and the structure for the proposed new Community Support Service, they are different from those in the current service. As a consequence of the proposals there are likely to be redundancies across day services and we are anticipating the need to develop new job descriptions.	Following decisions on the overall future shape of daytime support, and as part of the decision-making process in developing the Community Support Service, the full impact on staff will be assessed and an appropriate staff consultation would take place. We want to keep as many people employed in permanent roles as possible and have suspended recruitment to permanent roles to support this process. Support is also available to staff throughout.

Impact on other Council services:

In the short-term, there is a risk that there will be an increased demand for services provided by the adult social care teams.	Effective transition planning will mitigate this risk. It will include the provision of additional staffing resource.
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Impact on providers:

Risk	Mitigation
The proposals for community and voluntary daytime support services are likely to have adverse impacts on	Engagement with voluntary and community sector providers will begin early, so that providers can consider:

providers of these services who are currently funded by Oxfordshire County Council. This also applies to their staff and volunteers.

The extent of this impact will depend on the sustainability of each provider, and how dependent it is on county council funding. It will also depend on whether they opt to seek alternative operating models and/or sources of funding, and how successful they are in achieving this.

This is particularly likely to impact on providers in areas of deprivation, with fewer resources particularly financial means of local people to pay for services and potentially, volunteering capacity. This will reduce the likelihood of providers in these areas to develop more self-sustaining models, including generating other sources of income.

- reviewing their business models
- planning service changes with local communities
- sharing expertise and learning from each other
- opportunities for joint working
- alternative sources of funding and income generation

This will be supported by council-funded voluntary and community infrastructure support, which will work with affected providers to develop self-sustaining models.

This will also be supported by the availability of grant funding, which providers can apply for. This will support services which are unable to develop self-sustaining models in areas of high need, as well as enable new self-sustaining initiatives to develop.

The Sustainability Fund – yearly grants – will be targeted at enabling the ongoing delivery of daytime support opportunities which are in areas of high need in the county. We would determine this primarily according to the index of multiple deprivation, as well as the information we hold on the sustainability of services, the needs and resources of the local community, and on how the service meets our aims for daytime support. This will mitigate the impact of the reduction in grant funding on services which would be most affected and least able to transition to more self-sustaining models of delivery.

Social Value

If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area.

How might the proposal improve the economic well-being of the relevant area?
N/A

How might the proposal improve the environmental well-being of the relevant area?
N/A

Action plan:

Action	By When	Person responsible
Review Service and Community Impact Assessment - incorporating feedback via the public consultation – to feed into the decision-making process.	Post consultation and pre-decision making process – by January 2017	Benedict Leigh
The implementation and development of any new model would be monitored and reviewed, to ensure that impact can be assessed and further mitigations developed if required. The council will work closely with its partners in this.	The initial post implementation review is planned to start on 1 st April 2018.	Benedict Leigh

Monitoring and review:**Person responsible for assessment: Lead Commissioner**

Version	Date	Notes (e.g. Initial draft, amended following consultation)
V1	October 2016	Pre-consultation draft

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Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area: Fire and Rescue Service

What is being assessed (e.g. name of policy, procedure, project, service or proposed service change): Vacancy Management – Fire and Rescue Service and Emergency Planning. The assessment of current and future vacancies to identify whether recruitment, reallocation of responsibilities, outsourcing, collaboration or working in new ways is the most appropriate decision moving forward.

Responsible owner / senior officer: Deputy Chief Fire Officer Simon Furlong

Date of assessment: 05/12/16

Summary of judgement:

The planned changes are a firming up of the temporary position that we have been managing recently. The impact on individuals with protected characteristics is negligible as the roles involved are not directly customer related. The impacts are on existing staff members with morale and capacity being the critical aspects of managing this proposal.

Detail of Assessment:

Purpose of assessment:

This assessment is being completed to consider the impact of saving £250k through the management of vacant post across Fire and Rescue, Trading Standards and Emergency Planning.

The assessment is being carried out to consider the impact of these changes on different people, particularly those who share a protected characteristic under the Equality Act 2010.

You should also include the following statement to clearly set out the reasons and context for undertaking the assessment:

Section 149 of the Equalities Act 2010 (“the 2010 Act”) imposes a duty on the Council to give due regard to three needs in exercising its functions. This proposal is such a function. The three needs are:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic, and those who do not.

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

The need to advance equality of opportunity involves having due regard to the need to:

- remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
- take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs other people, and
- encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- take steps to meet the needs of disabled people which are different from the needs of people who are not disabled and include steps to take account of a person’s disabilities.

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

These protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex
- sexual orientation
- marriage and civil partnership

Social Value

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934¹ might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

Context / Background:

The Fire Service has been integrating over the last few years with both Emergency Planning and Trading Standards and this has led to a number of posts being delivered in different ways with shared responsibilities and managers working across services. In addition when internal roles have become vacant we have resisted like for like replacement and redesigned or redeployed the workloads and responsibilities.

Proposals:

The proposal is to complete a review of our previous structures, to identify the vacant positions, assess the current working practices and to implement decisions.

Evidence / Intelligence:

We will use historical employment data and staff interviews as well as role analysis and professional judgement to create recommendations for the future structural positions.

¹¹ [EC Procurement Threshold for Services](#)

Alternatives considered / rejected:

An alternative approach would have been to replace like for like as people left or retired but in line with the recruitment freeze and business case approach to recruitment we decided not to instantly replace roles.

Impact Assessment:

Identify any potential impacts of the policy or proposed service change on the population as a whole, or on particular groups. It might be helpful to think about the largest impacts or the key parts of the policy or proposed service change first, identifying any risks and actions, before thinking in more detail about particular groups, staff, other Council services, providers etc.

It is worth remembering that 'impact' can mean many things, and can be positive as well as negative. It could for example relate to access to services, the health and wellbeing of individuals or communities, the sustainability of supplier business models, or the training needs of staff.

We assess the impact of decisions on any relevant community, but with particular emphasis on:

- Groups that share the nine protected characteristics
 - age
 - disability
 - gender reassignment
 - pregnancy and maternity
 - race – this includes ethnic or national origins, colour or nationality
 - religion or belief – this includes lack of belief
 - sex
 - sexual orientation
 - marriage and civil partnership
- Rural communities
- Areas of deprivation

We also assess the impact on:

- Staff
- Other council services
- Other providers of council services
- Any other element which is relevant to the policy or proposed service change
- How it might improve the economic, social, and environmental of the area affected by the contract **if** the Public Services (Social Value) Act 2012 applies

For every community or group that you identify a potential impact you should discuss this in detail, using evidence (from data, consultation etc.) where possible to support

your judgements. You should then highlight specific risks and any mitigating actions you will take to either lessen the impact, or to address any gaps in understanding you have identified.

If you have not identified an impact on particular groups, staff, other Council services, providers etc. you should indicate this to demonstrate you have considered it.

Impact on Individuals and Communities:

Community / Group being assessed (as per list above – e.g. age, rural communities – do an assessment for each one on the list)

Summarise the specific requirements and/or potential impact on this community / group, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations
<ul style="list-style-type: none"> ▪ age ▪ disability ▪ gender reassignment ▪ pregnancy and maternity ▪ race – this includes ethnic or national origins, colour or nationality ▪ religion or belief – this includes lack of belief ▪ sex ▪ sexual orientation ▪ marriage and civil partnership ○ Rural communities ○ Areas of deprivation 	<p>There is no direct link between these proposals and any protected group. The majority of the roles that this process will directly involve are support services that do not have direct contact or impact on our customers.</p> <p>None of the roles are specifically related to a protected characteristic.</p>

Impact on Staff:

Summarise the specific requirements and/or potential impact on staff, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations
Increased stress levels because of change and uncertainty	Formal project management approach. Communication plan. Staff workshops.

	Change champions
Lack of knowledge and experience in specific areas	Acceptance of the pace of change and the creation of support processes such as mapping and staff skill sharing sessions.
The impact on morale and retention of terminating the temporary contracts of staff that have been “acting up” in the vacancies while we complete assessments and make final decisions.	1-2-1 meetings, specific feedback on performance, recording of achievements for CV purposes, career progression discussions.
Overloading existing staff in terms of work demands if aspects of roles that are not being replaced are reallocated.	Ensure that decisions and role design are done in partnership with members of staff. Use time study predications to assess levels of capacity. Complete lean reviews of processes which are being reallocated to ensure that workloads are minimised. Consider the reallocation of administrative functions and workloads from all roles into the planned customer contact team to increase overall capacity.
Retention could be affected if staff feel that positions are being cut and that the opportunity for progression is limited.	Map the grades and positions of Green Book staff and consider the skills needed to deliver in the higher roles. Complete a TNA and identify the formal and informal training that could support staff to progress as and when opportunities are presented. In addition review current Grey Book positions and consider the opportunity for conversion to Green Book. Identify County Council vacancies and ensure our staff are aware of opportunities across OCC.

Impact on other Council services:

These changes are being completed in-line with the general Transformation direction of travel. The impact on other services might include some support, advice and guidance on the changes but also the sharing of lesson learnt to assist with other changes.

Risks	Mitigations
Lack of available support from other OCC services such as ICT and HR	This is mostly about process re-engineering and the majority of the capacity will come from in-house
	Early discussions in order to scope out the potential needs have been completed
The work completed could be out of line with the wider transformation programme	Fire are represented on both the board and the working group so are fully aware

	of the priorities and work that is being completed
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Impact on providers:

None identified

Risks	Mitigations

Social Value
If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area.

How might the proposal improve the economic well-being of the relevant area?

How might the proposal improve the environmental well-being of the relevant area?

Action plan:

Summarise the actions that will be taken as a result of the assessment, including when they will be completed and who will be responsible. It is important that the officer leading on the assessment follows up to make sure the actions are completed, and updates the assessment as appropriate. Any significant risks identified should also be added to the appropriate service or directorate risk register, to ensure they are appropriately managed and reviewed.

Action	By When	Person responsible
Develop a process for assessing whether a role is “critical” and will or won’t be filled.	Feb 17	Gabby Heycock Paul Bremble
Ensure alignment with	On-going	Grahame Mitchell

OCC transformation plans		Simon Furlong
Complete some lean process training	Feb 17	Grahame Mitchell
Map out FRS Green Book grades and progression opportunities	Feb 17	Paul Bremble
Complete a TNA to identify the skills required of higher grades and match this to formal and informal training opportunities	April 17	Clare Sellman
Specifically consider the opportunities for the conversion of Grey Book roles to Green Book.	On retirement of individuals from roles	Paul Bremble
If roles are not being replaced ensure that any staff that have been in a temporary position are supported on an individual basis.	As required as decisions are made.	The allocated officer

Monitoring and review:

March 17 – After consultation

June – review after initial changes have been implemented

October – review of lean process outcomes

Person responsible for assessment:

Version	Date	Notes (e.g. Initial draft, amended following consultation)
1	06/12/16	

Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area: Fire and Rescue Service

What is being assessed (e.g. name of policy, procedure, project, service or proposed service change):

The creation of an Operational Crewing Pool, similar to a bank system used in other services.

Responsible owner / senior officer: Deputy Chief Fire Officer Simon Furlong

Date of assessment: 05/12/16

Summary of judgement: This proposal is to manage our emergency staff needs in a different way which will have no impact on the public.

We have a version of this system operating currently although currently it is more common for the approach to be based on short term contracts. We have experience of operating a crewing pool and have used the ability to allocated staff on a shift by shift basis and we know that it can work. We will monitor the success of this approach and record the impact on crewing levels.

Detail of Assessment:

Purpose of assessment:

This assessment is being completed to consider the impact of saving £100k through the creation of an Operational Crewing Pool.

The assessment is being carried out to consider the impact of these changes on different people, particularly those who share a protected characteristic under the Equality Act 2010.

You should also include the following statement to clearly set out the reasons and context for undertaking the assessment:

Section 149 of the Equalities Act 2010 (“the 2010 Act”) imposes a duty on the Council to give due regard to three needs in exercising its functions. This proposal is such a function. The three needs are:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic, and those who do not.

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

The need to advance equality of opportunity involves having due regard to the need to:

- remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
- take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs other people, and
- encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- take steps to meet the needs of disabled people which are different from the needs of people who are not disabled and include steps to take account of a person’s disabilities.

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

These protected characteristics are:

- age

- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex
- sexual orientation
- marriage and civil partnership

Social Value

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934¹ might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

Context / Background:

The Fire Service utilise a formula to determine the number of staff allocated to each Wholetime firefighter watch. This is based on local and national assessments of risk at incident types that determines the number of firefighters required in order to implement safe systems of work. The number of firefighter posts required per watch then impacts on our overall establishment figure of operational posts.

Proposals:

The proposal is to utilise a pool of firefighters to be able to fill positions on a needs basis. This would enable the establishment figure to run below the number required without impacting on our safe systems of work or our service to the public. The ability to provide operational cover when it is needed will reduce the costs in comparison to a full time equivalent.

Evidence / Intelligence:

We have a version of this system operating currently although currently it is more common for the approach to be based on short term contracts. We have experience of operating a crewing pool and have used the ability to allocated staff on a shift by shift basis and we know that it can work. We will monitor the success of this approach and record the impact on crewing levels.

¹¹ [EC Procurement Threshold for Services](#)

Alternatives considered / rejected:

An alternative approach would be to make more use of short term contracts but that is not as cost effective and does not provide clarity for our staff and increases administrative workloads.

We reject the option of reducing our operational establishment figures as we would be unable to maintain minimum numbers of firefighters on appliances leaving us unable to implement safe systems of work and provide the same level of emergency response to the public.

Impact Assessment:

Identify any potential impacts of the policy or proposed service change on the population as a whole, or on particular groups. It might be helpful to think about the largest impacts or the key parts of the policy or proposed service change first, identifying any risks and actions, before thinking in more detail about particular groups, staff, other Council services, providers etc.

It is worth remembering that 'impact' can mean many things, and can be positive as well as negative. It could for example relate to access to services, the health and wellbeing of individuals or communities, the sustainability of supplier business models, or the training needs of staff.

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 - sex
 - sexual orientation
 - marriage and civil partnership
- Rural communities
- Areas of deprivation

We also assess the impact on:

- Staff
- Other council services
- Other providers of council services

- Any other element which is relevant to the policy or proposed service change
- How it might improve the economic, social, and environmental of the area affected by the contract **if** the Public Services (Social Value) Act 2012 applies

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If you have not identified an impact on particular groups, staff, other Council services, providers etc. you should indicate this to demonstrate you have considered it.

Impact on Individuals and Communities:

Community / Group being assessed (as per list above – e.g. age, rural communities – do an assessment for each one on the list)

Summarise the specific requirements and/or potential impact on this community / group, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations
<ul style="list-style-type: none"> ▪ age ▪ disability ▪ gender reassignment ▪ pregnancy and maternity ▪ race – this includes ethnic or national origins, colour or nationality ▪ religion or belief – this includes lack of belief ▪ sex ▪ sexual orientation ▪ marriage and civil partnership ○ Rural communities ○ Areas of deprivation 	<p>The changes proposed result in no change to service provision other than the way in which resources are provided on occasions. There is no identifiable impact on any of the protected characteristics.</p>
<p>The inability to provide minimum levels of crewing resulting in a limitation of emergency response actions to the public</p>	<p>We have fall back positions available to us and can reallocate staff from other roles if needed although this is not preferable as a result of the impacts on strategic objectives.</p>

Impact on Staff:

Summarise the specific requirements and/or potential impact on staff, and then highlight the most significant risks and mitigating action that has been or will be taken.

Risks	Mitigations
Staff volunteer to work for a period of time which is not safe or good for their well-being based on their overall work hours	Monitoring systems will be introduced to ensure that staff are working within safe limits and appropriate rest periods are maintained
The Fire Brigade's Union may adversely react to the proposal	Communications and conversation around the thoughts and considerations that have been completed

Impact on other Council services:

None identified

Risks	Mitigations

Impact on providers:

None identified

Risks	Mitigations

Social Value

If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area.

How might the proposal improve the economic well-being of the relevant area?

How might the proposal improve the environmental well-being of the relevant area?

Action plan:

Summarise the actions that will be taken as a result of the assessment, including when they will be completed and who will be responsible. It is important that the officer leading on the assessment follows up to make sure the actions are completed, and updates the assessment as appropriate. Any significant risks identified should also be added to the appropriate service or directorate risk register, to ensure they are appropriately managed and reviewed.

Action	By When	Person responsible

Monitoring and review:

March 17 – After consultation
 June – review after initial changes have been implemented
 October – review of lean process outcomes

Person responsible for assessment:

Version	Date	Notes (e.g. Initial draft, amended following consultation)
1	06/12/16	

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Division(s):

CABINET – 8 DECEMBER 2016

IMPLICATIONS OF ASSET TRANSFER POLICY FOR CHILDREN'S CENTRES

Report by Acting Director for Environment & Economy

Introduction

1. The Council's Asset Transfer Policy was established in 2012 to support the transfer of responsibility for running and managing buildings to community groups where a sustainable plan for continuing local provision was proposed. Initially this saw the transfer of 6 youth centres.
2. In many cases the transfer involved some sort of subsidy or grant under the Big Society Fund to support the community organisations establish activity and their operating models. The intention was always that this subsidy would be short term and time limited as the new model became self-funding and sustainable.
3. The Asset Transfer Policy was reviewed early in 2016 following collaborative discussions with services and tenants in light of lessons learnt under the last wave of asset transfers arising under Big Society (see case study within Appendix 1).
4. It seeks to ensure that:
 - Any subsidy provided to community groups or organisations via property is transparent
 - community organisations are motivated to consolidate into the actual space required
 - opportunities to sub-let are encouraged where it helps to make community-led operations sustainable, but any income arising is transparent
 - the council can choose to reduce levels of subsidy over time in light of competing priorities and as part of community proposals becoming self-financing and sustainable
 - subsidy can be removed when leases are renewed as part of sustainable plans for ongoing operations
5. It was approved during the summer of 2016 (see annex 1). The material change was that the Council would not let premises upon a notional or peppercorn rent but would charge an appropriate rent for the property in line with ambitions to make most effective use of Council assets, which takes into account the restriction for community use (see para 14 for more detail).

Background to the previous changes

6. Having a peppercorn or notional rent as per the previous policy has led to some issues with how the assets are managed and accounted for including:
 - the subsidy provided is not transparent, nor recognised by the wider community
 - no motivation to consolidate operations into a more suitable sized premises
 - reduced motivation to collaborate to find a sustainable solution
 - no ability to reduce levels of subsidy in light of competing priorities
 - ability to remove subsidy when leases are renewed is compromised
 - opportunities for relocation to alternative buildings to facilitate development are compromised
 - disadvantages those that utilise non-Council owned premises
 - no ability to offer rent free periods to resolve maintenance issues on transfer, thus requiring further subsidy

Any building let on a notional/peppercorn rent is in practice an indirect subsidy due to lost income (by removing the opportunity to sell or lease out the building, and an increased chance that the business proposal is unviable and does not allow for maintenance costs. This in turn can mean the Council still has to pick up the costs of maintaining the building and any future repair liabilities, particularly where the community group is only responsible for renting part of a building.

7. The asset transfer policy retains the principal of accepting reduced rents where the council supports a community initiative compared to rental levels that could otherwise be gained within commercial markets. It looks toward rental levels for community uses that are 50% of commercial rental levels.
8. Furthermore the Policy for Early Years and Childcare Providers operating on a school or council site dated 8 December 2014 recommends a rental level of approximately 25% of commercial rental levels for organisations meeting statutory need for early years places.

Council Motion 1st November

9. At the meeting of full council on 1st November 2016 a motion called upon Cabinet to waive the rent for a building where that would keep a Children's Centre open in circumstances where it would otherwise have to close.
10. The aim is still for community groups providing Children's Centre services to develop self-financing, sustainable proposals – but Cabinet has now been asked to provide extra help for groups in situations where a business plan could not be approved without rent support. Cabinet will still need to determine applications for

transition funding on an individual basis, looking at a number of issues – not just rent.

Financial Implications

11. The consequential effects upon council budgets of waiving rents for children's centres are yet to be fully established due to the many scenarios' that could arise. The overall rental income for Children's Centres affected by the motion is approximately £155k per annum, assuming the application of community rental levels that are 50% of commercial rental levels.
12. Most of these sites hold a grant funding liability that would require the council to repay either Sure Start or Back on Track funding if services cease to be delivered from these premises, although this diminishes over the life of the building.
13. This liability could be mitigated by the sustained use of the building for delivering predominantly early years services (0-5 year old for the life of the asset (defined differently depending on nature of building but varying from 5-25 years), although the liability remains with the Council to demonstrate the ongoing delivery of services in line with the original grant and is subject to approval from the Department for Education. This has already been granted in some cases locally and nationally, and ongoing conversations remain positive about other sites.
14. The current position on direct County Council budgets is that this would apply as follows for non-school sites:

Name	Comment upon property	Initial Estimated Rents (pa) based on Desktop Analysis (3) at 50% commercial rate	Grant Liability based on April 2017
Berinsfield Children's Centre	Stand-alone County Council building	£10,818	£0
Berinsfield Early Intervention Satellite	County Council integrated joint use space within leisure centre	£14,962	£54,000 (1)
Britannia Road Children's Centre, Banbury	Group of County Council buildings, approximately half of which was utilised as a children's centre	£38,493	£2,504 (2)
Florence Park, Oxford	Ground lease from Oxford City Council. County Council stand-alone building within a park with restricted use	£30,597	£583,972 (2)
Kidlington Kaleidoscope	Ground lease from parish, modular building; could restrict wider development; (County Council also holds ground lease for the adjacent Forum which is not fully utilised – potential partner interest)	£8,719	£156,960 (1)

Red Kite Children's Centre, Thame	Old library in Thame owned by County Council (possible interest also in Chinnor library – costs not shown)	£6,588	£193,433 (2)
Wheatley Maple Tree	Stand-alone facility at edge of school campus	£11,755	£0
South Abingdon	Stand-alone facility at edge school campus (potential high land value)	£22,290	£206,273 (2)
	TOTAL	£144,222	£1,556,194

1. *Back on Track funding – liability may not be resolved through children's centre use*
2. *Sure start funding – liability could be resolved through children's centre and/or early years use, subject to approval by Department for Education*
3. *Rents may change as they are subject to lease terms inspection*
4. *Excludes premises leased back from Academies as lease terms will dictate the sub-lease terms which OCC can offer*

NB. This excludes any rental charges levied directly by a school governing body for use by a community group, or internal recharges it may choose to levy for direct delivery of open access services. Schools will be required to follow the principles set by the Asset Transfer Policy, and although in some circumstances they may wish to operate outside the policy the Council acts as ultimate landlord for any lease. In practice they are likely to want to avoid their own budgets being used for non-curriculum activity. They will also be aware that should they convert to an academy they will be expected to have robust lease arrangements in place.

15. The changes arising from the Children, Education and Families Transformation Programme will deliver financial benefits to the Council through changes in use to buildings previously used to deliver Children's Centre and Early Intervention services. This will be through rental income, reduced premises costs due to the transfer of liability for utilities, rates etc to third parties and generating capital receipts where properties are released. However there are short term pressures upon budgets due to:

- Budgeted savings have already accounted for the savings in premises costs. The costs of holding, managing and releasing any empty properties now fall as a pressure to corporate landlord (e.g. rates, security, residual utility costs etc).
- There will be costs to market, develop and/or dispose of surplus property realised under the programme in order to minimise holding costs.

16. Outstanding grant liabilities are significant which could be argued to therefore justify some level of short term support, on the basis that the cost of the subsidy (particularly if short term) would be significantly less than the liability so is overall financially beneficial for the council.

17. Some sites however could generate capital receipts or long term revenue streams which significantly outweigh the grant liability upon the site, which may be impinged by community transfer.

Legal Implications

18. Paragraph 24 in section 123 of the Local Government Act prohibits disposal of land for less than the best price reasonably obtainable without the consent of the Secretary of State. There is a statutory exception in Section 123 for any tenancy not exceeding seven years.
19. Sure Start Grant Constraints on the disposal of assets and change of use states that where the market value exceeds £2,500, the authority shall consult the Secretary of State if it proposes to dispose of, change the use of, or transfer ownership of a tangible asset (e.g. land, building and equipment) or intangible asset (e.g. copyrights) which has been financed wholly or developed with grant from the Secretary of State or which has been substantially improved by the use of such funds.
20. Any proceeds, where the total amount exceeds £2,500, resulting from the disposal of an asset financed with grant from the Secretary of State, or the appropriate proportion thereof, shall be surrendered to the Secretary of State, except where proceeds are to be reinvested into Sure Start, Extended Schools and Childcare services subject to agreement from the Secretary of State.
21. Where the market value exceeds £2,500, if the purpose of an asset, funded wholly or in part from grants from the Secretary of State, is changed from that for which it was originally funded, the value of that asset, or the appropriate proportion thereof, shall be remitted to the Secretary of State. Unless otherwise agreed in writing by the Secretary of State with the consent of the Treasury, the authority shall not dispose of assets below market value.
22. Further information on disposal of assets is contained in the Sure Start Extended Schools and Childcare Group Capital Guidance.

Maintaining existing asset transfer policy for children's centres

23. The existing asset transfer policy already includes the clear principle to offer community organisations a rental level that is 50% lower than the full commercial rent the property could generate.
24. Whilst the Council motion focusses upon the aspiration to keep a children's centre in particular open, proposals may also be sought and/or forthcoming in other service areas currently occupying council buildings (for example day services, libraries) which may have financial implications based on precedents set for children's centres.
25. Providing additional subsidy or further reductions in rent outside of the existing asset transfer policy for children's centres in particular may set a precedent for

future transfers in different service areas, and could be seen to contradict previous decisions taken under the policy.

26. The council has both a legal responsibility and a financial need to ensure it achieves best value from its property portfolio. Income from our assets helps to fund core services and any reduction of income will have an impact on overall Council finances. As well as seeking to maximise the rental or capital income from sites, this also means there is benefit in working with community groups to ensure they are using the most appropriate space for the delivery of services and that we use our assets as efficiently as possible.
27. Some sites are larger than necessary to deliver a Childrens Centre service and many sites are proposed to be multiple use. It may be that a relatively small part of the building will be used for early intervention services. Setting a level of rent lower than that in the existing asset transfer policy for the proportionate area used for the services may impact on the overall viability of the building as a whole.
28. There may be situations where a community group looks to generate income from sub-leasing space or using space commercially to cross fund the service, thus essentially self-subsidising and meaning the community group is better able to meet the levels of rent set under the existing asset transfer policy.
29. It is therefore proposed that the overall terms of the Asset Transfer Policy are maintained in relation to children's centres, subject to the following considerations.

Additional support for the development of viable business cases

30. The Council motion focuses on the intention of providing additional support to community groups and organisations in developing and implementing sustainable business cases. Whilst several expressions of interest have been put forward that are considered viable, hence the initial six approvals through the Transition Fund, numerous others are at earlier stages of development.
31. In these cases, the Council could firm up and extend its offer of additional support and advice to develop the business case further. This additional support would be in keeping with the existing asset transfer policy, and the terms of the transition fund.
32. The offer could include policy and property advice, identifying alternative income generating options, reviewing the most suitable locations and use of space from which to deliver services, and appropriate insurance and financial planning.
33. From January the Council will also be employing dedicated Community Coordinators (within CEF) to work with community organisations to support the operational implementation of business cases (such as development of safeguarding policies, insurances, recruitment and training of volunteers etc).

34. Although it is not explicit within the Transition Fund criteria, consideration is currently given to the ability of the community organisation to meet rent commitments within the sustainability of the business case and in deciding the level of funding to be awarded. However, in light of the Council motion it is proposed to make some changes to the process and approach.
35. Where community groups will not have a viable business case agreed to allow services to begin on 1st April, existing services will cease. However, it is proposed that additional support (as outlined in para 31) will continue beyond 1st April to help community groups develop a viable business case fully, and that there will then be further decision-making rounds of the Transition Fund when business cases can be brought forward.
36. It is therefore proposed that a deadline is set for these cases to be brought forward to be agreed at a 3rd and final round of the Transition Fund, no later than the Cabinet meeting in July 2017.
37. It is also proposed that the Council awards a defined, short-term rent-free period of up to a maximum of 6 months to support mobilisation, where the business case would otherwise not be viable.
38. After this initial period the rent would increase in line with the asset transfer policy, to 50% of the commercial rent level for the property. This would provide the maximum levels of consistency across existing and future asset transfers; do the most to encourage and support sustainable, community-led solutions; and manage the financial implications for the Council.
39. This proposal would result in an immediate financial pressure of up to £72,111 (based on 6 months of potential annual income of £144,222 across all centres).
40. This approach would be in keeping with previous decisions (such as youth centres) where initial subsidies were offered before reverting to the terms of the asset transfer policy.

Risks

41. An outline of the potential risks are considered below:

Description of areas or sources of risk	Mitigation
Pressure for extension of transitional subsidy if service fails to become sustainable post opening	Reliance upon approved policy rather than ad-hoc decisions
Pressure for re-application of transitional subsidy on lease renewals	Reliance upon approved policy; where lease renewals result in material changes in terms and continuation of an OCC service by the community then decision by Cabinet member in

	consultation with key members; can only offer subsidy for maximum of 7 years.
Pressure to apply rent free charges to aspects of the building not being used to deliver the open access service – but are to be used to generate income to subsidise delivery of the service	Transparency and consistency of decision-making in line with overall policy If policy is revised to offer rent free periods ensure decision is by Cabinet member in consultation with key members taking into account viability, grant liabilities, alternative uses for the asset etc.
Space held within a school site which is and will become under the control of the governing body is negotiated directly by the school on terms that conflict with the asset transfer policy	That schools are provided with a copy of the asset transfer policy to ensure discussions with community groups are informed and that the policy is consistently applied
Post Academy conversion results in revised charges being levied upon renewal of the lease which destabilise the community group and the Council could face pressure from Academy providers to fund any shortfall in operational costs that arise upon conversion)	That appropriate charges are levied in the first instance
Post Academy conversion space is not used for purposes that protect the Council from liabilities arising from Sure Start Grants	OCC lease back space from the Academy and sub-lease to the community group until the Sure Start liability is released.

Equalities Implications

42. There are not considered to be any specific equality implications arising from this report and the proposals, as the application of the asset transfer policy and offer of additional support to community groups is equally applicable to all irrespective of location or protected characteristics.

RECOMMENDATION

43. The Cabinet is **RECOMMENDED** to:

- (a) Maintain the terms of the existing Asset Transfer Policy in considering transfers of children's centres to community groups;
- (b) Extend additional support (as outlined in para 31) beyond 1st April to help community groups develop a viable business case fully;
- (c) Agree that a deadline is set for these cases to be brought forward to be considered at a 3rd and final round of the Transition Fund, no later than the Cabinet meeting in July;
- (d) Offer a defined, short-term rent-free period of up to a maximum of 6 months to support mobilisation, where the business case would otherwise not be viable. After this initial period the rent would increase in line with

the asset transfer policy, to 50% of the commercial rent level for the property.

BEV HINDLE
Acting Director for Environment and Economy

Background papers: Asset Transfer Policy

Contact Officer: Ben Threadgold, Policy and Performance Service Manager
December 2016

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Community Asset Transfer Policy

1. Introduction

- 1.1 As an outcome of the County Council's service transformation plans and part of its commitment to localism and community initiatives the County Council produced an Asset Transfer Policy in February 2012 which details how surplus assets can be made available for use by community/voluntary organisations (including Parish and Town Councils), either through a grant of a lease or possibly a freehold transfer. Changes in the Local Authority landscape have meant this policy needs updating and therefore this document sets out the revised policy.
- 1.2 An asset is defined as buildings or land owned by the County Council.
- 1.3 This policy is only applicable to assets that are not subject to an existing lease from the County Council. All existing leasehold interests will remain in place until the contractual end date. At this time (if the lease does not allow for automatic renewal) then the Community Asset Transfer Policy will be referred to and act as a guide when the future use of the asset is being considered, i.e. if the property is still surplus to the Council's requirements then a new business case will be required to be submitted in accordance with the policy.
- 1.4 This policy will enable use of assets by Parish and Town Councils and community/voluntary organisations that are not-for-profit and are registered e.g. a registered charity, community interest company, etc. The County Council will advise if an organisation has any doubt of eligibility.

2. Exclusions to the Policy

- 2.1. Assets will be made available for transfer unless one of the following principles applies:
- a) Property revenue savings or capital receipts from the property are needed to contribute to County Council savings.
 - b) There is another County Council or basic school need for the property which would be financially disadvantageous to meet in any other way.
 - c) The property has already been identified¹ for utilisation under a Place Review¹.
 - d) Grant conditions for capital expenditure on the property prevent the property being transferred or prevent a change of use within a specified timescale.
 - e) The proposed use and terms of the transfer would result in a liability upon the County Council to repay grant monies
 - f) The condition of the asset is not deemed fit for purpose without substantial capital investment.

¹ Under the Governments One Public Estate Agenda, the County Council will be undertaking Place Reviews with other public sector partners, local councils, community organisations and other service delivery organisations to consider the best means to maximising the use of all the public assets in a locality and release any surplus assets.

3. Key Principles

- 3.1 Once it has been decided that an asset can be made available, the County Council will accept expressions of interest. A decision will be made to either reject the proposal or invite the interested party to submit a detailed business case.
- 3.2 The County Council will consider the transfer of the asset on terms to be agreed. This will be subject to the County Council being able to financially justify that the proposal better serves the community than an open market lease or sale and that the business case can demonstrate all of the following:
- a) There is no other local building from which the community/voluntary organisation could reasonably provide the same service.
 - b) The proposal makes good use of the asset.
 - c) The proposal represents good value, taking into account the expected social, economic, and environmental wellbeing benefits.
 - d) Supports the County Councils Corporate Plan.
 - e) There is evidenced need and demand for the proposal and it has local support.
 - f) The proposal is financially viable and sustainable.
- 3.3 Viability pressures will not be addressed through reduced property costs.

4. The Policy

- 4.1 The County Council's preference is to lease out an asset but will consider proposals for purchasing the freehold of an asset if there is a strong and justified business case to do so with the assurance that the community use will be a long term provision. The County Council will consider each proposal on a case by case basis and the terms and conditions agreed will reflect the individual proposal and include such covenants / restrictions upon use as may be appropriate to protect the Councils long term interests. This will not set a precedent for other asset transfer arrangements.
- 4.2 If an asset receives interest from a number of parties then the County Council will encourage collaboration to put forward a joint bid but if this isn't achievable then the Council will judge each proposal against the same set of criteria to determine the successful bid.

4.3 *General Terms for an Asset Transfer Lease*

- 4.3.1 The County Council will charge a rent for the property, which takes account of the restriction for community use. (In the absence of comparable evidence this is usually derived by assessing commercial rents in the vicinity and applying a discount of 50% to reflect the restricted use).

- 4.3.2 A length of term over 7 years is treated as a disposal and will need to comply with the provisions of the Local Government Act (1972) General Disposal Consent 2003² and State Aid rules³. Leases over 5 years will usually be subject to a rent review clause increasing the rent in line with the Retail Price Index (RPI).
- 4.3.3 The County Council will typically grant leases which are contracted out of the Landlord & Tenant Act 1954 Part II which will not provide the tenant with automatic rights to renew the lease at the end of the term. However the County Council may consider granting a new lease if the property is still surplus to the Council's requirements but a new business case will be required to be submitted in accordance with the Council's Asset Transfer Policy applicable at that time.
- 4.3.4 The permitted use within any lease will be limited to a use which is for the benefit of the local community. The agreement will provide for the lease to be terminated if that use ceases.
- 4.3.5 The tenant will be expected to assume responsibility for the full running costs of the building, including repairs and maintenance. It may be appropriate to limit repairing obligations within the lease to a Schedule of Condition which will record the condition of the building at the time the tenant takes over responsibility. The tenant will commit to maintain in no worse condition. The County Council will prepare the schedule but the cost will be the responsibility of the prospective tenant if they subsequently withdraw from completing the lease.
- 4.3.6 The County Council will expect to retain its building insurance cover over the building to ensure it is adequately covered. The lease will contain a provision for the tenant to reimburse the County Council for the cost of the building insurance cover. The tenant will be responsible for insuring the contents of the building.
- 4.3.7 The tenant will be responsible for maintaining the property in keeping with statutory compliance and good practice (e.g. in relation to health and safety).
- 4.3.8 The Asset is to be returned at lease expiry in good tenantable repair in accordance to the lease terms and all alterations removed (unless the landlord states otherwise) and any damage made good.
- 4.3.9 Alterations – non-structural alterations are permitted. All structural alterations and changes to services are not permitted.
- 4.3.10 The tenant will be permitted to hire out space within the asset to other community groups as long as the use reflects the permitted user clause and use is regulated under an ad hoc hiring agreement and does not result in the creation of a landlord and tenant relationship.
- 4.3.11 The County Council would expect the tenant to ensure that any hiring process and agreement has regard to general safeguarding responsibilities including ensuring that the asset is not being used to disseminate extremist views as per the Counter Terrorism and Security Act 2015. The tenant will be provided with the County Council's standard hiring agreement as a basis for their own use if requested.

² The Local Government Act 1972 imposes a legal obligation not to dispose of assets at less than best value (excludes tenancies of over 7 years) unless approved by the Secretary of State. The General Disposal Consent 2003 provides Local Authorities to transfer at less than market value provided the undervalue is no more than £2million and The purpose for which the asset is to be transferred is likely to contribute to the 'promotion or improvement' of the economic, social or environmental well-being of the area.

³ State Aid refers to forms of assistance from a public authority, which has the potential to distort competition and trade in the EU.

4.3.12 Assignment is not permitted.

4.3.13 Sub-letting is permitted subject to Landlords prior consent and the rent must not exceed the passing rent. However where the proposal is to charge the sub tenant a rental which is higher than the passing rent under the Head Lease, OCC will consider this subject to reserving the right to review the rent and outgoings under the Head Lease or require a share of any profit rent received, dependent on circumstances.

4.3.14 See Appendix 1 for an example of typical lease heads of terms.

4.4 General Terms for an Asset Transfer Purchase

4.4.1 In general the County Council is required to achieve the 'best consideration reasonably obtainable' when it is disposing of land or buildings. If it seeks to dispose of land or buildings below the market value, it will need to comply with the provisions of the Local Government Act (1972) General Disposal Consent 2003² and State Aid rules³.

4.4.2 The County Council will determine the market value on the basis of the potential use of the asset. The County Council will take valuation and planning advice that will consider both the "existing use value", and "alternative use value" if there is clearly potential for future uplift in value having regard to planning and development potential of the asset.

4.4.3 Where the transfer is on the basis of providing specific community services, the County Council will seek to secure a commitment to the future delivery of those services through an agreement with the community. Where appropriate this commitment will be secured through a Restrictive Covenant.

4.4.4 Provision will be included within the transfer for the County Council to recoup an appropriate proportion of any uplift in value secured subsequently through each subsequent change of use and/or enhancement in value arising from the grant of planning permission.

5 Additional Conditions

5.1 Any transfer will **include** fixtures and fittings unless there is the requirement to relocate items to another location to meet a statutory need.

5.2 Any transfer will **exclude** IT infrastructure.

5.3 Where the County Council identifies opportunities to reduce its assets properties identified as surplus will be subject to this policy.

5.4 Where there is a need for planning permission to be secured in order to enable a proposal to be taken forward this will be the responsibility of the tenant. A decision on the part of the County Council to transfer an asset does not guarantee that planning permission will be granted.

5.5 Each party to bear their own legal and agents fees.

5.6 Any exception to this Policy must be approved by the Director for Environment & Economy in conjunction with the County Council Solicitor and in consultation with the relevant Cabinet Member.

6 The Process for Applications

- 6.1 Interested parties must apply to the County Council setting out their expression of interest covering the key principles as set out in 3 above.
- 6.2 The County Council will use this information to assess the proposal against the policy and if it meets the criteria will invite submission of a detailed business case to support the proposal.
- 6.3 The County Council will test the business case submitted against the key principles of this policy but also expect the business case to provide in detail:
- a) A statement of clear purpose and outcomes that would be delivered by the community use of the asset, including consideration of the extent to which the proposal meets identified local needs as well as broader policy priorities.
 - b) The proposed arrangements for the management body, including accountable governance arrangements.
 - c) How the organisation will achieve full sustainability, e.g. income generation / funding sources.
 - d) Experience / capability to deliver the services in accordance with any associated legislation.
 - e) The capabilities to manage the maintenance of the asset including compliance with statutory requirements.
 - f) Details of any proposed capital expenditure.
- 6.4 Encouragement is given to the submission of innovative proposals that enable the proposed service to be delivered in a more effective and efficient way.

7 The Decision Process

- 7.1 All proposals for community asset transfer will be considered by the County Council's Cabinet or its delegated governance platform as required and within the context as provided by this Policy.
- 7.2 The County Council will advise the organisation of its decision, outlining the reasons for any refusal. If the proposal has been successful notification will follow, with instructions for the legal formalities to be completed.

8 School Sites

- 8.1 If the asset is located on a school site and there is a recognised educational / curriculum need for the asset (this could include requirement for a free school), or the demise of the asset cannot be separated from the school for use by another occupier, then the County Council reserve the right to transfer to the school. This will be subject to the need being supported by the Director of Children Education and Families. In such cases all revenue liabilities for the property will transfer to the school, excluding non-delegated repairs and maintenance responsibilities.
- 8.2 If the asset is not required for educational / curriculum purposes and it can be separated to enable a transfer (via leasehold or freehold) the asset will be subject to this policy.
- 8.3 If the school is interested in taking over the running of the service then their bid will be assessed alongside any other community interest. In such circumstances where the school is funded by the County Council, equivalent charges will be applied through a Memorandum of Understanding as opposed to a formal lease.

9 Help and Advice

- 9.1 Community/voluntary organisations (including Parish and Town Councils) are encouraged to seek advice from the County Council at the earliest possible opportunity before making a formal application. There is guidance and help available through a number of sources including:
- a. The Community and Living pages on the County Council's web site.
 - b. The Government portal website for community information and grant programmes mycommunityrights.org.uk
 - c. Buildingcalculator.org.uk which provides a tool to help organisations understand likely operating and maintenance costs.
- 9.2 The County Council will provide specific information to communities to develop their proposal, including:
- Site Plan
 - Measured notional building floor plan where available
 - Guidance on the rental value and / or on the valuation of the asset
 - Guidance on current running costs (estimated where actuals are not available)
 - Current condition survey where available.

Oxfordshire County Council
June 2016

Appendix 1

Example of Standard Heads of Terms for Community Asset Transfer via a Lease of 5 Years Duration or Less

Landlord	Oxfordshire County Council
Tenant	Likely to be a management committee/Board of Trustees/charity <i>(to be encouraged to be a Charitable Incorporated Organisation – see Charity commission website)</i>
Property	Building 'x'
Demise	Area to be leased if part only of a property
Term	'x' years; contracted out of Landlord and Tenant Act 1954 Part II – no automatic right to renew.
Break	Tenant option to break at any time after first 2 years, subject to 6-12 months' notice. Landlord's option to break to reflect any known future requirements for the building at the time of leasing the building
User	The premises shall be used for the provision of 'xxxx' services and associated activities.
Forfeiture	Landlord can end the lease for material breach of lease covenant, including breach of the user clause.
Rent	£x per annum; (rent reviews in line with RPI every 5 years if negotiated term is longer than 5 years)
Premises Costs	Tenant to pay all rates, utility costs and other running costs.
Building Insurance	Tenant to insure contents. Landlord to insure building (costs recharged).
Insurance	The Tenant must hold third party liability to a total of £5M in any one claim.
Repair	Tenant to be responsible to maintain and repair in existing condition; a Schedule of Condition will be attached to the lease (prepared by OCC and agreed by the tenant).
Loose Equipment	A list of the loose items/equipment to be handed over with the building will also be provided and identify whether these items are to remain in the ownership of the County Council and therefore to be maintained/replaced as necessary.
Alterations	Tenant permitted to make non-structural alterations with Landlord's consent in writing, not to be unreasonably withheld.

Alienation	Tenant is not permitted to assign or sublet part of the premises; Tenant permitted to assign or sublet whole of the premises with Landlord's consent, not to be unreasonably withheld.
Repayment of Grant	Where a property is subject to a grant limiting the permitted use of the asset, if the tenant changes use without Landlords permission as defined under the lease then the tenant will be responsible for the payment of the outstanding grant if there is a claim for the claw back.
Ad Hoc Hiring	Sharing occupation with other parties under the existing permitted user without Landlord's consent is permitted if the occupation is through reference to a hiring agreement and does not create a landlord and tenant relationship.
Yielding Up	At the end of the term the Tenant will yield up the premises in the repair and condition prescribed in the lease.
Costs	Each party to bear their own costs.

Appendix 1 - Existing Case Study – from transfer under Big Society in 2012

1. Wolvercote Youth Centre was leased to a community group following service changes in the delivery of youth services. The community run initiative has been successful and has moved from initially supporting 4-5 children to numbers reported in 2014 to be in the region of 278.
2. Use of the asset has enabled the creation of a social enterprise which has also enabled them to deliver outreach services to Cutteslowe and Barton areas (the latter as a commissioned service by Oxford City Council).
3. The service initially gained a £37.5k 'Big Society' grant, in 2014 had 320 people who pledged £100 per year and at that time they held reserves of £127k.
4. This financial position has been supported significantly through payment of notional rent at £3k per annum with the Council remaining responsible for external repairs. The community group also benefitted from their ability to draw income from sub-letting the building at commercial rates of £32,500 per annum to a provider of services contracted by the county council.

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Division(s): NA

CABINET – 20 DECEMBER 2016

SENIOR MANAGEMENT REVIEW

Report by County Director

Introduction

1. A paper on the Senior Management Review (SMR) was considered by Cabinet on 22 November. A copy of that paper and the accompanying Penna Report can be found at Annex 1.
2. Cabinet noted the progress made to date on the SMR and asked for:
 - The views of Members attending the Senior Management Review briefing on 9 December 2016 on whether the structure will contribute to good performance
 - The views of Audit & Governance Committee to review governance
 - The views from County Council
3. Cabinet requested officers to bring a final version of the report back to Cabinet on 20 December reflecting feedback from those committees and meetings. The views from the above meetings will be submitted to Cabinet by means of an Addenda before the Cabinet Meeting on 20 December 2016.

Proposals

4. The current senior management structure is shown at Annex 2. The proposed new senior management structure can be found at Annex 3. Although still “drawn” as a traditional structure chart, the ways of working proposed deliver increased flexibility based on need at any particular time.
5. The key changes, and proposed approach are:
 - 1) Since the departure of the last Chief Executive the Council has been operating with a County Director who also fulfils the role of Head of Paid Service. It is proposed that that the title ‘County Director’ has served its purpose and that role should be re-designated as Chief Executive in the new structure.
 - 2) Director posts would be re-designated as Strategic Directors and reduced from 5 to 3. They would cover People, Communities and Resources. The Strategic Director for Resources post would be carried out by the Chief Executive, who will also take the lead on the transformation programme. These Strategic Director roles would focus on Council-wide, corporate responsibilities, problem solving and performance management; more than they would oversee service strategy and operational delivery.

- 3) It is proposed that the existing Director of Public Health (DPH) assumes on an interim basis the Strategic Director for People role, while retaining his statutory DPH role.
 - 4) It is proposed that the existing Chief Legal Officer is appointed on a permanent basis as the Director of Law and Governance, (in addition to his existing appointment to the statutory role of Monitoring Officer agreed by Council on 8 September 2015).
 - 5) It is proposed that expressions of interest for the Strategic Director for Communities role are sought from the wider ECCMT grouping.
 - 6) The Deputy Director and Corporate Advisor posts that remain would be re-designated as Directors; unless there is a statutory element attached to the role of Director, in this case 'Head of' will be used. The statutory roles of Director for Children's Services and Director for Adult Services would sit at the Director level, reporting into the Strategic Director for People. Given the statutory nature of these roles we have already successfully appointed to these posts in advance of the departures of the existing Director of Children, Education & Families and the Director for Adult Social Care.
 - 7) Within Resources one post would be re-designated as Assistant Chief Executive. The main emphasis of this role is to provide strategic and policy support to the Chief Executive. This role is important given the breadth of change underway to deliver our ambitions for the council, the transformation agenda and because there will not be an additional person in the Strategic Director for Resources role.
6. Further details about which services could report to Strategic Directors are in Annex 4. These are indicative and subject to agreement with Strategic Directors.

Financial and Staff Implications

7. Where appropriate, we will look to fill posts in the structure on an "internal first" basis and the proposals save money. This proposed structure sees anticipated savings in the region of £450,000, in addition it preserves the £300,000 already saved by the departure of the previous Chief Executive. The proposed structure also avoids incurring the additional costs of a Strategic Director of Resources, c.£182,000, as the Chief Executive will cover this role.
8. After Strategic Directors are appointed work would start, using the principles in the Penna report at Annex 1 (para. 31) and with corporate support, to review structures and assess the third tier managers. There is an expectation that this level of management would reduce.
9. On 14 July 2015 Peter Clark was appointed by Full Council as Head of Paid Service. On the 13 April 2016 Peter Clark's title was designated as County Director, as a temporary arrangement pending the outcome of the Senior Management Review. Subject to your decision to establish the post of Chief Executive (retitled from County Director),

Full Council has been asked to make an 'in principle' permanent appointment with a further ratification by Council in February after consultation with Cabinet.

RECOMMENDATIONS

10. The Cabinet is **RECOMMENDED** to:
 - (a) endorse the Senior Management Review recommendations and proposed structure:
 - (b) agree in principle that the post of County Director should be made permanent and re-designated Chief Executive; and
 - (c) agree that pending a permanent appointment as discussed in paragraph 9 above Peter Clark is redesignated from County Director to Interim Chief Executive

PETER CLARK
County Director

Contact Officer: Steve Munn, Chief HR Officer
December 2016

SENIOR MANAGEMENT REVIEW

Report by County Director

Background and context

1. The Senior Management Review (SMR) commenced in October 2015 following the departure of the then Chief Executive and the appointment of a new Head of Paid Service (later re-designated as County Director). At that time, we were already considering our succession arrangements for the County Council Management Team (CCMT) taking into account the age profile and individual plans of the then top team, and the Leader's desire to break down silo working.
2. We commissioned Penna to conduct a focused and objective review of our current structure and provide options for the future. Work undertaken included one to one meetings with each member of Extended County Council Management Team, in October/November 2015, canvassing Member opinions via an on-line survey in December 2015 and benchmarking with comparable organisations.
3. The work by Penna identified that the Council had highly capable senior professionals and that whilst there was a strong culture of silo working nevertheless there was also a significant appetite to work in a more collaborative way.
4. In February 2016 the four unitary council proposals by the City and District Councils required the SMR to be put on hold pending the outcome of the unitary debate and potential future shape of the council.
5. Many of the issues identified by the initial review have been taken forward during this time, particularly around the Council's future role and the direction the organisation should take. This has been driven by our thinking about the best structures for local government in Oxfordshire and the findings of the Grant Thornton and Price Waterhouse Cooper studies. We are now developing a proposal for a single unitary council for Oxfordshire. The management structure therefore must ensure quick decision making, flexibility and cross organisational working. Much of this work can also be applied to thinking about the role of the county council within the current two tier arrangements for local government.
6. Whilst the council's financial resources are likely to continue reducing we are building from a strong platform to be ambitious for the county. Oxfordshire is a place of many strengths, with a strong local economy and thriving local communities. However there are areas of serious

deprivation and a small but growing number of residents who need additional support.

7. We want the best for all our residents and will play an important role in enabling a truly thriving Oxfordshire. However we will not be able to deliver this vision without changing the way the council works. In particular we know that we need to focus on:
 - Facilitating and empowering residents and local communities to shape their own futures
 - Playing our part in driving economic growth and managing the pressures of this growth, in particular supporting the creation of jobs and homes for our future residents, while protecting the quality of life of Oxfordshire residents today
 - Supporting the most vulnerable people. That means helping older and disabled people live independent lives; making sure every child gets a good start in life, and protecting everyone from abuse and neglect.
8. In order to achieve this in the context of reducing resources we will need both a strong voice back to government to make Oxfordshire's case for investment loudly and clearly; and to forge new and strong partnerships locally, working with residents and communities as well as statutory and voluntary partners to deliver the best outcomes for our residents.
9. In order to ensure that the organisation itself is fit for the future we now have a robust transformation programme underway, this will improve the customer experience and enable us to be a more efficient and flexible organisation without cutting services.
10. The proposals set out in this report will provide the council with a strong framework for changing the way we work, and ensuring that our structure supports the outcomes we want for our residents and communities in Oxfordshire. There will be a much greater emphasis on a 'One Council' approach, on partnership working and on strongly driving the transformation programme to ensure that we are fit for the future.
11. It is now the right time to deliver the findings of the SMR. Our response to the unitary challenge confirmed that our structure and ways of working were not always flexible enough to meet residents' expectations and be able to best respond to need. The SMR process has been updated by the work the council has undertaken in recent months on the transformation of services and on the future of local government in Oxfordshire, including a unitary structure or structures.
12. The conclusions of the SMR have also been informed by the need to:

- Build on the foundations that are already in place, with the numbers of senior managers reducing by 40 per cent since 2010;
- Enable the council to rapidly develop and put in place a new operating model. This will focus on how the council can most effectively support the aims of Efficient Public Services in the Corporate Plan. The new model will see the council become smaller, but more flexible and agile, as it works more smartly for and with Oxfordshire's communities.
- Ensure a stronger 'One Council' approach, driving and embedding new approaches across the organisation;
- Ensure that there is the flexibility to 'Think Unitary, Act Unitary' to meet the future needs of Oxfordshire residents;
- Achieve efficiencies and savings.

Findings of the review

13. Penna's concluding report on this phase of the SMR can be found at Annex 1.
14. The current senior management structure is shown at Annex 2. The proposed new senior management structure can be found at Annex 3. Although still "drawn" as a traditional structure chart, the ways of working proposed deliver increased flexibility based on need at any particular time.
15. The key changes, and proposed approach are:
 - 1) Since the departure of the last Chief Executive the Council has been operating with a County Director who also fulfils the role of Head of Paid Service. It is proposed that that the title 'County Director' has served its purpose and that role should be re-designated as Chief Executive in the new structure.
 - 2) Director posts would be re-designated as Strategic Directors and reduced from 5 to 3. They would cover People, Communities and Resources. The Strategic Director for Resources post would be carried out by the Chief Executive, who will also take the lead on the transformation programme. These Strategic Director roles would focus on Council-wide, corporate responsibilities, problem solving and performance management; more than they would oversee service strategy and operational delivery.
 - 3) It is proposed that the existing Director of Public Health (DPH) assumes on an interim basis the Strategic Director for People role, while retaining his statutory DPH role.
 - 4) It is proposed that the existing Chief Legal Officer assumes on a permanent basis the Director of Law and Governance role, including the statutory role of Monitoring Officer.

- 5) It is proposed that expressions of interest for the Strategic Director for Communities role are sought from the wider ECCMT grouping.
- 6) The Deputy Director and Corporate Advisor posts that remain would be re-designated as Directors; unless there is a statutory element attached to the role of Director, in this case 'Head of' will be used. The statutory roles of Director for Children's Services and Director for Adult Services would sit at the Director level, reporting into the Strategic Director for People. Given the statutory nature of these roles we have already successfully appointed to these posts in advance of the departures of the existing Director of Children, Education & Families and the Director for Adult Social Care.
- 7) Within Resources one post would be re-designated as Assistant Chief Executive. The main emphasis of this role is to provide strategic and policy support to the Chief Executive. This role is important given the breadth of change underway to deliver our ambitions for the council, the transformation agenda and because there will not be an additional person in the Strategic Director for Resources role.

16. Further details about which services could report to Strategic Directors are in Annex 4. These are indicative and subject to agreement with Strategic Directors.

Financial and Staff Implications

17. Where appropriate, we will look to fill posts in the structure on an "internal first" basis and the proposals save money. This proposed structure sees anticipated savings in the region of £450,000, in addition it preserves the £300,000 already saved by the departure of the previous Chief Executive. The proposed structure also avoids incurring the additional costs of a Director of Resources, c.£182,000, as the Chief Executive will cover this role.

18. After Strategic Directors are appointed work would start, using the principles in the Penna report at Annex 1 (para. 31) and with corporate support, to review structures and assess the third tier managers. There is an expectation that this level of management would reduce.

RECOMMENDATIONS

19. The Cabinet is RECOMMENDED to:

- Note the progress made to date on the Senior Management Review
- Ask for the views of Members attending the Senior Management Review briefing on the 9th December 2016 on whether the structure will contribute to good performance
- Ask for the views of Audit & Governance Committee to review governance
- Ask for views from County Council

- Request officers to bring a final version of the report back to Cabinet on 20 December reflecting feedback from those committees and meetings.

PETER CLARK
County Director

Contact Officer: Steve Munn, Chief HR Officer
November 2016

Annex 1 – Penna report
Oxfordshire County Council
Senior Management Review 2015-16

Background

1. Penna was appointed to carry out an external review in October 2015. Work started immediately but when the unitary debate commenced there was a requirement to pause the review pending the outcome of the debate and to enable us to consider the impact of the debate on the Senior Management Review. In the spring some of our recommendations were put into action with the appointment of a Director for Transformation. With the membership of the County Council's Management Team changing now is the right time to fully implement this Review.
2. At that time we were appointed the Council faced substantial challenges to its management arrangements. These stemmed principally from growing uncertainty in its operating environment. The election of a Conservative Government in May 2015 had produced greater certainty in the political sphere nationally but the Government's stance towards local government was developed largely through the prism of city region based economic growth complemented by "devolution deals" within English local government.
3. At the same time, the Council was engaged in two sets of discussions that questioned its future management arrangements: first, were the plans with two other Counties to jointly manage/commission environment and highways work; and second, the fast paced approach to integrating the County's social care functions with local health care services. Moreover, the departure of the Council's Chief Executive in September 2015, and the known retirement plans for some members of the management team, also meant that the Council needed to address the design of its senior management.
4. This led the Leader to initiate an external review of management arrangements. We were commissioned to conduct a focused and objective review of the County's management structure and provide options for the future. Work undertaken included one to one meetings with each member of the "extended County Council Management Team", in October/November 2015. Member opinions were canvassed via an on-line survey in December 2015.
5. Finally, benchmarking with comparable organisations was completed. Two factors were crucial to the initial set up of the review. First, was the aim to engage a wide group of Members in shaping the review's scope and purpose. Second, the review was to engage and involve senior

managers (at Director and Deputy Director level). The review was not to be an external “top down” imposition. The review therefore developed from a strategic conversation amongst Members and senior managers. It developed iteratively over several months. There was no simple template used; rather design principles and managerial issues were raised and discussed with senior managers singly as well as in groups.

6. This was especially important given the maturity of the Council’s senior management. For this was not an exercise in simply implanting a “structure” but in developing better accountabilities to help the Council sharpen its performance and improve public service outcomes. The Senior Management Review (SMR) commenced in late 2015 following the departure of the then Chief Executive and the appointment of a new Head of Paid Service (later re-designated as County Director). At that time, the Council were already appropriately considering possible “succession arrangements” for the County Council Management Team (CCMT) taking into account the age profile and individual plans of the then top team. Not only was this a driver for change, but provided the Council with a real opportunity to properly plan for the future by getting the right people into the right posts and create principles for working which could truly realise the desire to transform both the organisation and the county itself.
7. Honest and open discussions needed to be held in confidence about how the Council’s management could adapt to the challenges it faced. Confidential conversations about career options were critical with some senior managers and it was to the credit of the Council’s management that these were conducted honestly and with integrity.
8. An early discussion point in October 2015 was the position of the Council’s most senior official: the post of the chief executive. In reviewing the options, experience of managerial changes introduced elsewhere were examined to see whether they offered Oxfordshire any direct lessons (particularly amongst Councils that had dispensed with the role of chief executive or amongst those who had changed the focus of the role).
9. However, the central concerns involved ensuring managerial accountability to Members while reducing the overall cost of senior management. For that purpose it was essential to examine the “role clarity” of each senior management position and not just the chief executive position. Within management, the pivotal issue is who is accountable for what; and to whom are they accountable? Role confusion between managers with overlapping responsibilities can, at best, produce waste and inefficiency; at worst it can generate organisational dysfunction.
10. In a multi-purpose local government the role of the chief executive (or head of paid service) is to ensure that the best advice is organised in a coordinated manner; that policies and plans are coherent; and that

management actions are accountable - within management as well as to elected Members. Elected members invoke change; senior managers deliver it. Senior managers must, at all times, avoid “stealing public interest decisions” from politicians. Officers work in a creative partnership with Members. But it is elected Members who decide direction and determine public interest choices.

Discussions with senior management

11. It became clear that the Council possessed a cadre of highly capable senior professionals and managers. This was particularly evident at the Deputy Director level and with those staff whose responsibility was to lead professional functions. These managers when assessed against sector norms perform very well indeed and there was evident scope for professional and personal growth amongst several senior managers; and the potential to lose them elsewhere if opportunities in Oxfordshire did not emerge.
12. However, it was also clear that managerial activity was too silo'd. Corporate working was principally concerned with coordination (discussions about “who should do what, when?”) rather than collaborative problem solving (discussions about “how we can solve this local problem by working together”). Senior staff were keen to work more collaboratively in cross-organisational ways, but there was insufficient corporate working arrangements. A style of corporate working began in earnest as soon as the issue was identified and they have significantly developed since that date within a newly established open supportive culture set by Peter Clark.
13. Early in the review we took the view that the management arrangements needed to be adaptive and robust. It was not enough for them to be “resilient” to changes in the external environment; they needed to be open to adapt to these changes while maintaining organisational integrity. Key to this was the position of the Council’s most senior official. Our discussions with senior managers revealed a palpable sense of trust and confidence in Peter Clark potentially serving as an interim head of paid service to help lead the Council’s management through the next period of challenge. In our view the Council needed to use its best efforts to recruit to this position in the medium term but it was sensible to offer Peter Clark a new role to bridge between the pre-2015 Council and what it would become by the end of 2017. He had begun an open and inclusive style of working which was welcomed and supported by senior managers across the Council.
14. We also recommended that additional and ideally external support was necessary to kick start and co-ordinate a Council-wide approach to organisational transformation. We were of the view that this would be

most effective if the Council appointed someone fresh with specific transformational experience to the top management team. This would produce additional challenge and grit in the management of the Council and ensure that progress towards change was achieved.

15. A Director for Transformation was appointed on a short term contract. He successfully set in train a number of key developments and created healthy challenge and disruption to the point where a range of changes, new ways of working and shared services have been introduced. The Director left once this work was completed and the Council was confident they had the internal expertise and knowledge to move to the next phase of the transformation programme.
16. One key factor is the expectation on senior managers to “secure the successful delivery of service outcomes” while also working corporately and helping solve problems through joint action. Too often this is collapsed into a simple distinction between “strategic” managers and “operational” managers. In truth, operational managers (whether they are overseeing commissioning or delivering) in all sectors always need to be more strategic in their approach.
17. Having a strategic approach helps them shape services for tomorrow; and not just ensure that they are being delivered effectively today. Instead the challenge for local government senior managers is how best to achieve joint working on corporate problems. And increasingly this is less about “what the Council delivers”; it is more about how the Council works productively with communities and other partnerships to generate value locally. This requires a positive approach to collaborative working in an open style of management. This is less about what senior managers “control”; and more about what they can usefully influence to improve public outcomes across the County.
18. Discussions with senior managers led the external review team to conclude that the Council had the capabilities and ambition within its existing management to work more effectively as a cohesive group in support of the Council. The review team concluded that the management arrangements needed to be adapted - particularly at the Director level. We provided feedback to individual managers, together with an initial report on findings and possible way forward. This was completed in January 2016 and presented to the Extended County Council Management Team (ECCMT).

Local Government Reorganisation

19. Finalising the overall management design has proved problematic because of the “planning blight” created by the vacillating currents in both the national and local debates about local government reorganisation.

This is no place to rehearse these issues but the uncertainty that has been cast over the Council's management arrangements cannot be overstated.

20. In February 2016 the four unitary councils proposed by the City and District Councils required the SMR to be put on hold pending the outcome of the unitary debate and potential future shape of the council. In the past ten months there have been competing approaches to how the County should be governed in the future and how its management should therefore be organised. The Council's response to the unitary challenge confirmed that the structure and ways of working were not "broken" but were not sufficiently flexible enough to meet residents' expectations and be able to best respond to need.
21. In support of the Council's own submission to Government on these issues, we have worked on how future management arrangements would be best established for a single unitary Oxfordshire Council. Thus while we were initially engaged to advise on the management arrangements for the Council's existing functions and activities, we also had to consider how best they could be adapted for a potential unitary County.
22. These structural governance challenges present substantial challenges to senior managers - as much as to elected Members. These managers are aiming to reshape services for the future and are increasingly doing so in collaborative partnership with other agencies and with local communities. In very many cases they need to focus on how to reduce substantially the cost of the service in the future. Doing so without knowing the structure of governance in the County is extremely difficult.

Cost Reduction: a design principle

23. The cost of a service includes the direct cost of labour, plant, materials and asset overheads (such as offices, depots, IT and so on). But it also includes the direct cost of managing the service, commissioning it and reviewing its effectiveness. In this sense management is an overhead.
24. Senior management that acts corporately is a corporate overhead (alongside the cost of governance, audit, insurance, corporate law and so on). Those who perform senior corporate management roles therefore need to be mindful of their costs. Every pound spent on senior management is a pound not spent in direct service provision. The issue is whether senior management adds sufficiently cost-effective value to the delivery of services today and the shaping of services for tomorrow. Lean approaches to corporate management underpinned our approach and we examined authorities elsewhere at the top three tiers of management to develop options that were highly cost effective and which could deliver substantial cost reductions to Oxfordshire taxpayers.

More recent changes

25. At the broadest level, following the Brexit vote in late June 2016 and the subsequent changes in the Administration and Machinery of Government, the Council has had to review its forward plan again. This is because the stance of Government has changed markedly in some areas (city regional footprints for economic growth have become larger); and in other areas is subject to review and change (potentially in respect of children's services). This impacts on the feasibility of any move towards the "unitarisation" of English Counties as well as to the more general financing of local government functions and activities (such as the business rate retention policies and the distribution of revenues from new developments). Moreover, approaches to health and social care integration (potentially impacting upon over one-half of the County's functional spend) are now in review as the 44 Sustainable Transformation Plans (STPs) are in consideration by NHS England and the Dept of Health.
26. More narrowly changes are anticipated in the County's top management team as both the Director for Adult Social Care and the Director for Children, Education & Families will be leaving in the coming months.

Moving to implementation

27. It is now the right time to deliver the findings of the senior management review. The Council's management needs to be fit for new purposes. The SMR process has been updated by the work the Council has undertaken in recent months on the transformation of services and on the future of local government in Oxfordshire, including a unitary structure or structures. The conclusions of the SMR have also been informed by the need to:
- Build on the foundations that are already in place, with the numbers of senior managers reducing by 40 per cent since 2010;
 - Enable the council to rapidly develop and put in place a new operating model. This will focus on how the council can most effectively support the aims of Efficient Public Services in the Corporate Plan. The new model will see the council become smaller, but more flexible and agile, as it works more smartly for and with Oxfordshire's communities.
 - Ensure a stronger 'One Council' approach, driving and embedding new approaches across the organisation;
 - Ensure that there is the flexibility to 'Think Unitary, Act Unitary' to meet the future needs of Oxfordshire residents;

- Achieve efficiencies and savings

Proposals in detail

28. The County's current senior management structure can be found at Annex 2. This directorate based structure has served the Council well over recent years but it is clear message that now is the time for change. The proposed new senior management structure can be found at Annex 3. Although still presented in a traditional "structure chart", the ways of working proposed deliver increased flexibility based on need at any particular times. What matters is corporate responsiveness to improve collective managerial accountabilities.

29. The key changes, and proposed approach are:

1) Since the departure of the last Chief Executive the Council has been operating with a County Director who also fulfils the role of Head of Paid Service. It is proposed that that the title 'County Director' has served its purpose and that role should be re-designated as Chief Executive in the new structure.

2) Director posts would be re-designated as Strategic Directors and reduced from 5 to 3. They would cover People, Communities and Resources. The Strategic Director for Resources post would be carried out by the Chief Executive, who will also take the lead on the transformation programme. These Strategic Director roles would focus on Council-wide, corporate responsibilities, problem solving and performance management; more than they would oversee service strategy and operational delivery.

3) It is proposed that the existing Director of Public Health (DPH) assumes on an interim basis the Strategic Director for People role, while retaining his statutory DPH role.

4) It is proposed that the existing Chief Legal Officer assumes on a permanent basis the Director of Law and Governance role, including the statutory role of Monitoring Officer.

5) It is proposed that expressions of interest for the Strategic Director for Communities role are sought from the wider ECCMT grouping.

6) The Deputy Director and Corporate Advisor posts that remain would be re-designated as Directors; unless there is a statutory element attached to the role of Director, in this case 'Head of' will be used. The statutory roles of Director for Children's Services and Director for Adult Services would sit at the Director level, reporting into the Strategic Director for People. Given the statutory nature of these roles the Council has already successfully appointed to these posts in advance of the departures of the existing Director of Children, Education & Families and the Director for Adult Social Care.

- 7) Within Resources one post would be re-designated as Assistant Chief Executive. The main emphasis of this role is to provide strategic and policy support to the Chief Executive. This role is important given the breadth of change underway to deliver the ambitions for the council, the transformation agenda and because there will not be an additional person in the Strategic Director for Resources role. The Assistant Chief Executive will also have a prominent external role in handling a wide range of relationships with government, partners and stakeholders.
30. Further details about which services could report to Strategic Directors are at Annex 4. These are indicative and subject to agreement with Strategic Directors.

Principles for reshaping services

31. In proposing the new structure and the regrouping of services the following principles were and will be applied:
- 1) Services should be grouped so that the management of those services are able to realise positive synergies in terms of designing and delivering more effective services for customers and service users; and are able to realise efficiency gains through strategic budgetary control and by eliminating waste, duplication and unnecessary management overheads
 - 2) Management layers, accountabilities and reporting lines should be few, simple and clear; and managerial “spans of control” should be stretching (up to 8)
 - 3) New management arrangements must also deliver a relentless focus on improving service performance; motivate people towards change for improvement as well as being adaptable and flexible.
 - 4) There needs to be a straightforward relationship between any new management arrangements and the Council’s scheme of formal delegation – thereby ensuring that the political dimension of the Council links with the management side in a way that enhances overall organisational effectiveness and efficiency.
 - 5) Where required, appointments to posts would be using the robust selection methods we currently use to appoint senior managers, which includes development planning for successful candidates. This first phase of implementation of the senior management review will be accompanied by the articulation of a new direction for the council, a refresh of the corporate values and behaviours, and phase one of the Council’s transformation programme.

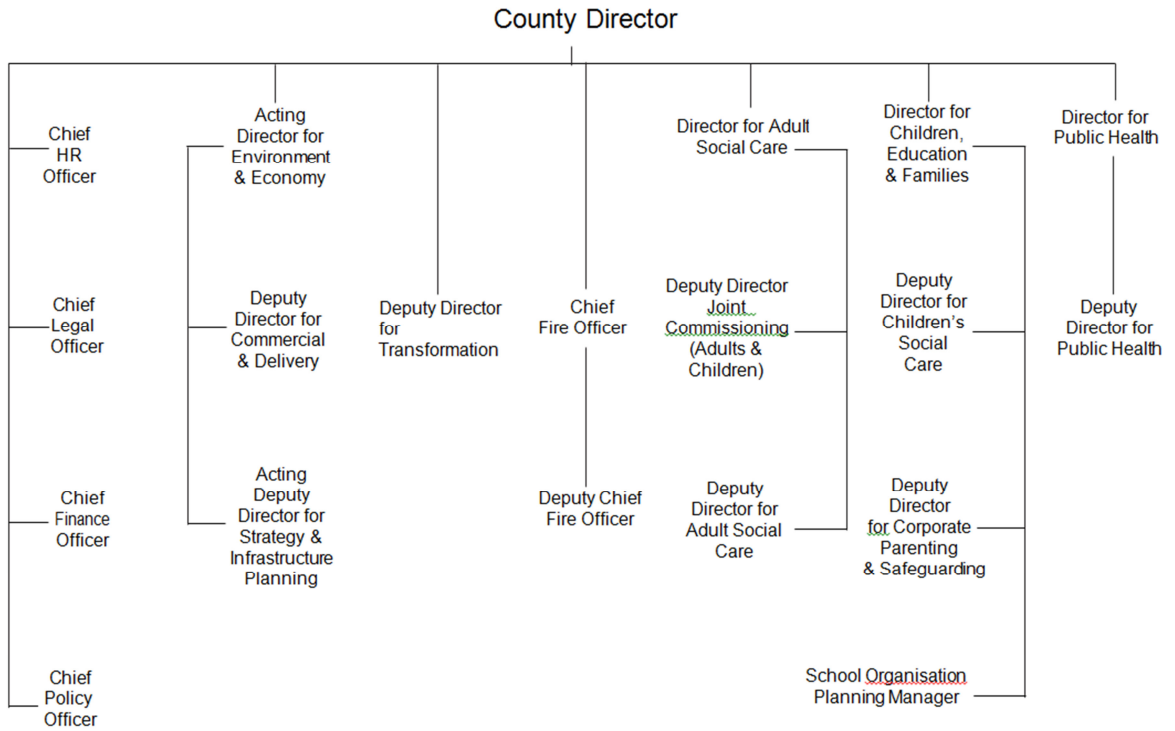
32. A series of recommendations based on the findings of this review are provided for consideration in a covering report for Cabinet.

1 November 2016

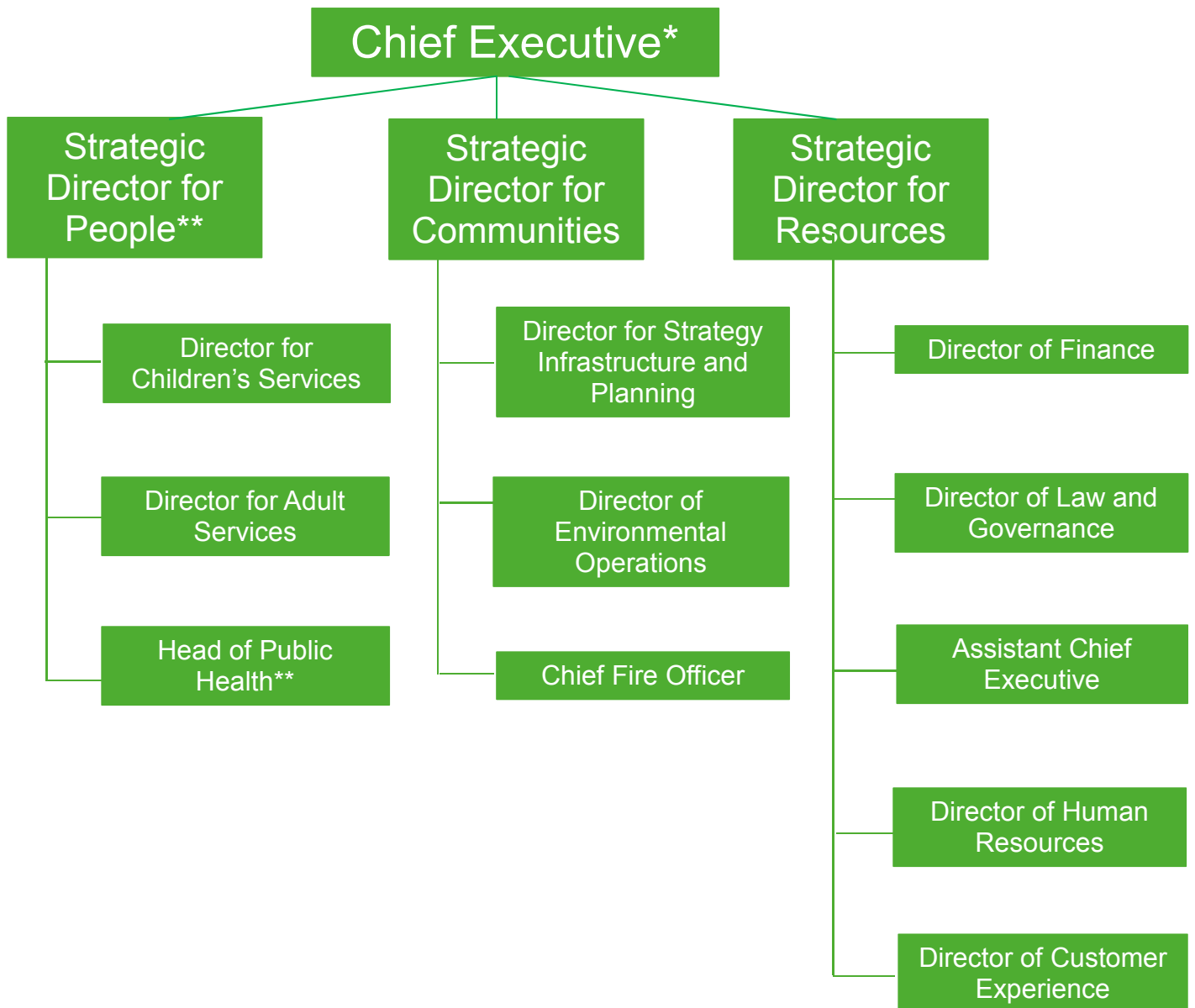
report authors:

Dr Barry Quirk CBE (Penna Associate) and Julie Towers (Managing Director, Penna)

Annex 2 – Current senior management structure



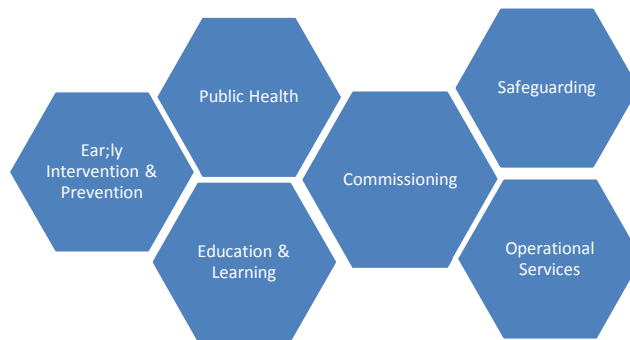
Annex 3 – Proposed senior management structure



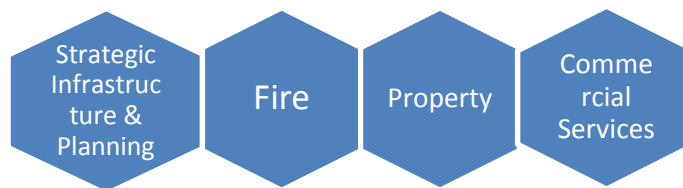
* Chief Executive will also cover the role of Strategic Director for Resources

** Strategic Director for People will retain the role and title of Director for Public Health

Strategic Director for People



Strategic Director for Communities



Reporting into the Chief Executive as Strategic Director for Resources



Division(s): N/A

CABINET – 20 DECEMBER 2016

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision	Portfolio/Ref
Cabinet, 24 January 2017	
<ul style="list-style-type: none"> <p>▪ Delegated Powers - January 2017 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.</p> 	<p>Cabinet, Leader 2016/088</p>
<ul style="list-style-type: none"> <p>▪ Business Management & Monitoring Report for Quarter 2 - January 2017 To note and seek agreement of the report.</p> 	<p>Cabinet, Deputy Leader 2016/087</p>
<ul style="list-style-type: none"> <p>▪ Housing Related Support Pooled Budget Agreement To seek agreement in principle to contribute to a pooled budget for housing related support between the County Council, the District and City Councils and CCG.</p> 	<p>Cabinet, Adult Social Care 2016/084</p>
<ul style="list-style-type: none"> <p>▪ Carers' Strategy and Carers' Personal Budgets To consider the outcome of the public consultation on the carers' strategy and carers' personal budgets and the recommended way forward.</p> 	<p>Cabinet, Adult Social Care 2016/089</p>
<ul style="list-style-type: none"> <p>▪ Daytime Support Review To seek approval of the proposed option for Daytime Support model.</p> 	<p>Cabinet, Adult Social Care 2016/104</p>
<ul style="list-style-type: none"> <p>▪ Oxfordshire Minerals & Waste Local Plan - Core Strategy To seek approval of:</p> <ol style="list-style-type: none"> 1. Proposed modifications to the Core Strategy for public consultation; 2. Revised Minerals & Waste Development Scheme; 3. Local Aggregate Assessment 2016 	<p>Cabinet, Environment 2016/070</p>
<ul style="list-style-type: none"> <p>▪ School Crossing Patrol Policy To seek approval of a new policy.</p> 	<p>Cabinet, Environment 2016/045</p>

- **Service & Resource Planning Report - 2017/18 - January 2017** Cabinet, Finance 2016/086

To provide background and context to the service and resource planning process for 2017/18.

Cabinet Member for Children & Family Services, 23 January 2017

- **A Strategy for Unaccompanied Asylum Seeking Children** Cabinet Member for Children & Family Services, 2016/116

To note and seek approval of the strategy.

Cabinet Member for Education, 24 January 2017

- **Expansion of Launton CE Primary School** Cabinet Member for Education, 2016/109

Whether to approve the expansion of Launton CE Primary School to 1 form entry from September 2017.
- **Expansion of West Witney Primary School** Cabinet Member for Education, 2016/110

Whether to approve the expansion of West Witney Primary School to 2 form entry from September 2017.

Cabinet Member for Environment, 12 January 2017

- **Oxfordshire Minerals & Waste Annual Monitoring Report 2016** Cabinet Member for Environment, 2016/061

To seek agreement to the Minerals & Waste Annual Monitoring Report for 2015, setting out progress on preparation of the Minerals & Waste Local Plan and the results of monitoring of minerals & waste planning policies.
- **Proposed Amendments to Parking - Worcester Place, Oxford** Cabinet Member for Environment, 2016/096

To seek approval of the proposals.
- **Proposed Traffic Calming Amendments, Waiting Restrictions and Zebra Crossing - Bankside, Banbury** Cabinet Member for Environment, 2016/118

To seek approval of the proposals.
- **Proposed Toucan Crossing - A361 Southam Road, Banbury** Cabinet Member for Environment, 2016/119

To seek approval of the proposals.

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| <ul style="list-style-type: none"> ▪ Proposed 30mph Speed Limit - Kingston Business Park, Kingston Bagpuize
To seek approval of the proposals. | Cabinet Member for Environment, 2016/120 |
| <ul style="list-style-type: none"> ▪ Proposed Amendments to Traffic Calming - Hanney Road, Steventon
To seek approval of the proposals. | Cabinet Member for Environment, 2016/122 |
| <ul style="list-style-type: none"> ▪ Review of Waiting Restriction Proposals - Great Western Park, Didcot
To seek approval of the proposals. | Cabinet Member for Environment, 2016/124 |
| <ul style="list-style-type: none"> ▪ Proposed Waiting Restrictions - Grove Road, Sonning Common
To seek approval of the proposals. | Cabinet Member for Environment, 2016/125 |
| <ul style="list-style-type: none"> ▪ Minor Speed Limit Changes - B4017 Abingdon Road, Drayton
To seek approval of the proposals. | Cabinet Member for Environment, 2016/126 |
| <ul style="list-style-type: none"> ▪ Proposed Amendments to Parking Restrictions - Frenchay Road and Elizabeth Jennings Way, Oxford
To seek approval of the proposals. | Cabinet Member for Environment, 2016/083 |
| <ul style="list-style-type: none"> ▪ Proposed Amendment to Loading Bay Restrictions - The Plain Roundabout (East Side), Oxford
To seek approval of the proposals. | Cabinet Member for Environment, 2016/111 |

Cabinet Member for Public Health, 11 January 2017

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| <ul style="list-style-type: none"> ▪ Adult Weight Management Services
To seek to approve the incurring of expenditure for the commissioning of Adult Weight Management Services and to delegate to the Director of Public Health, following consultation with the Cabinet Member for Public Health the authority to determine tenders and contracts in order to secure provision of services. | Cabinet Member for Public Health, 2016/145 |
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